

**FACTORS INFLUENCING WORKING STRESS OF OPERATIVE  
EMPLOYEES: A CASE OF AUTOMOTIVE INDUSTRY IN  
LADKRABANG INDUSTRIAL ESTATE**



**A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE  
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**Thesis Title** Factors Influencing Working Stress of Operative Employees:  
A Case of Automotive Industry in Ladkrabang Industrial  
Estate

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## ABSTRACT

In present, mental health issues are very important that could affect the population around the world. In Thailand, it is in an ever-changing economic and political period, including the COVID-19 pandemic that has a direct economic impact on the well-being of the people and making people in a state that causes more mental health problems, especially those who have suffered from career failure as well as those who are laid off or unemployed. This research aims to determine the factor influencing the working stress of operative employees in the automotive industry in Ladkrabang industrial estate, Thailand. Data was gathered from 368 respondents by using the convenience sampling method. This research shows the predictor of working stress is the role in organization, career development, and relationship at work. In addition, organizational structure and climate have no effect on the working stress of employees in the automotive industry. For supervisors or the human resources departments, as well as executives and stakeholders, the survey results can be used to improve work on a variety of topics to reduce working stress of employees and increase productivity.

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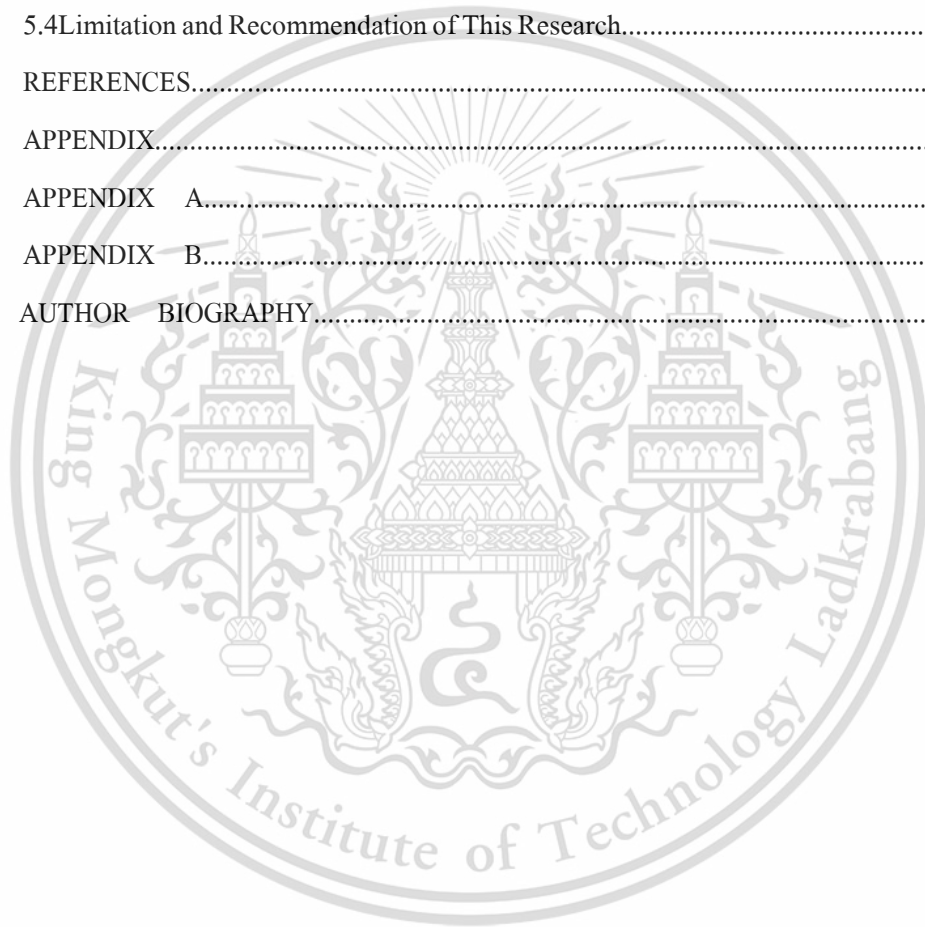
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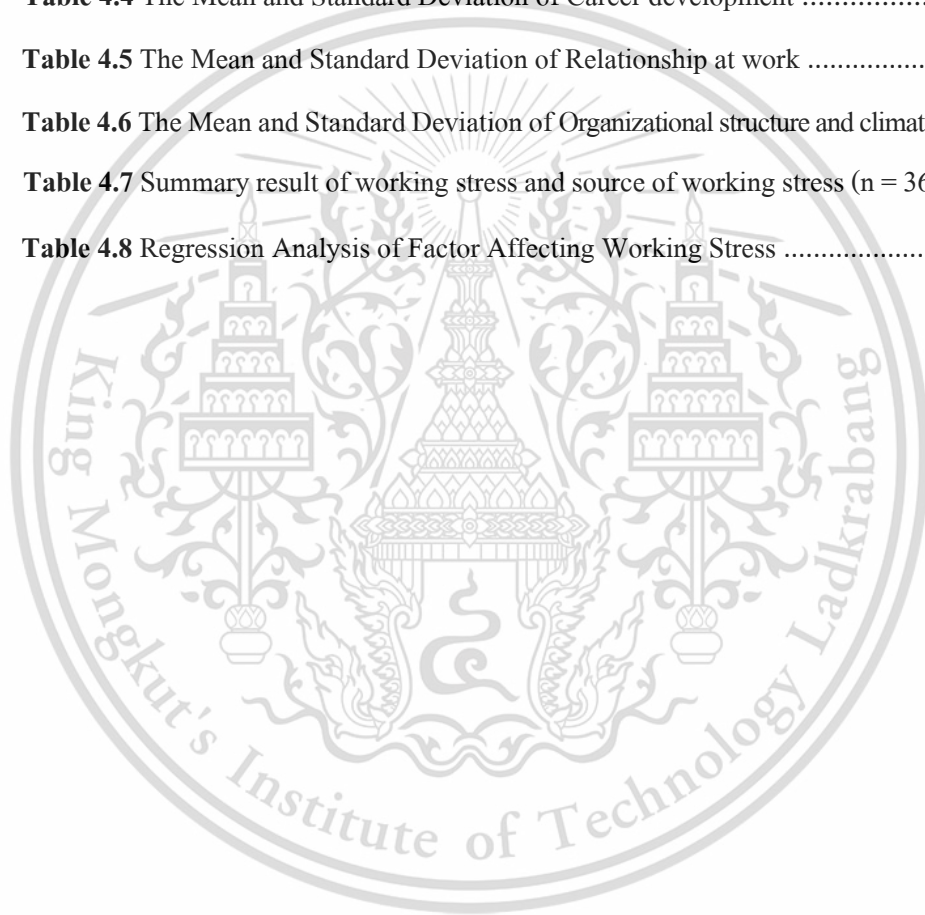
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## CHAPTER 1

### INTRODUCTION

Nowadays, there is a great notion of mental health issues for its impacts on the people live. Many researchers have pointed out its serious negative effects and suggested that mental health is a crucial factor which should be kept close eye on. Currently, The Thai people have been through the toughest time in the 21<sup>st</sup> century. Thailand is going through issues are very important that affect people all over the world, in Thailand in an ever-changing period in terms of economic and political period. Not only that, but Thailand is also hit hard by , plus the Covid -19 pandemic. Those directly affect , which has a direct economic impact on people's well-being and likely puts the Thai people in a state that causes more of being overwhelmed that may cause the mental health problems, especially those who have suffered from occupational failure. Statistically, suicidal ratio of the Thai is increasing recently. The mental illness is accused as the cause of the increasement. Including those who are made redundant or unemployed statistics for the number of people with mental illness and there is a growing problem of suicide.

World Health Organization documented a report that assessed In examining documented data and reports to assess the mental health status of the Thai population in 1981. In the report, they defined the , the conceptual framework of the (World Health Organization,1981) mental health and its indicators were used. Mental illness or mMental dDisorders is defined as an indicator of health that is not synonymous with physical complaints. Mental Rather, it is a symptom of a happy feeling in life, known as a state of mental and social well-being or quality of life, and indicators of volatility or social problems related to mental health, such as alcohol abuse, gambling addiction. Misconduct, divorce and suicide, etc. It was found that the extent and severity of mental health and related problems increased over time due to a society focused on industrial development. Assumed for material prosperity, modern technology from advanced society to Thai society and these things, all changes in the economic condition of traditional Thai society and culture, trends in mental health conditions of Thai society in the future in a severe

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impact.

Stress or stressed, a common word which are heard from most people in today's modern life. has become a major factor in modern life. the state of the body and mind reacting to a condition or action. Its occurrence in daily life affects both the physical and mental health of a person. Most of the time, stress has a negative effect on an individual's happiness. Stress can have both benefits and detriments. Mild stress is a stimulant for self-development, on the other hand, very severe stress can have a negative effect rather than a positive one (Ruangratanaamporn Organization, 2013). Employees learn to refuse, especially when employees are forced to do things beyond what they can do. Forcing these things will easily fail. Blaming stress on adapting to changing situations is not the answer. In addition, employees should be encouraged to take time to travel, schedule a vacation, and stay fit. After all, this has the potential to combat stress. It also reduces physical stress and depressed mood (Nawalak Klangburi, 2013).

The automobile and auto parts industry in Thailand is one of the industries important for international economic development, both for employment and for the development of national technology, with factories being production bases for domestic and international sales. (Thai Auto Parts Manufacturers Association, 2011).

The automotive industry and automotive components in Thailand are one of the industries that are important for the economic development of the country. The country's employment or technological development with Thailand as the production base for domestic and international sales is also considered a leader in automotive and component manufacturing in the ASEAN region. (Thai Auto Parts Manufacturers Association, 2011) which shows that the industry is developing more and more, personal factors are also important.

Most organizational problems faced are work stress problems, which can be caused by many reasons, both by the organization and the individual. Stress directly affects people and their performance. Examples of common stress include pressure from supervisors and pressure from working with co-workers (Piyanun Sawat Sarangkar, 2012).

Stress affects feelings, thoughts, and actions within an organization, will affect the organization's goals for success, and can lead to problems in both work and finances, which

can be measured by indicators such as accidents and hazards, reduced work-related illnesses. Lack of employee morale, reduced quality of products and services, unclear work. Inefficient communication, frequent malfunctions, poor working conditions and atmosphere. There were inter-departmental disputes. The relationship between the organization and service providers has deteriorated. The image of the organization is deteriorating to measure the severity of stress in the organization (Office of the Health Promotion Fund, 2009). Therefore, stress is classified as an almost silent threat, a disease that can be seen. Failure in management can cause severe damage to the organization, it is the duty of everyone in the organization to manage. So that this does not happen to the employees in the organization.

As a result of the above reasons, interested in the reasons and factors of stress in the workplace and affect work efficiency and the results of this research, it can be a guideline to help management to determine the cause and stress level of employees, to find ways to prevent and improve if can identify the nature and cause of the problem, provide the information and the cause of the problem so that the appropriate organizations or private companies can apply it to correct the stress of the employees in the organization.

## **1.1 Objective**

1.1.1 To study the level of working stress of operative employees in the automotive industry at Ladkrabang Industrial Estate.

1.1.2 To find the factors influencing the working stress of operative employees in the automotive industry at Ladkrabang Industrial Estate.

## **1.2 Research Question**

Hypothesis 1: Role in organization could influence on working stress of operative employees in the automotive industry.

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Hypothesis 2: Career development could influence on working stress of operative employees in the automotive industry.

Hypothesis 3: Relationship at work could influence on working stress of operative employees in the automotive industry.

Hypothesis 4: Organizational structure and climate could influence on working stress of operative employees in the automotive industry.

### 1.3 Theoretical Framework

The conceptual framework for this study defines independent and dependent variables as follows

#### Independent variables

##### Source of working stress

- 1.Role in organization
- 2.Career development
- 3.Relationship at work
- 4.Organizational structure and climate

#### Dependent variable

Working Stress

Figure 1.1: Conceptual paper

### 1.4 Scope of Study

The target population of the research study includes 4,550 operational level employees in the automotive industry at Ladkrabang Industrial Estate. The sample size was determined according to the criteria of (Taro Yamane, 1979) at a confidence level of 0.95, therefore 368 employees were identified.

1.4.1 Scope of Content. The information obtained includes demographic data, independent variables, and dependent variables as followed.

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#### 1.4.1.1 Independent variable

Source of working stress:

1. Role in organization
2. Career development
3. Relationship at work
4. Organizational structure and climate

#### 1.4.2.2 Dependent variable

Working stress of operating employees

#### 1.4.3 Timeframe of Research

Timeline Steps	May-July 2020	Aug-Nov 2020	Dec-Feb 2020	May-July 2021
1. Literature review and Construct the conceptual Framework	↔			
2. Write Proposal		↔		
3. Collect and Analyze data			↔	
4. Full thesis presentation				↔
5. Review and Revise to final version				↔

### 1.5 Definition of key terms

1. Working Stress refers to a state of pressure in a person that occurs when something is threatening and leads to a physical, mental, emotional, and social imbalance. This includes a person's physical and mental development, meaning a state of stress is a defense mechanism that occurs when external threats intervene.

2. Role in organization refers to a source of great leadership stress associated with an individual's role at work. Example Role conflict (conflicting job demands, multiple supervisors/managers), role ambiguity (lack of clarity about responsibilities, expectations, etc.), level of responsibility.

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3. Career development refers to everything you need to know about career development. Career development is important to implement a career plan. It is an activity of the organization that considers the long-term benefits and success of the staff and organizational effectiveness. Career development consists of staff improvement carried out by the individual employee through the training, education and development program arranged by the organization.

4. Relationship at work is people in an organization, that is, if employees have a poor relationship with each other, it will create a relatively low trust in each other, and there is little support less interest in trying to solve the problem the trust of people in the organization is vague. This results in there being no direct interpersonal order which causes psychological stress, and affects the work being done. Workplace relationships are unique interpersonal relationships with important implications for the people in those relationships and the organizations in which the relationships exist and develop. Workplace relationships directly impact a worker's ability and drive to succeed.

5. Organizational structure/climate is participation (or non-participation) in decision making, leadership style, communication patterns.

## CHAPTER 2

### LITERATURE REVIEW

This research aims to study the factors that affect the working stress of operative employees in the automotive industry at Ladkrabang Industrial Estate. To gain an insight into the working stress and related factors, the related literature has been reviewed and presents in this chapter.

#### 2.1 Stress

- 2.1.1 Concept and theory of stress
- 2.1.2 types of stress
- 2.1.3 Causes of stress
- 2.1.4 Level of stress
- 2.1.5 Measuring strain
- 2.1.6 factors causing stress
- 2.1.7 Effects of stress
- 2.1.8 Managing stress

#### 2.2 Source of working stress

- 2.2.1 Intrinsic to job
- 2.2.2 Role in organization
- 2.2.3 Career development
- 2.2.4 Relationship at work
- 2.2.5 Organizational structure and climate

2.3 General information about Ladkrabang Industrial Estate

2.4 Employees at the operating level in the industrial

2.5 Related research

#### 2.1 Stress

According the Royal Academy of Science, STRESS refers to symptoms in which the brain cannot relax (Royal Academy of Science, 1992). Selye (1956) believed that stress is a syndrome in which the body reacts to a threat. In the other words, in a dangerous

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situation, human brain and body will change its structure and chemicals to counteract the threats. These reactions could be in the form of physiological changes that lead to the symptoms such as headaches, back pain, high blood pressure, etc. Moreover, Pimonpun Suwanluang (1988) stated that stress is more about psychological and the causes of it more likely come from work, school, family, society, surrounding environment. In addition, Pimonpun Suwanluang also found that the nature of employee's work also causes working stress. Studies found that employee are likely in the state of being stress while working in the jobs with high pressure, over workload, non-routine tasks. Engle (1962) argued that stress is a process. The external environment or condition stimulate a person to use his psychological powers to deal with the effects before dealing with problems of other systems. It refers to a person's reaction to distractions and actions, to his physical and mental development, and to the person's security, which affects both psychological and social vigilance.

### **2.1.1. Concept and theory of stress**

Stress is commonly understood as an undesirable state in which the feeling of frustration and anxiety present and it is difficult to get rid of. Moreover, the human body is in the state which is the opposite of rest and relaxation. Stress rooted in the Latin word "strigere", it means pressure. Nowadays, the word stress is defined as the force acting on a person and be referred to external environmental pressures that cause stress to a person. Selye (1956) defined stress as a syndrome in which the body shows. Mechanism of body respond to a threat, such as a toxic situation or a dangerous stimulus. The result is changes in the body via structure and chemicals to combat the threat, such as headaches, back pain, high blood pressure, etc.

Furthermore, Lazarus (1971) defined stress as the cause of a temporary state of disequilibrium. It is the result of the person's process of perception or appraisal towards what came into the experience that the thing is a threat. This perception or appraisal being the result of the synergistic effect of the external environment including the social environment, the natural work environment and life events with the internal factors of the

individual including attitude, personalities, past integrally experienced emotions, and the needs of that person. Nantawan Navee (1993) argued that over workload for the routine work could cause stress. When the employee faces with too many tasks and responsibilities, the confusion likely occurs that may lead to appearance of stress, as the result accumulation of serious disease such as gastritis, sinusitis, headache, dehydration, blood pressure to cancer.

In addition, numerous studies found the relation among health and illness and the level of short and long-term absenteeism among the members of the organization, consequently, the organization have to recruit new employees time to time. As the result, the organization suffers discontinuity of work and waste of the resources. Studies also pointed out the crucial role of the management in improving the quality of life of the people in the organization. In the other words, the support from the management to create a supportive environment in which the employee is able to cope with and overcome stress and able to be immersed in work. The employee is able to well-performed their tasks, and the organization goals are achieved. Especially, during the past economic downturn in the country, many companies had to close their operations or take measures to limit the number of employees. The fierce commercial competition has forced business owners to change their production system plans to focus more on the term of quality in their employee to be able to keep up with the changes in business environment. In doing so, the management has adjusted the work pattern to keep efficiency in production whilst reducing loss of injuries and illnesses caused by or related to work. In fact, that would be good for business in the long run, however, in short term, employee need time to adjust themselves. That bring up lot of pressure on the employee, probably the main cause of the stress, if the employee is not able to respond to such adjustment or pressure. Therefore, the study on transmission of pre- and post- work pattern adjustment is needed to help the organization prepare preventive measures to deal with stress or its causes that will affect the health of the employee's well-being.

Therefore, it is great deal of interest to study stress and its causes, also stress assessment of the employee who are the power of the organization, particularly operative employees of automotive and component parts for automotive industry in Ladkrabang

Industrial Estate, Bangkok. The implications of research results are valid guideline for the management of the organization to assess and handle the stress that can affect the employee's well-being, consequently, enhancing business performance. The employee is a crucial asset of the organization, a backbone of any business.

### 2.1.2 Types of stress

Montathip Chaisak (1995) definediscusses the theory of psychological stress in, which consists of 3 forms. The first form or :

1. The basic form, a response-based model, explains that stress is a group of distractions that disrupt a person's physiological response to a threat. These theories are developed based on include Selye's basic stress theory (Selye, 1956), which explains that stress is a person's response to stimulation, manifested in the form of nonspecific syndromes, etc. The second form is defined as

2. Basic pattern of stimuli the simulation based model is a model that describes stress as a group of situations things are the environment that stimulate these responses and stimuli is the source of stress that makes people have to adapt. The third form is characterized as

3.tThe interaction model of stress is a concept based model from the first form is combined and studied in the consensus that stress is an imbalance between a person's needs and ability to respond and stress occurs when a person is threatened and unable to cope with stress. When the person is motivated, there is a balance between needs and responses, they are safe from stress.

#### Riehl described stress in his theory asRiehl's Theory

a Discusses the stress process that when stimuli stimulate stress from the body, stress will cause a reaction state or changes in the body because of stress, the body's adaptive response to stress and the direct stress of this adaptation can be positive or negative, but most of them will be between positive and negative to manage stress people can adapt in different ways, they can avoid or prevent their involvement with the source of stress,

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reduce stress, or correct them often people seek or want to confront stress to challenge or familiarize themselves with stress, so they can be careful and increase the potential for strength in the adaptation of the body when exposed to stress cause changes to improve your body, which can cause an increase or decrease in body performance depending on the severity, body-organ coordination, and human adaptation approach, Riehl defined six characteristics of the stress index: (Kanjana Sunthornsitthipong, 2001).

1. The stress quotient, which is between the specific stress and the total stress experienced by the person over a period of time. Where the total stress is the accumulated stress from the experience and affects the person in the present, such as fear, anxiety, failure, disability or body resistance, etc.
2. The proportion of observed stress (target of stress) is a quantitative relationship between our observed stress and the noticed stressed or dependent variable.
3. Intensity The intensity of stress is classified into severe, moderate and mild levels. If the stress is high, help is needed to reduce it. If the level is moderate or low, supportive care is needed depending on how much the organs are exposed to the stress.
4. The extent of the impact is the spread of the stress, such as the percentage of tissue damaged or altered.
5. The speed of the impact is the duration of the stimulus varies.
6. The duration of the impact affects the stress and the adaptation of the individual body.

Moreover, Riehl formed a stress response index based on During the body's adaptation to stress. ,

Riehl assigned a stress response index that applies to stress and adaptation through stress responses.

1. Affective change is an abnormality or change in the senses that is adapted according to the level of human emotions and feelings.
2. Cognitive change is a change in cognition, such as a change in thinking, decision-making, and problem-solving ability.
3. Psychological changes (Psychological change) is a stress response, which includes the reaction or manifestation of symptoms that are changes in cellular function of the

nervous system and chemical changes in biological and psychological stress.

4. Activity change is the whole-body response to produce 6 behaviors that can be observed or sought, such as user behavior patterns, changes in environmental sensitivity, behavior that vowel, rheology, and behavioral changes that reflect distorted perceptions of the truth.

2.1.2.1 There are different types of stress. Separation stress is divided into several types as follows.

Researchers have studied stress in different forms.

1. subdivision according to source

Miller & Keane (1972) categorized two types of stress.

- Physical stress refers to events that affect the physical condition, divided into two types: acute stress (emergency stress) is an immediate threat to life, such as the occurrence of injury, and persistent stress are immediate threats to life, such as injury, accident, and persistent stress.

- Psychological stress refers to a situation that causes frustration and conflict in the mind. It is an immediate reaction to the thought of danger.

2. Classified according to results

Dubrin (1982) classifies stress according to outcome as follows:

2.1 Positive stress, which is called eustress, is the stress that produces feelings of happiness, and the causes of this stress are good to create happiness for those who received it, such as marriage or success in a job.

2.2 Negative stress called distress is the stress that causes suffering when an event occurs that is known to be something bad, such as divorce, illness, death of loved ones.

3. Classified according to the ability to prevent birth.

3.1 Avoidable stress, such as not having as much space to escape to another place.

3.2 Unavoidable stress, such as stress due to illness or death.

4. Divide by the amount of time the body has responded

4.1 Acute or emergency stress is the stress that occurs in the short term, the effect of immediate and obvious threats such as fire, plane crash.

4.2 Continuous or insidious stress is a constant threat to a person and over a long

period of time, it can be weeks, months, years or even a lifetime. This is an inconspicuous increasing accumulation such as chronic diseases.

### 2.1.3 Causes of stress

Ashok Panigrahi (2017) stated that there are several external causes of stress that occur at the workplace would affect the employee performance. External Case - This includes many external factors within an organization that affect an individual's performance in an organization:

1. Job Insecurity - When an employee works in an organization, the fear of losing their job leads to chronic stress that causes reduced quality of work.

2. Working hours – This refers to the extremely irregular working hours that can lead to many physiological problems in employees that cause stress at work.

3. Control at work - This refers to the amount of control an employee has over their work. If the employee has no or very little control at work and feels stressed to meet the expectations of the superiors.

4. Managerial style - The controlling style of managers affects the stress of employees. Managers with autocratic controlling style give very little freedom to employees in decision making and planning. Therefore, employees working under such managers are stressed because they have very little control over their work and very high constraints.

Overwork and Underwork - Overwork means that a large amount of work has to be done in a very short time. Such increased expectations on a person can lead to stress. Elsewhere, underload means that there is very little work to be done and too much time available. Here the employee questions his capacity and feels stressed. In fact,

Sometimes situations requirement of where behavioral changes at the workplace are required can put an employee under stress because they have to behave in a way that is not natural to them.

Furthermore, Samit Archavanitkul (1999) argued that at the oOperation divisions in their organization, employee exposes to s have to be in a variousvariety of

situations environments. It is the pressure that forces the employee to respond to this stimulus until it becomes a stressful performance stress that affects both individuals and organizations. Various factors that cause work stress have been mentioned, for example, five causes of stress have been identified.

1. Caused by pressure
2. Caused by anxiety
3. Caused by frustration
4. Caused by a conflict
5. Caused by disorders of the body.

Phongrarad (1997) stated that the causes of stress may have different causes, which can be summarized as follows:

1. Stress because of disappointment
2. Stressed because of being squeezed by time
3. Stress because of hard work
4. Stress because of too much intention
5. Stress because of problems at work
6. Stressful because of suppression
7. Stressful because of sudden rapid conversion
8. Stressed because of family conditions
9. Stressed because of personal circumstances

Likewise, Mallika Muwong (1991) summarized the causes of workplace stress and lists the following factors:

1. Organizational or agency roles such as non-participation, policy or internal changes: new boss, job change, how the new policy works and the work environment rain the culture of the organization, the role of people in the organization. role confusion, role conflict.

2. Work characteristics Excessive workload too much work in a limited time can cause stress, and stress related diseases.

3. Job advancement and career stress can occur when one is not promoted or given a position at a level beyond one's ability.

4. Non-organizational factors, such as coordination problems between organizations.

5. Social environment, i.e., lack of IRA (Individual Retirement Account) at work, not enough personnel conflicts in an organization or between individuals.

6. Physical environment: heat, cold and other things that affect the person's body and health.

7. A person's personal life, including personality traits such as anxiety, family character, and family problems.

8. Contact or work with a stressed person.

Cholada Phantisena (referenced in Suntharee Tanwattana, 2006) states also found that the source of stress is from 2 caused by two main causes. The first cause is from external and be :

1. Causes that affect the person from outside. classified the causes into 3 categories.

1.1 Physical environment, including objects and items in the environment that can be perceived by the five senses, such as the heat and cold of the air, the light that is too bright or too dark. very loud noises unhealthy air lack of necessities such as food, water.

1.2 Society and relationships with others can help reduce stress or they can cause arguments Sarcasm, jealousy and arguments in crowded living rooms all these are social stress and relationships with others but also lack of friends. Being alone and lonely causes stress alone and lonely causes stress, which is also caused by society.

1.3 Other situations and events in life in which stress is not the only result of an unfavorable life event, events that cause admiration such as marriage, pregnancy, having children, promotion, starting a new job can also cause a stressful event In addition, circumstances that cause stress such as moving, moving to college, changes in behavior, sleeping habits, feuds with close friends or family are all causes of stress. The second cause of stress is

2. Causes from within the person and is classified into 3 level. The first one is. the body structure and physiological conditions which the structure of the body is the part inherited from the ancestors a person who takes the good part of their parents and gives them a complete structure and good health some have taken the disadvantage of their parents. This

causes the body to grow completely and easily cause various diseases. There are some hidden abilities that cause poor problem solving and poor stress resistance, it is easy to cause stress. The second is development level in which body with abnormal development level due to insufficient food intake and slow growth due to the imbalance between the expectations of the environment and the person's ability to meet these expectations, the level of mental and emotional development affects the perception and interpretation of events poor development leads to the child's perception of events, causing problems are not solved, causing stress.

Recognizing and interpreting. In the other words,

Events that cause fear, anger, worry or excitement are considered stressful, which causes the body to be stimulated and there is a physiological response, the emergence of these beauties depends on the individual's perception and interpretation of events, perception is so important that the person reacts to the event in a good way or a bad way, two people will react differently to the same event. This is because people have different basic needs have different life experiences have expectation have different views and views of the world original experience and personality structure affects the cognitive processes of a person. Moreover, other factors in the person including.

1. Threat to a person's image, such as residual illnesses like paralysis, breast surgery, hysterectomy that results in a loss of female identity, or amputations that deform the body. These can pose a threat to a person's image and cause stress.

2. Pain is a personal experience that others cannot appreciate. Pain makes me sick and can cause psychological stress.

3. Not moving when a person is subject to restricted movement because of a pre-existing medical condition or because they cannot move, such as paralysis or other disabilities requiring bed rest splints, heart disease requiring bed rest, etc., can cause stress.

4. Losses and changes, the loss of a loved one, relative, partner can cause stress, but changes in social status can also cause stress, for examplee.g. people approaching retirement.

### 2.1.4 Level of stress

Stress that occurs to everyone, even if it has the same cause, may not have the same severity, it depends on the psychological, emotional, social, cultural and environmental basis at that time, it also depends on the amount of stimulus, therefore, knowing the level of stress can allow us to evaluate the situation and find ways to manage the stress more easily.

Waneetatham (cited in Suntharee Tanwattana, 2006) divided divides the severity of stress into 3 levels including :

1. Low levels of stress which are found in everyone's daily life and occur in a short period of minutes or hours and do not cause any physical or mental changes, there is no negative impact on lifestyle.

2. Intermediate stress which is more severe than the first can last for hours or even days, causing physical and mental changes that have a negative impact on the person's life more than the first level, such as stress from overwork a mild illness, etc. And

3. High levels of stress which . This level of stress is very severe, lasts for weeks, months or even years, causing a person to be unable to adapt. There are significant physical and mental changes people with this level of stress need professional help. Furthermore,

Frain & Valiga (1979) divides stress into different levels in their study as follows:

- First level is the least stressful, it is the stress that people face on a daily basis that occurs and ends in a matter of seconds within a few hours and has few causes: everyday events such as missed work deadlines, traffic jams, poor service.

- Second level is stress caused by unexpected events such as job interviews.

- Third level is an increase in stress it can last several hours to the day, for example a mild illness too much stress from work conflicts with colleagues stress from studying an illness that has a threat to a person's life at this stage. There may be physical symptoms occur such as heart palpitations, indigestion, four-stage stress, which is in a critical state. It cannot be resolved and can lead to the appearance of symptoms of psychosis or cause a serious illness. This kind of stress is present for long periods of weeks or it can be months

and years, such as the loss of body organs, serious illness, etc. From the foregoing, it can

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be concluded that the stress level of a person depends largely on the perception and adaptability of the person. Additionally, the intensity of stress can be classified into 3 levels including:

- 1) mild stress,
- 2) moderate stress,
- 3) high stress.

### 2.1.5 Stress measurement

Psychological researchers use various methods to measure stress. These are common methods which are used to measure the stress named of all the methods of measurement the following methods are used: It is a stress measurement that is very commonly used.

1. Ergonomic Stimulation Measurement (physiological arousal) concept for measuring this way because it is believed that the secretion of certain hormones such as Cortisol. It is a physical change in stress, so hormone levels or blood pressure which. It is a way to reflect stress.

2. The measure of life events (life events) believes that certain events in a person's life contribute to chronic stress life events that cause stress (stress life events) such as the death of a partner separation from spouse, retirement, change in school debt change in eating habits. A little made illegal.

3. Measurement of stress symptoms there are several series of measurements that have been conducted. Based on the concept of stress symptoms can be psychosomatic symptoms, social dysfunction, depression, anxiety, and insomnia. and insomnia.

### 2.1.6 Factors causing stress

Ivancevich and Matteson (1978) divided the factors that cause work stress into four types:

- 1). Individual factors such as gender, age, residence status, education, and health.

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2). Factors of perceived differences were personality, tolerance of problems. And belief in a power outside oneself.

3). Internal factors are divided into 3 categories consisting:

- Individual level, i.e. role ambiguity, role conflict, the amount of work, responsibility towards people and things.

- Group level, i.e. interpersonal relationships conflict within the group.

- Corporate level, including family support economic problem housing and travel.

4). External factors such as family, economic problems, housing and travel. Likewise.

Smith (1993) categorized the causes of occupational stress into three categories.

1). The large volume of work or work that is too difficult Including less work.

2). The work responsibility: role ambiguity arises from an unclear area of responsibility or role conflict arises when there is a conflict of duties with others.

3). The working environment is a poor physical condition, noisy, too hot or cold temperature to smell or pollute or various toxic fumes, etc.

In sum, It can be concluded that the causes of work stress can be divided into two reasons: internal causes which are work related factors work environment relationships in departments, organizational structure and career development atmosphere role in the organization responsibility change within these organizations and internal causes outside the organization include family problems crisis in life and society, financial problems, debt plague problem weather problem economic changes that affect the organization, etc.

#### 2.1.6.1 Sources of stress

Everyone is born with each of them must experience stress together it depends on the environment and the ability to adapt to each person the cause of stress can occur in many sources (Sunthree Tanwattana, 2006).

1). Source of stress in a person the cause of stress can occur in a person, whether it is from illness due to changing or it may be due to various needs that cause frustration with various limitations that prevent a person from achieving the desired goal.

Another internal stress is a feeling of conflict in individuals (conflict) that may arise from having to choose two things at the same time (approach - approach conflict), to choose two things that do not like at the same time (approach-avoidance conflict).

Contradictions are also more complex because sometimes people must choose many things that they like and dislike in each of them self-esteem feels underwhelming and stressed when faced with various forms of social needs.

2). Sources of family stress, behaviors, needs, and personality of each family member affect each other. This can cause stress the cause of stress in the family can have different goals depending on the circumstances and environment behavior or from economic problems Parents who do not understand their children can cause stress and lead to conflict in the family.

3). Sources of stress in the community/society which are classified into 2 sub-sources including

3.1 Job stress in a person's work-life which is related to someone outside the family both at the horizontal and vertical levels inevitably can create stress for people, in addition, excessive working conditions or is a job that looks at the pressure on the workers Inevitably makes the working person stressed easily.

There are several classifications for occupational stress, for example:

- Environments in the workplace such as sound, light, temperature.
- Ability to control if the worker thinks that he cannot be skilled, the work that he can do will cause more stress.
- Poor working relationships if a person has a relationship with others at work, whether with a colleague or supervisor this will cause a person to stress at work.
- Not recognized or progressed.

3.2 Environmental stress such as traffic congestion in areas with a large number of vehicles and the use of illegal roads lead to traffic congestion, which can easily affect a person's stress the problem of road noise can be prone to stressful people as well too loud annoying sound the noise coming from road construction machines or the sound comes from this vehicle it can be a catalyst, stressful or pollution, congestion that makes a person feel a loss of freedom or privacy it causes stress easily.

### 2.1.7 Effects of stress

Stress causes enormous economic losses because of a lack of work and the consequence of diminishing work need to increase the cost of treating vengeful and is a reason to induce people to adjust in a wrong way some people find a way to vent their stress with alcohol and cigarettes many people are obsessed with gambling there is a ratio of autistic karma.

Samamjit Suntharaphiromsuk (1995) stress is a significant mental health problem both in the direct and indirect effects and indirectly in the performance because the consequences are not enough but only affectaffecting the individual when the effects of stress still affect the people around, the society and the economy of the country mentioned by the effects of stress as follows?

Likewise, Atchara Bualert ( referred to in Soontaree Tanwattana, 2006) summarized the effects of stress low stress level and stress is not too much time it is a motivator for the person to act actively have been trained to solve problems be creative and have different organs in the body could cope with the stress that occurs these things give a person the satisfaction of their skills and abilities have a sense of confidence and more self-esteem but if severe stress occurs over a long period of time it will cause many different effects.

1. Disadvantages to the body when a person is under stress for a long time, it can worsen their physical health due to imbalance of hormonal system hormones are the vital biochemistry of the body, they help in regulating the functioning of various systems in the body, when the body experiences hormonal imbalance, the functioning of internal systems gets affected. causes headaches, back pain, fatigue, aches and pains all over the body

2. Bad psychological and emotional effects. The mind of a stressed person will be full of thoughtfulness, ignorance of the environment, suspicious, forgetful, decision-making, not hesitant, caution at work is easily lost, can easily cause accidents, frustrated mind, irritability, easily offended, easily offended, loses confidence in his ability to deal with his life, depression, restlessness. cardamom, frustration, anxiety, lack of self-confidence, despair.

3. Behavioral effects stressed people suffer from loss of appetite, sleep disorders and social isolation, which leads to get yourself into trouble and stress alone, aggressive, impatient, willing to work hostile to others less often people are tempted to relieve stress, such as smoking, alcoholism, drug addiction, gambling or even suicide.

Amporn Otrakul(1996) has addressed the short- and long-term effects of stress.

1. Effects on mental health in the short term most of the time, workers are stressed which leads to reactions, symptoms of the body, mind, and behavior as follows

1.1 Physical reaction will cause frequent headaches, muscle aches, back pain, numbness, palpitations, dry mouth, sleep disorders.

1.2 Psychological reactions feeling tired, anxious, frustrated, bored, depressed, lack of concentration, and self-esteem.

1.3 Behavioral reactions Turn to more dependence on drugs such as cigarettes, alcohol, or various drugs.

1.4 Social reaction Lack of human relations with others, irresponsible, does not socialize or associate with others.

2. Long-term effects on mental health. If a person is constantly experiencing stress, the body and mind will not be able to adapt eventually, it will lead to illness which is as follows.

2.1 Illnesses of physical diseases such as heart disease, high blood pressure gastrointestinal disorders, flatulence, exhaustion, deteriorating health.

2.2 Mental illness there will be insomnia chronic anxiety or mental neuropathy.

2.3 Effects on social life this makes social life fractures lack of contact with other people concluded that the effects of stress can be divided into 3 ways:

2.3.1. Physical, including hypertension and abnormally fast pulse correlated with the increase of uric acid in the body causing headaches, fatigue.

2.3.2. Mentally: job dissatisfaction, such as boredom, frustration, etc.

2.3.3. Behavioral causes to work inefficiently. Productivity or productivity decreases, including absenteeism, leave, being late, etc.

#### *2.1.7.1 Stress response and stress adaptive patterns*

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Arnold & Feldman (1986) describe symptoms when a person is faced with stress in three ways: psychological symptoms behavioral symptoms, and physical symptoms.

1. Mental and emotional response stressful situations affecting the mental state Expressed in feelings such as uneasiness, fear, feeling bored, lack concentration, inability to decide, forgetfulness, slurred memory, depression, emotional disorder pessimism, anxiety, insomnia, decreased sexuality.

2. Behavioral response when people are faced with stress, will avoid drinking a lot of alcohol and smoking or use more drugs than usual, lethargy, lack of work, frequent mistakes, repeated thoughts, aggressive actions.

3. Physical response when people have stressed the autonomic nervous system and the endocrine system work together causing various changes in the body to occur, such as tension muscular palpitations, hand twitching, sweating (especially palms and feet), dilated iris, rapid pulse, frequent urination, diarrhea, rapid breathing, and deep vigor feeling numb in arms and legs muscle spasm when there is a factor causing stress the body reacts to adapt to maintain a balance between the body and mind so that it can face stress and survive.

Jatuporn Kanyakul (1997) describes human adaptation as divided into 4 aspects

1. Adaptation to the structural needs on maintaining ergonomic stability (physiological integrity) that encompasses the fundamental needs of exercise, food, water, rest, excretion, perception.

2. Self-conceptual adjustment it is an adaptation aimed at maintaining psychic integrity as a belief and the feelings that a person has for himself over a period are divided into.

- The personal self is a personal concept Regarding beliefs, values, ideologies, expectations that a person holds, they are divided into.

- Moral ethical is the perception of a person about the rules morally and what a person thinks is worth according to his own consciousness it is the standard of deciding what is good, what is bad, right, or wrong.

- Self-security is the person trying to maintain stability or consistency in himself in any condition in which he is threatened, a feeling of insecurity, insecurity creates anxiety.

- Self or expectation is the feeling, thoughts, and expectations of a person about himself who wishes to be including the expectations that others have of themselves if the expected fulfillment is not achieved, a person becomes frustrated, hopeless, weary of life.

- Self-esteem refers to the feeling of self-esteem has recognized value praise from others causing loss of self-worth and inability to accept one is self will cause a feeling that they are inadequate, useless A burden to others.

- Physical self means that the person perceives the appearance and internal visualization, functions of various organs, including sexual performance. If there are a change and person unacceptable, that means a person cannot adapt to this area. There will be a feeling of loss, expressive behaviors such as depression.

3. Role function to show the role of the person in response to needs and to maintain social integrity, the roles of individuals will vary and in the same person, there can be many roles functional adaptive behaviors with impairments may be found in 3 characteristics:

1. Roleplay it does not match the feeling of being true (role distance) means showing behavior appropriate to the role but not the real feeling to hide what they feel uncomfortable, such as the patient before the surgery shows a clear, bright To hide fears and worries.

2. Role conflict is a conflict that arises from non-behavioral conflict to suit their role because their own expectations and other people's expectations for the role do not match, for example, a woman with a threatened miscarriage has anxiety that is unable to have sex according to expectation, the husband could.

3. Role failure means a condition in which a person is unable to play his or her role at all, for example, a patient who has had both limb surgery behaves aggressively when he perceives that he is unable to play the role of unable to return to the role of family head In order to find income for the family according to the same expectations.

4. Adaptation of interdependence the person must be interrelated and interdependent. The balance between self-reliance and being dependent on others will lead to social security (social integrity) behaviors that show a deficiency in this area of adaptation have two characteristics.

4.1 Dysfunction dependence behavior is an excessive need for help from others

until it may cause harm to themselves, such as patients after surgery will not help themselves or move, causing complications that can follow.

4.2 Self-reliant behavior (dysfunction independence), which is also dangerous to oneself, such as heart disease patients who have to rest in bed but are disobedient, trying to get out of bed to perform various activities.

So, it can be concluded that when a person is faced with stress, there are three common symptoms: psychological symptoms, behavior symptoms and physical symptoms and when stress reaches level one, the body reacts to adapt to balance the body and mind so that it can face stress and survive. This depends on the differences in the underlying environment, mental health, and individual adaptive experiences.

### **2.1.8 Managing stress**

The stress management approach means adjusting and coping with stress without any negative effects on your equilibrium both physically and the mind, the common ways to relieve stress are as follows (Department of Mental Health, 2000)

1. Find the cause of stress and analyze the situation on their own review for corrective action and try it out.
2. Consultation with people close or those who trust which is not a rate to us and counted as having another vent.
3. Hobbies like planting trees, playing with pets, traveling.
4. Exercise, such as walking or running, as much as your body can handle without overdoing it.
5. Eat wholesome food in sufficient quantity suitable for one's body.
6. Get enough rest during the perfect flight.
7. Be optimistic (By looking into the small flaws) in other people or various matters and not interested in responding to argue on the issue or some unending problem.
8. Doing benefits and helping others as reasonably possible.
9. Calm your mind be prepared for new situations, which may be good and bad.
10. Have responsibility for their own obligations and respect the rights of others as appropriate.

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11. You lose, win, and forgive others.

In conclusion, the guidelines for managing stress can be divided into two aspects: 1) how to overcome problem-solving stress by modifying the relationship between people and the environment, makes sense to assess the situation in a better way. 2) How to overcome emotional stress by modifying the outfit and the feeling of stress cannot solve that problem directly It is just about reducing feelings of stress.

**2.2 Source of working stress**

The occupational stress factors chosen in this study are based on Cooper and Marshall’s original model of work-related stress that includes five sources of stress at work. Past research reveals that occupational stress factors consist of elements as in the Occupational Stress Model (Cooper and Marshall,1976). The occupational stress elements introduced by this model are stated at the beginning of this chapter. Even though the model is used generally in the stress of working-related studies, but it is also applicable to this study as it covers almost all the important areas of individuals’ employees and organizations. Individuals in a working environment are deemed inter-related one to another. (Cooper and Marshall, 1976)

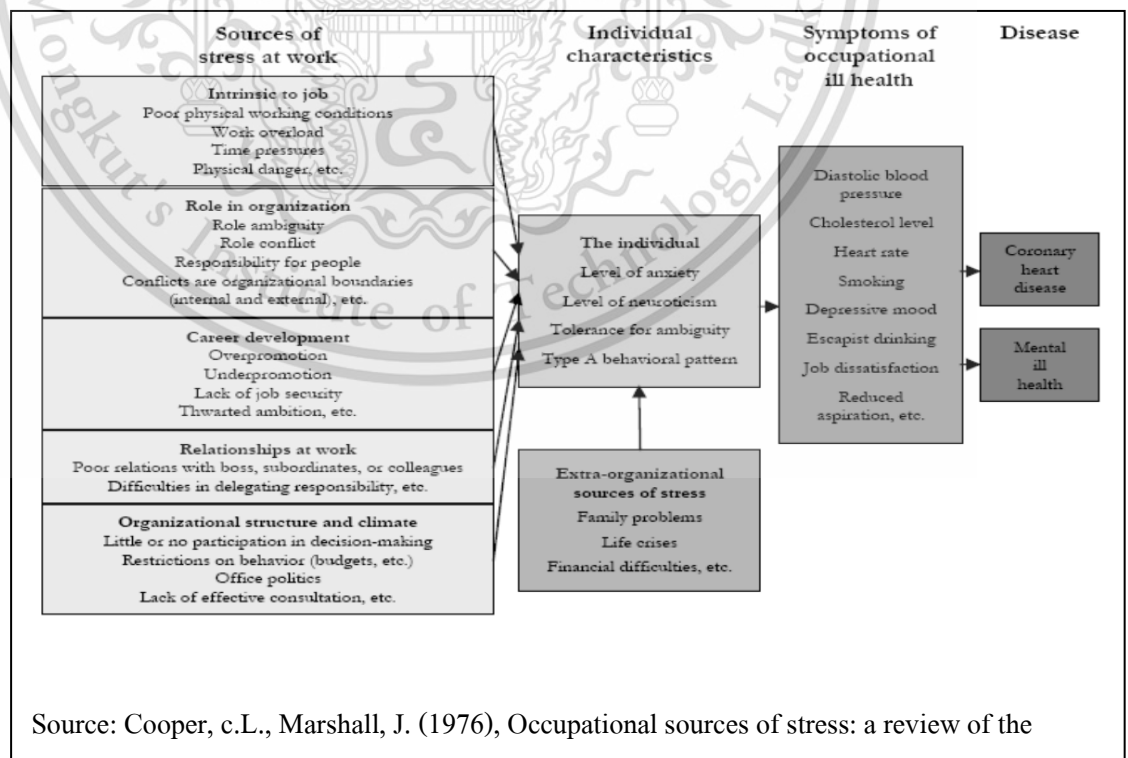


Figure 2.1: Occupational Stress Model (Cooper and Marshall, 1976)

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### 2.2.1 Intrinsic to job

This case study will discuss the Intrinsic job of work available in the automotive industry at the operating level.

The first variable employed in this study of occupational stress factors is intrinsic to the job, which includes factors such as poor physical working conditions, work overload, or time pressure. The factors are classified in these categories namely, working conditions, hours worked, and work under load/overload. The principles of job satisfaction and motivation are closely linked to each other, and to an effective and productive workplace (Kinicki and Kreitner, 2007). Therefore, to improve job involvement, employers should foster a satisfying work environment for a range of personality types (Kinicki and Kreitner, 2007). The basic premise or the most important strain in this model is when the employees suffer a high amount of stress and demands while they have a low amount of control to cope themselves in the stressful situations, so they are more stressed (Kain and Jex, 2010).

Intrinsic job satisfaction factors include such components as the sense of success at work, relations with colleagues, job stability, customer relations, and efforts to unearth one's skills. Intrinsic motivation tools are directly related to the job and result from the same. Factors such as the job itself, independence granted by the job, importance of the job for the individual, involvement in management, taking responsibility, opening space for creativity, and enabling the individual to utilize her/his skills and capabilities constitute intrinsic factors. Intrinsic factors are accepted to be more influential on the personnel than extrinsic factors (Ercis, 2010).

Individuals with intrinsic satisfaction can easily undertake responsibility in the organization. and the individuals who take responsibility tend to make sacrifices for the organization (Xie et al., 2017). When the factors satisfying the individual derive from the individual her/himself, this is called "intrinsic satisfaction" (Lee, 2017) which differs depending mainly on the reason of behavior. When the reason of behavior develops in line with the fields of interest, skills, and capabilities of the individual, intrinsic satisfaction plays a bigger role. In intrinsic satisfaction, perceptions of the individual match her/his expectations and evoke the individual. In contrast, when the expectations of the individual

do not match her/his perceptions, the individual will be disappointed rather than satisfied. For this reason, various duties fall both to the personnel and the manager. Duties falling to the personnel are primarily to be aware of their skills and capabilities, to know themselves, and to express their expectations clearly. Duties falling to the managers are not to create any false hope for the personnel and to be realistic. In this way, personnel will be prevented from having vain expectations related to their jobs.

### **2.2.2 Role in organization**

The second factor of role in the organization has always been an important variable which is always been used throughout occupational research. Role of ambiguity refers to situations when an individual does not have clear information about his or her work objectives, work scope, or supervisors, which leads to higher job-related stress. It is indeed critical to identify job duties clearly and specifically. Job descriptions and orientation programs should be utilized at the beginning of employment. According to Piskar(2006) an organization must monitor its activities to observe whether the activities are executed according to the set plans. Regular team meetings may also help clarify role conflicts and role ambiguity between work units (Lee and Akhtar, 2007).

In conclusion role in organization refers to a source of great leadership stress associated with an individual's role at work. Example Role conflict (conflicting job demands, multiple supervisors/managers), role ambiguity (lack of clarity about responsibilities, expectations, etc.), level of responsibility.

### **2.2.3 Career development**

All personnel in each organization have a need for their operations bringing success to the profession and quality work, the important thing is that think there is a need for compensation from the success of the work, such as distrust of job success, satisfaction, obtaining professional advancement, and self which is in the form of a promotion promote and postpone salary, therefore, the performance of work that brings success both

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professionally and for oneself. It is part that is an opportunity to make progress for each person in the end (Pantip Bunyasut, 1997).

Career Progression advancement refers to a change in role. Which will reward both psychology and returns that are directly related to work, these changes include changes that bring about progress in the job promotion promote or salary as well as the satisfaction of life, the feeling of self-worth success which may come in the form of authority higher status career advancement is, therefore, the final outcome of career management that begins with career planning before developing into career development. And the development of career advancement in the end (Narumon Nirathorn, 1991).

In conclusion career development refers to everything you need to know about career development. Career development is important to implement a career plan. It is an activity of the organization that considers the long-term benefits and success of the staff and organizational effectiveness. Career development consists of staff improvement carried out by the individual employee through the training, education and development program arranged by the organization.

#### **2.2.4 Relationship at work**

Relationship at work factors includes the relationship with clients, peers or colleagues, and supervisors. Occupational stress may occur when there is a poor relationship between the employees, clients, colleagues, and supervisors. This poor relationship may cause occupational stress to the employees. All businesses created by SMEs aim to offer their clients competitive products and services. Several researchers have suggested that organizations that focus their activities on the needs of their customers perform better than those companies that do not and, are more likely to accomplish long-term goals and increased financial performance (Homburg et. al. 2002). Supervisory support refers to positive evaluation and instruction of one's performance, job direction, career mentoring, and the expansion of one's career network (Tan, 2008), and the provision of such support is essential for developing, motivating and retaining knowledge workers (Bigliardi, Petroni, and Dormio, 2005).

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When individuals travel away to work their primary relationships as an adult are less likely to be with the people, they knew in childhood including their original family. For some, work itself is away from home, perhaps for weeks at a time. Those in the military, working on oilfields or mines, employed as international consultants or as entertainers 'on tour' may leave children and spouses behind. This can put family relationships at risk (Green & Canny, 2003) and is particularly hard for maintaining positive contact with children after a family breakdown - an issue for the wellbeing of young people (Dowling and Elliot, 2012). Primary relationships may be at work rather than at home - and even these may be short-term as people move on or out.

On the other hand, the location of work has become much more flexible. In the UK 13.5% of those in work are based at home (ONS, 2014) and many employees work from home at least a few days a week. Initial research on working remotely (telecommuting) is mixed: there are positive outcomes for family relationships and a sense of autonomy but collegial relationships may not fare well when there is little chance for face-to-face interaction (Gajendran & Harrison, 2007).

An individual in an organization will have relationships with line managers, colleagues, team members, mentors, clients/customers, trainees/apprentices, and other employees such as cleaners and caterers. Although each of these roles will differ, some of the basic premises for a positive relationship are common across all of them. Knowing how to establish a positive relationship, use emotional literacy in everyday communications, and address difficulties with a thoughtful 'win-win' approach can make all the difference to the working environment, even where communications are primarily conducted via technology. Although a strong industry-specific knowledge base is still relevant in the workplace, personality and interpersonal skills are having more attention than ever. How people relate to each other matters, not only for personal well-being but also for meeting company goals.

Relational quality in an organization is ecological - it does not depend solely on the micro-level, which focuses on interactions between individuals, but also on the management, organizational culture, and expectations across the workplace. Leadership style, communication practices, strengths-based approaches, and human services policies all contribute. This ranges from how diversity is valued, what happens when a female employee

returns after maternity leave, how meetings are run, the norms for interaction and teamwork, consultation procedures, induction practices, and how someone is acknowledged for long service. All these things - and more - matter to whether the working environment is healthy or toxic.

The nature of interactions can either promote trust, respect, and collegiality, enabling mutually agreed goals to be met or do the opposite. (Dutton and Heaphy,2003) talk about ‘relational micro-moments and how the experience of a high-quality connection can leave people feeling more energized. Individuals seek out interactions that make them feel energized and avoid those that deplete them. This means that someone will approach a less knowledgeable colleague because that person feels more accessible (Casciaro & Lobo,2008), Relational energy ( Owens et al, 2015) is a construct that captures how interactions impact motivation and are positively associated with job performance.

In conclusion relationship at work refers to people in an organization, that is, if employees have a poor relationship with each other, it will create a relatively low trust in each other. and there is little support less interest in trying to solve the problem the trust of people in the organization is vague. This results in there being no direct interpersonal order which causes psychological stress. and affects the work being done. Workplace relationships are unique interpersonal relationships with important implications for the people in those relationships and the organizations in which the relationships exist and develop. Workplace relationships directly impact a worker's ability and drive to succeed.

### **2.2.5 Organizational structure and climate**

Organizations should ensure that the employees are clear of all organizational rules and procedures, have proper work schedules, and be clear on all policies. An organizational structure defines how job tasks are formally divided, grouped, and coordinated. It is defined as the hierarchical relationships among members of the organization (March and Simon, 1958), and is viewed as facilitating interaction and communication for coordination and control of the organizations’ activities (El Louadi, 1998). It is implemented in terms of specialization, formalization, and centralization.

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The climate in an organization is influenced by occasions and attributes significant to the organization, which thus apply a strong impact on the members of the organization's behavior. Organizational climate and the route in which people react to it consistently associate. After some time, the organizational climate could bring out the general psychological atmosphere of an organization, and subsequently, may influence the behavior, fulfillment, and inspiration of people in the work environment (Lawler, 1992). Organizational climate is the generally persisting characteristic in an organization which recognizes it from different organizations: and (1) typifies members collective perceptions about their organizations as for such measurements as self-sufficiency, confidence, cohesiveness, innovation, acknowledgment, fairness, and support; (b) collaboration among the members; (c) fills in as a reason for interpreting the circumstance; (d) reflects the culture for predominant standards, qualities and attitudes of the organization; and (e) serves as an impact for molding behavior (Forehand & Gilmer, 1964). According to (Wallace, Hunt, and Richards, 1999) collective perceptions of organizational individuals and characterize climate as the outline view of how an organization manages its individuals and condition. (West, Smith, Lu Feng and Lawthom, 1998) also indicated the shared perceptions of the basic components of people's specific organization are viewed as the organizational climate. (Gerber, 2003) hypothesizes that organizational climate is illustrative of organizational individuals' collective perceptions as well as emotions about the organization McMurray (2003) refers to the organizational climate as an affective event that the emotions were to lead to information-processing behaviors of employees and interaction among themselves or with outsiders.

In conclusion organizational structure/climate refers to participation (or non-participation) in decision making, leadership style, communication patterns.

### **2.3 Information on Ladkrabang Industrial Estate**

Location Chalong Krung Road 31, Lam Platew Subdistrict, Ladkrabang District, Bangkok

- Total project area 2,559 rai
- Number of operators 258 factories

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- 45,000 workers
- Investment of 85,000 million baht

For automotive industry at Ladkrabang Industrial Estate 2 large has 4,550 workers  
Culture Japan company support part automotive industry.

### 2.3.1. Location and area size

Ladkrabang Industrial Estate Located at No. 40, Soi Chalong Krung 31, Chalong Krung Road, Lam Platew Subdistrict, Ladkrabang District, Bangkok 10520, established in 1976, the total area of 2,559 rai is divided into General industrial zone 1,228 rai, free business area of 683 rai, commercial area 9.23 rai and area of utilities and facilities 638.77 rai

Number of factories in operation 258 factories in general industrial zones 104 factories located in free trade zones 154 factories worth an investment of 89,491 million baht/year, export value 115,421 million baht/year

The number of workers is approximately 48,097 people. The nationality of the entrepreneur is as follows:

- Thailand 52 percent
- Japan 17 percent
- Taiwan 6 percent
- Other 25 percent

Products of entrepreneurs in Ladkrabang Industrial Estate No. 1, pharmaceutical industry, motor industry, 16%, No. 2, electronics 15%, No. 3 in the industry, buying and selling 13% and other industries (such as food, consumer products, Plastic lenses, stationery, jewelry, etc.) 56 percent

### 2.3.2 Area condition

Industrial estate located on the Ladkrabang area Bangkok which has a lowland condition by the ground level in the Ladkrabang Industrial Estate Its average height is equal

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to the mean sea level on the north side next to the Ta Suea canal. on the south side, there is Chalong Krung Road, intersecting between Khlong Lam Pla View and the industrial estate on the east, next to Khlong Lam Kho Phai, and on the west side next to the Bueng Bua Canal and there is a canal through the middle of the industrial estate (Flood management plan Ladkrabang Industrial Estate, 2012)

## 2.4 Employees at the operating level in the industrial estate

Meaning of industrial estate operator

Operational employees are employees who work directly related to the production line and do not hold executive positions in the organization.

Starting from level 1 is the operating staff level. Employees at this level tend to do standard work, they work under the close supervision of their supervisor and have very little decision-making power truthfully speaking, if possible, all employees must pass this level for at least one to two years as a basis for further work in the future.

The next level, the second level, or the expert level people working at this level are people who have completed Level 1 the job title may be the same, but add the word "senior", e.g. senior production worker, etc. Already one level Therefore supervision does not have to be done very closely because of their experience, they can make good decisions based on the organization's systems, rules, standards, and regulations for working at this level, it should be done for about 3-5 years before the promotion is up.

## 2.5 Related research

Ashok Panigrahi (2017) In Asia Pacific, the top contributors were inadequate staffing, low pay (or low increase in pay), and lack of work/life balance. Globally, inadequate staffing is common as the single most important contributor to work-related stress top cause of work-related stress: When quizzed on sources, Indian employees rank unclear or conflicting job expectations (40%), inadequate staffing ( lack of support, uneven workload, or performance in group ) (38%) and lack of work/life balance (38%) as the top

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three reasons according to towers Watson's Global Benefits Attitudes Survey that polled 22, 347 global workers out of which 7,094 workers are in the Asia Pacific (2006 workers are based in Indian ).

Darane Sengmuang (1997) studied the stress of 304 electrical wire and cable factory workers, a self-built questionnaire tool, and the HOS (Health Opinion Survey) mental health test. Workers in electrical wire and cable factories have a low level of stress. Factors in age, employment, marital status, income, and job position were not different. The stress was not different. As for relationships with colleagues and feeling of work can predict stress at 24.52%, which is statistically significant at 0.05 level.

Deepti Bhargava & Hemant Trivedi (2018). Stress is a condition of mental pressure for individuals facing problems from environmental and social well-being which leads to so many diseases. Young age is the critical period because currently, youth faces lots of changes in his/her life. They are expected to be the elites in society. Thus, they should enhance their stress management abilities to live a healthy life after entering society. When a child enters the youth age, they need to not only adapt themselves to the new life and new environment but also be familiar with many new people, events, and things. The life stress on them is considerable. Therefore, understanding the sources of stress among them and how they can cope with the stress is very important. The researcher found that the stress mainly comes from academic tests, interpersonal relations, relationship problems, life changes, and career exploration. Such stress may usually cause psychological, physical, and behavioral problems. This study finds the causes of stress among youth. So, after identifying causes the researcher suggests that more emphasis can be given to the development stage of the child into adolescence. They should be brought up in a positive environment. More emphasis should be given to outdoor activities and create a hostile learning environment by minimizing the negative impact of stressors. The findings will help the individual students, scholars, lecturers, career, and counseling centers.

Harta Wijaya & Melkyory Andronicus (2020) PT Dhamma Niaga Plastindo is a well-known manufacturer of HD/plastic bags of high-density polyethylene (HDPE) as raw materials. However, the company considers the needs of human resources development,

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particularly in improving the employee's competence. Human resource (HR) has a vital role in the organization, for its own function in managing systems. The human resources problems in this company are related to employee's stress that may affect their work performance. Concerning the employee's job satisfaction, there are many aspects of the work of employees that should be improved to achieve their expectations. Contrary, the organization expects the high work -performance of employees. The method used in this study is quantitative descriptive that featured with explanatory. The population in this study was 130 respondents. Total sample 98 were recognized by using the Slovin formula. Thirty respondents were used to testing the validity and reliability by simple random sampling. The results of the study showed that competency, stress, and job satisfaction simultaneously (Test F) has a positive effect on employee performance with Fcount 17.808 > Ftable 3.09. Partially (t-test) revealed that competency has a positive and significant influence on employee performance with tcount 1.672 > ttable 1.66105; while stress has a positive and less significant effect on employee performance with tcount 0.368 ttable 1.66105. The Adjusted R Square is 0.342 implies that competency, stress, and job satisfaction affected the employee's performance with a percentage level of 34.2%, while the remaining 65.8% is affected by another factor excluded in this research.

Jiraporn Udomkij (2006) studied the factors affecting work stress of 535 computer workers in Bangkok, found that different marital statuses influenced stress. In different work, the single personnel had higher work stress than the married personnel. The factors in the work include job characteristics, roles, career success. Working relationship structure and atmosphere in the organization were positively associated with stress, statistically significant at the 0.05 level.

Kanok Nok Onkampha (2003) studied operational stress, a case study of 186 of the production line operating staff of Accelent Manufacturing (Thailand) Company Limited. Employee stress at the production line operating level is low when multiple aspects are analyzed. It was found that the satisfaction factor of job description and progress relate to the supervisor, relationship with colleagues. The working environment and welfare of employees at the operating level of the production line were inversely related to stress. Statistically significant at a level of 0.05.

Montalena Asakit (2004) studied stress and adaptation to the stress of personnel office of foreign labor management of 145 people by studying with personnel the office of foreign workers administration found that the personnel was at a low level of stress and the adaptation to stress was at moderate level personnel with differences in gender, age, education level personnel type work experience and the workplace with stress and adaptation to stress were significantly different at 0.05 level of foreign labor management office personnel with different marital status. There were statistically significant at 0.05, but there was no difference in adaptation to stress.

Nurul Ainibinitibrahim (2013) according to the electronic manufacturing are under a great deal of worker stress and due to many antecedents of stress such as workload, organization change, physical environment, and individual factor one of the affected outcomes of stress is on job performance. The purpose of this study is to identify the relationship and effect of work stress on the job performance of electronic manufacturing in Kuantan Pahung. The data relating to worker stress and job performance were collected from 52 employees in the production department of BI Technology Corporation Sdn Bhn. Data were analyzed using Statistical Package of Social Science (SPSS) software version 20.0 statistical test regression, correlation, reliabilities, and t-test used to analyze the data. The results are significant with a positive correlation between work stress and job performance and show that work stress has effects on job performance. So, all alternative hypotheses that state are accepted. The results suggest that organizations should facilitate supportive culture within the working atmosphere of the organization.

Raja Roslan Raja Abd Rahman (2014) This study aims to identify the factors of the relationship between occupational stress, developing training needs, and performance enhancement of SMES' employees in Melaka. The occupational stress factors consist of Intrinsic to the Job, Role in Organization, Career Development, Relationship at Work, and Organizational Structure. The results indicate that there is a positive correlation between all the occupational stress factors on training needs and performance enhancement SMEs' employees in Melaka. Thus, all the occupational stress factors are correlated and could be used in developing training needs development and the performance enhancement of employees. The findings revealed that the Intrinsic to the Job factors were the greatest

sources of occupational stress to SMEs' employees. The Stepwise Multipole Regression Test revealed that the best predictors of occupational stress factors on training needs are organizational structure and Relationship at work. occupational stress does affect an individual's ability to address workplace challenges.

Richard J. Holden (2020) Healthcare organizations in Sweden are reorienting toward horizontal organization around care processes. This paper's aim was to investigate how implementation approaches for improvements of care processes in line with lean production (LP), at hospital strategic and operative levels are associated with working conditions and stress-related health among the employees. Five hospitals working with improvements to care processes were studied using questionnaires to employees (n = 1,303) and interviews at strategic and operative levels at baseline and follow-up. The process redesigns implementation strategies varied between the strategic and operative levels. There were associations between a higher degree of LP at the operative level and increased work resources and decreased work demands. Physical, cognitive, and mental stress-related symptoms were only weakly associated with strategic or operative LP initiatives. There was evidence of more beneficial or improved working conditions in relation to a higher degree of LP at operative levels.

Sivaporn Lengphaiboon (2002) studied the relationship between perception of the working environment, work stress, and organizational commitment of 120 Thai Airways reservation staff. Seat reservations have moderate work stress. And have high corporate affiliation sex workers age different years of work and salaries have different stressors. at the level of 0.05, the perception of the working environment was negatively related to the stress at work but has a positive relationship with the organization at the level 0.05, the perception of the working environment in the nature of the work and physical aspects, a significant 30.4% commitment to the organization can be forecasted at 0.05.

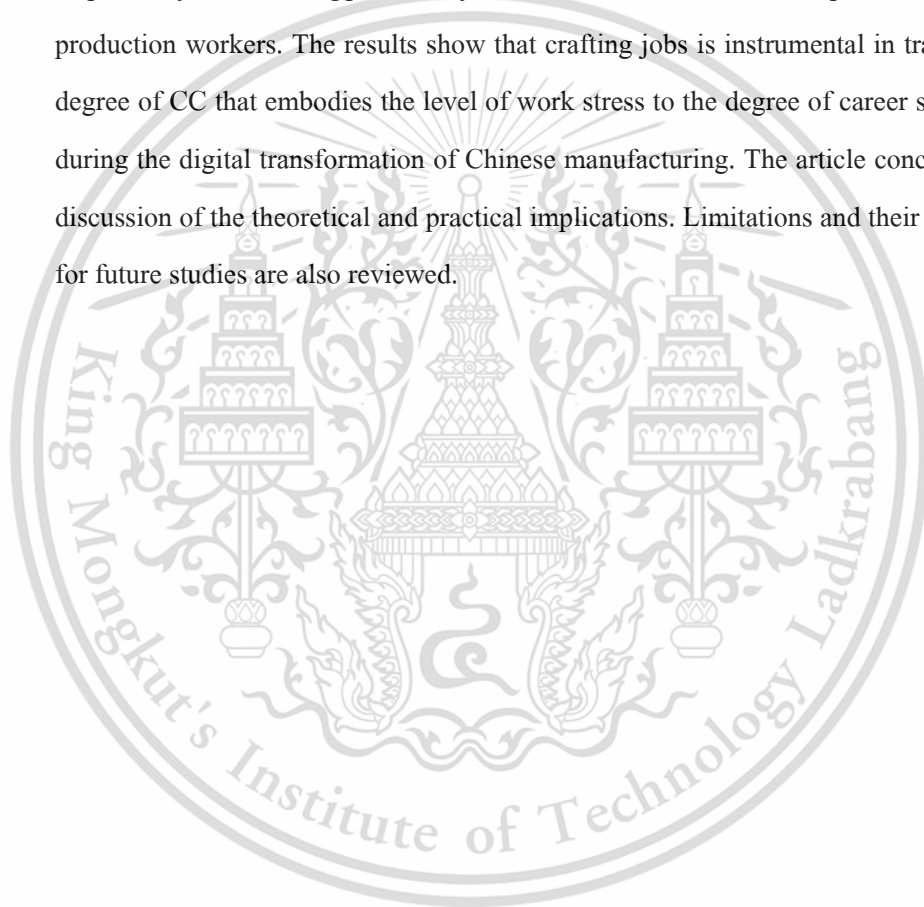
Sunil Kumar Jena, Manoranjan Acharya (2020) Working memory has substantial importance in academic, professional, and social aspects of life. Working memory deficit influences the academic performance of students irrespective of their intelligence quotient (IQ) status. Therefore, this study was designed to evaluate the working memory status owing to examination stress. Methods: Forty healthy subjects were recruited for this study

and it was conducted after ethical approval from the institutional ethical committee. Written consent was obtained from all participants. EEG was done in 67 students and 40 students shown  $\alpha$  wave on EEG were selected as study subjects. Digit Span Forward (DSF), Digit Span Backward (DSB), and EEG were determined both in relax and in examination stress. Digit span and EEG was compared in relaxed and stress state. Results: Mean frequencies of EEG in relax was 9.6 Hz with SD 0.86 while in stress it was 25.9 Hz with SD 0.31. DSF in stress was  $6.45 \pm 1.15$  and in relax state it was  $7.42 \pm 1.21$ . Mean DSB in stress was  $5.7 \pm 0.64$  and in the relaxed period, it was  $7.1 \pm 0.74$ . In stress, there was a negative correlation between digit span and EEG. Conclusion: This study concluded that examination stress was associated with low DSF and DSB. A negative correlation between digit span and EEG suggested examination stress was a factor of working memory deficit.

Trine Thorvaldsen and Trond Kongsvik (2020) The survey data show that physical and ergonomic exposures are the most common, and several workers report psychosocial exposures such as stress and lack of control in their workday. The most frequently reported health complaints were musculoskeletal (neck/shoulder/arm pain, back pain, hand/wrist pain, knee/hip pain). More than half of the respondents have concerns that their work environment may affect their health negatively. Work-related sickness absences related to strain and acute injuries are reported by 11.6% of respondents. Eighty-five percent consider their health as good or very good, and 97% are satisfied at work always or most of the time. Interview data identify several work tasks that were perceived as particularly straining but also confirm the high level of job satisfaction in the industry.

Zhenhao Xu, Tachia Chin, and Lele Cao (2020) Accelerated digitalization coupled with ever-growing new job demands in China's manufacturing industry has led to serious concerns about rising work stress and the loss of sustainability of careers among production workers. They are trapped within an organization due to the lack of career alternatives in the labor market; under such occupational stress, some proactive workers may engage in expansive job crafting (JC) behaviors to get more resources to meet their career goals and make better career plans. As a result, this paper aims to investigate how Chinese manufacturing workers perform JC behaviors to translate perceived work stress into more

control over their careers in today's shrinking job market. Drawing on the job demands-resources (JD-R) theory, this study thus investigates how employee continuance commitment (CC), as a manifestation of work stress, influences career control that can reflect the sustainability of careers in such a turbulent time and how the three dimensions of employees' JC (i.e., increasing structural job resources, increasing social job resources, and increasing challenging job demands) mediate the CC-career control relationship, respectively. A time-lagged survey was carried out with a sample of 476 Chinese production workers. The results show that crafting jobs is instrumental in translating the degree of CC that embodies the level of work stress to the degree of career sustainability during the digital transformation of Chinese manufacturing. The article concludes with a discussion of the theoretical and practical implications. Limitations and their implications for future studies are also reviewed.



## CHAPTER 3

### METHODOLOGY

This study is survey research brings the information obtained to explain participants conducted studies and surveyed factors of work. Influence on work stress of employee's case studies of employees in the automotive industry in Ladkrabang Industrial Estate with details about the method of conducting the study according to the steps as follows

3.1 Population and Sample

3.2 Research tools

3.3 Data Collection

3.4 Method of data analysis

#### 3.1 Population and Sample

3.1.1 Target population in this study, there were 4,550 employees of the automotive industry operating level, from 431 employees Ogihara Thailand Co., Ltd and 4,119 employees Thai Honda manufacturing Co., Ltd (WWW.Thai Honda data,2016) at Ladkrabang Industrial Estate.

3.1.2 Sample groups used in this study It is from the selection of samples used in this study. The data was obtained by convenience sampling the study distributed questionnaires to employees.

The sample size used in this study was derived from the evaluation of the percentage by setting the confidence of 95% and the error of not more than 5% was calculated by calculating the sample size from the calculation formula of Taro Yamane (Yamane, 1973) as follows:

$$n = \frac{N}{(1 + Ne^2)}$$

n = sample size

e = represents the tolerance of tolerance (In this case study,

the tolerance was not greater than  $\pm 5\%$ )

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$N$  = total population

From the following conditions, Estimated percentage values have an error of not more than 0.05 (5.0%) at a 95% confidence level. When substituting the values in the formula, the number of samples that should be used is as follows:

$$n = \frac{4,550}{(1+4,550(0.05)^2)}$$

$$n = 368$$

The sample of at least 368 people is required with an error of not more than 0.05 (or 5.0%) with a 95% confidence level, considering the total sampling, the samples were considered qualified and increasing reliance on information

### 3.2 Research Instrument

The researcher used questionnaires as a tool to collect data from the sample with details about the construction of a questionnaire consists of 4 parts: questions about demographic characteristics, Service of working stress, workers, and the need to reduce stress. The questionnaires were constructed from related research papers and theories, and questionnaires were used to collect data from 368 samples. It is a 5-Point Likert scale, where 1 means there is the least level until 5 is the high level by using measurement criteria from the Ministry of Public Health By setting the criteria for giving each score is 1 meaning never experienced stress until 5 means experiencing daily stress.

The tool used to collect data in this study was a questionnaire using questionnaires that were read by the respondents and fill in the answer manually which is divided into 2 parts consisting

#### 3.2.1 Part 1 Personal factors

As a questionnaire, by giving marks on the personal factors of the respondents the questionnaire consisted of 6 items, namely gender, age, educational level, duration of work, marital status, income, 6 items

#### 3.2.2 Part 2 Source of working stress and working stress

It is a question about the source of working stress in the workforce in the automotive industry. based on work stress measurement form from the thesis personal

factors on work stress of operational employee's case study automotive industry workers Lادkrabang Industrial Estate To measure the source of working stress in 4 areas, number 29 questions

1. Role in organization, 6 items.
2. Career development ,10 items.
3. Relationship at work ,6 items.
4. Organizational structure and climate,7 questions.

#### Working Stress

It is emotional recognition of working for operative employees' case study of the automotive industry at Lادkrabang Industrial Estate.

#### **Instrument testing**

This study has been tested for accuracy (Validity) and confidence. (Reliability) of the questionnaire as follows.

- **Validity:** The researcher took the questionnaire developed for three experts to consider and check the content validity and the suitability of the language used (wording) to make it readable and easy to understand according to the purpose of research and improvement according to recommendations before being used for data collection.

To assure the content validity and item consistency, the questionnaires were submitted to three professors to consider and review whether all details were simple to comprehend and meet the points or not. Each question was given point with reference to IOC's index (The Item- Objective Congruence). The IOC calculation formula is as follows.

$$\text{IOC} = \frac{\sum R}{N}$$

R = Congruence value of each question

N = The number of professors

Since the score range of IOC is between -1 to 1, the acceptable question must be close to

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1. The item that had scored lower than 0.5 should be revised; whereas the items that gained scored higher than 0.5 can be reserved. The explanation of the score range is as follows.

+1 = When the professor perceived that the question was fully consistent with the content

0 = When the professor found that the question was doubtful whether it was consistent with the content or not

-1 = When the professor did not understand the question and perceive that it was inconsistent with the content

To assure the consistency and validity of the instrument, the questionnaire was assessed by two professors and one expert who has an abundance of knowledge and experience in terms of Information system and technology to consider and review whether all details were simple to comprehend and meet the points or not. Firstly, Asst Prof Dr.Montachula Suwattanadilok, Asst Prof Dr.Chatchai Chatpunyakul, and Assoc Prof Dr. Jesada Noknoi for providing. The total score of each item was presented in Appendix A. In general, almost the items had score 0.65-1.0 and give score higher than 0.5, Afterward, all those three items were revised under the professors' comments and then gave back to them to reevaluate. After that, all experts have assessed these three questions with score one that meant all these three questions were consistent. Hence, the instrument was revised to the final version and will be used for the survey.

- Confidence Reliability: The study surveyed that the questionnaires were developed and revised according to expert recommendations and tested on a population of 30 people to determine whether the question was meaningful as well as capable or without difficulty, the questionnaire was then used to test the confidence by using the SPSS program to find the confidence of the percentage. The Cronbach's Alpha coefficient method was conducted as the reliability procedure for checking the quality the equipment. Items that have a Cronbach's alpha coefficient should have a value of 0.70 or higher. Values above 0.70 are considered highly reliable and the items that have a Cronbach's

alpha coefficient should have a level of 0.5 to 0.65 or moderate (Cronbach, 1951).

$$\alpha = \frac{K\bar{r}}{1 + \bar{r}(K - 1)}$$

$\alpha$ : Reliability Coefficient

$K$ : Number of Items

$\bar{r}$ : Average Item Correlation

$\alpha \geq 0.7$ : High reliability

$0.5 \leq \alpha \leq 0.65$ : Moderate reliability

To check the accuracy and internal consistency, the researcher examined the accuracy of both the experimental data (n=30) and the actual data (n=368) collected by users who have experienced to adopt the self-service technology of Mass Rapid Transit in Thailand.

After obtaining the data from 30 operative employees who are pilot group, the researcher used the SPSS version 26 to analyze the data. Cronbach's alpha of this questionnaire was 0.888, which was above 0.7. Thus, the questionnaire was highly reliable (Cronbach, 1951).

The results of reliability analysis for factors influencing working stress of operative employees: a case of automotive industry in Ladkrabang industrial area are the basic data for testing initial agreement for multivariate statistical analysis, confirmatory element analysis and finally structural equation model analysis.

Finally, the questionnaire had presented its validity and reliability through the Index of Congruence (IOC) and Cronbach's Alpha. Therefore, the questionnaire is appropriate and prompt to release to targeted respondents and result score range 0.67-1. The final questionnaire version is shown in Appendix B.

### 3.3 Data Collection

This study was a descriptive study by survey using questionnaires to collect data with the following steps.

#### 3.3.1 Provide 368 questionnaires.

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3.3.2 Take the questionnaire to the staff and request cooperation, objectives, and notify the return of the questionnaire.

3.3.3 Bring the collected questionnaires to let us consider the completeness of the questionnaires for further statistical analysis.

### 3.4 Data analysis

The data obtained from the questionnaire and recorded in code is completed, processed with SPSS for Windows program, and analyzed according to logic, comparable to the relevant theoretical concepts, and to make the analysis clear, statistics must be used for data analysis as follows:

#### 1. Descriptive statistics

- Find the frequency and percentage of personal factors i.e. gender, age, education level, age, work, marital status, income status.
- Finding the mean and standard deviation in relation to the level of the working stress source and working stress of operative employees in the automotive industry at Ladkrabang Industrial Estate.
- Determination of the frequency, the percentage, the mean, and the finding of standard deviation in the source of stress and working stress of employees in the automotive industry at Ladkrabang Industrial Estate.

#### Arithmetic Mean

It is used for a test on factors affecting stress and parts 2 and part 3 using formulas for group data.

$$\bar{x} = \frac{\sum x}{n}$$

$\bar{x}$  = Average means of the sample

$x$  = Each person's score value

$n$  = Total number of people

**Standard Deviation** is used to analyze and interpret different data, which is used together with the mean, to characterize the distribution of each score, calculated by a formula.

$$S.D = \sqrt{\frac{n \sum x^2 - (\sum x)^2}{n(n-1)}}$$

$S$  = Sample standard deviation

$X$  = Each person's score value

$n$  = Total number of people

## 2. Inferential Static Statistics

- Factors influencing stress were analyzed using simple linear regression, at a significant level of 0.05, and 0.01

Hypothesis faster 1: Role in organization could influence on working stress of operative employees in the automotive industry.

Hypothesis faster 2: Career development could influence on working stress of operative employees in the automotive industry.

Hypothesis faster 3: Relationship at work could influence on working stress of operative employees in the automotive industry.

Hypothesis faster 4: Organizational structure and climate could influence on working stress of operative employees in the automotive industry.

### 3.5 Ethical Consideration

In the research project, the researcher considered all ethical considerations during the data collection and analysis process. The researcher made ensure that the collected data for this specific project only. The respondents were not asked too many personal questions, and their personal information did not share with any other. Research ensured the privacy of all information gathered from participants (Wilcox, 2012). Efforts were made that participants should not be harmed in anyways, and their dignity should be respected in all ways. Before asking a question in a survey, full consent from all the respondents.

In the situation, about the Covid-19 procedure for the survey (World Health Organization,2020)

- 1.Clean your hands with alcohol before you put your mask on, as well as before and after you take it off, and after you touch it at any time.
- 2.Make sure it covers both your nose, mouth, and chin.
- 3.When you take off a mask, store it in a clean plastic bag, and every day either wash it if it is a fabric mask or dispose of a medical mask in a trash bin.
- 4.Do not use masks with valves.





Figure.3.1 Data collection

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## CHAPTER 4

### ANALYSIS AND FINDINGS

This present chapter intends to accomplish the objectives of the study by investigating the various dimensions of factors influencing working stress of operative employees: a case of automotive industry in Ladkrabang industrial estate. Therefore, this chapter displayed the findings result from the analytical procedures discussed in chapter three. The chapter is divided into eight sections. The first section starts with the respondents' details, which are supported by demographic data. The second section is the role in organization about factors influencing the working stress of operative Employees. The descriptive analyses were executed for each item. The third section will describe the result of the career development about factors influencing the working stress of operative Employees. The fourth section will demonstrate results of the relationship at work about factors influencing the working stress of operative Employees. The fifth section will indicate the results of the organizational structure and climate, about factors influencing the working stress of operative Employees. The sixth section will indicate the results of the opinion level of the users about factors influencing the working stress of operative Employees, Organizational structure and climate. The seventh section will demonstrate results of the opinion level of users about factors influencing the working stress of operative Employees, Symptoms, behaviors, or performance-related psychological feelings. The last section shall summarize the findings of this study.

To complete this study, a total of 368 questionnaires has been distributed to the people who use the Mass Rapid Transit system for their journey that are mentioned earlier in chapter 3. Due to the different proportions of the ridership of each station, the questionnaires are allocated unequally.

There were 368 questionnaires that had been collected after a period of 2 weeks.

The data from questionnaires are screened out by the researcher It was found that 20 respondents are not met the criteria; therefore, 20 questionnaires have been removed to ensure the cleanliness of the data. However, the researcher continuously distributed the questionnaires and collected the remaining 20 respondents to complete 368 questionnaires

to process the next analysis stage. Finally, a total of 368 completed questionnaires were received.

#### 4.1 Demographic Information

Based on the sample collected through the distribution of questionnaires, the respondents' socio-demographic data in this section. The descriptive analysis of the demographic information is presented in Table 4.1, and the descriptive analysis of the opinion level of users who had experienced is in the source of working stress and working stress of operative Employees: A Case of Automotive Industry in Ladkrabang Industrial Estate, also shown in Table 4.1.

**Table 4.1** Frequencies and Percentages of Sample Demographics (n=368)

<b>Demographic</b>	<b>n</b>	<b>%</b>
<b>Gender</b>		
Male	18	51
Female	18	49
<b>Ages</b>		
Less than 30 years	17	48.
31-40 years old	16	45.
41 years above	2	6.
<b>Education Level</b>		
Below bachelor's degree (High school/ Certificate, High Vocational Certificate)	13	3.57
Bachelor's degree	25	70.
		26.37
<b>Years' Experience</b>		
Less than 5 years	129	30.0
5-10 years	16	45.6
10 years or more	71	19.3

**Table 4.1** Frequencies and Percentages of Sample Demographics (n=368) (Continue)

Demographic	n	%
<b>Status</b>		
Single	1	50.27
Married	1	44.
Divorced / widowed / separated	2	5.4
<b>Income per Month</b>		
Less than or equal to - 9,000 Bath		
9,001 - 15,000 Bath	46	12.
15,001 - 25,000 Bath	215	58.42
25,001 – 35000 Bath	98	26.
Above than 35,000 Baths	9	2.45

The sample consisted of 188 (51%) male respondents and 180 (49%) female respondents. The majority of the respondents are from the age group of Less than 30 years old for 177 (48.1%) respondents and 31-40 years old for 167(45.3%) respondents, and 41 years above for 24 (6.5%) respectively. From the education level, the greater number of respondents is achieved Bachelor Degree for 97 (26.37%), followed by Certificate, High Vocational Certificate for 258 (70.1%) respondents, and below Bachelor Degree (High School, Vocational) for 13 (3.57%) respondents. The years' Experience for the response of 5-10 years 168 (45.65%), and less than 5 years 129(30.05%), And 10 years or more 71(19.30%). In terms of status, most of the respondents were Single 185 (50.27%), and Married 163(44.30%) respondents, and divorced/widowed/separated 20 (5.43%). In term of income per month, most of the respondents earned 15,001 - 25,000 bath for 215 (58.42%), followed by 25,001 – 35000 baths for 98(26.6%) , 9,001 - 15,000 baths for 46 (12.5%), Above than 35,000 Baths for 9 (2.45%).

#### 4.2 Opinion Level of Source of working stress of operating staff

The following section is a description of the seven study variables in the research framework. There are five independent variables which are (1) working stress, (2) Role in organization, (3) Career development, (4) Relationship at work, and (5) Organizational structure and climate.

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All variables are measured by using 5 point-Likert-scale with the remark of Mean value as follows:

The mean value between 1.00-1.80 is “Lowest”

The mean value between 1.81-2.60 is “Low” Mean value between 2.61-3.40 is “Moderate”

The mean value between 3.41-4.20 is “High”

The mean value between 4.21-5.00 is “Highest”

Then, the descriptive analysis of these variables is presented as bellows:

### Working stress

The descriptive analysis, mean and standard deviation of working stress, is shown in Table 4.2.

**Table 4.2** The Mean and Standard Deviation of working stress

Variable	Level of opinion					Mean	S.D.	Level
	Highest	High	Moderate	Low	Lowest			
	Frequency/Percentage							
<b>Working stress</b>						3.077	0.356	Moderate
1. The work you do is urgent.	20 (5.43)	239 (64.94)	104 (28.26)	5 (1.35)	0 (0.0)	3.74	0.571	High
2. The amount of work done each day.	10 (2.72)	248 (67.39)	106 (28.80)	3 (0.81)	1 (0.27)	3.71	0.539	High
3. Lack of operational skills.	4 (1.08)	32 (8.70)	102 (27.71)	135 (36.68)	95 (25.81)	2.22	0.964	low
4. Working that does not match the ability.	3 (0.81)	25 (6.79)	103 (27.99)	147 (39.95)	90 (24.46)	2.19	0.911	low
5. Working in an awkward way.	2 (0.54)	16 (4.35)	126 (34.24)	143 (38.86)	81 (22.01)	2.22	0.857	Low

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**Table 4.2 The Mean and Standard Deviation of working stress(continue)**

Variable	Level of opinion					Mean	S.D.	Level
	Highest	High	Moderate	Low	Lowest			
	Frequency/ Percentage							
6. Working with high responsibility.	7 (1.90)	174 (47.28)	168 (45.65)	18 (4.89)	1 (0.27)	3.45	0.632	High
7. Health safety problems while working.	1 (0.27)	155 (42.12)	174 (47.28)	35 (9.51)	3 (0.82)	3.31	0.678	Moderate
8. The quantity is not balanced with the number of employees.	6 (1.36)	158 (42.93)	180 (48.91)	24 (6.52)	0 (0)	3.39	0.634	Moderate
9. There are too many steps to perform the task.	6 (1.63)	164 (44.57)	185 (50.27)	13 (3.53)	0	3.44	0.591	High

In term of working stress, it indicated that the first ranked of respondents' working stress were in the items of "The work you do is urgent." (mean of 3.74) followed by the item of "The amount of work done each day." (mean of 3.71). The item of "Working with high responsibility." (mean of 3.45). The item of "There are too many steps to perform the task." (mean of 3.44). The item of "The quantity is not balanced with the number of employees." (mean of 3.39). The item of "Health safety problems while working." (mean of 3.31). The item of "Lack of operational skills." (mean of 2.22). The item of "Working in an awkward way." (mean of 2.22). The item of "Working that does not match the ability." (mean of 2.19). Overall, the respondents' group of working stress is at Moderate level (mean of 3.077).

Table 4.3 The Mean and Standard Deviation of Role in organization

Variable	Level of opinion					Mean	S.D.	Level
	Highest	High	Moderate	Low	Lowest			
	Frequency/ Percentage							
<b>Role in organization</b>						3.008	0.356	Moderate
10. Clarity of roles in the organization.	3 (0.82)	73 (19.84)	211 (57.34)	71 (19.29)	10 (2.71)	2.96	0.729	Moderate
11. Employees could work properly according to their roles.	3 (0.82)	77 (20.92)	215 (58.42)	66 (17.93)	7 (1.90)	3.00	0.705	Moderate
12. There is full support for work that corresponds to the role of the organization from other departments.	4 (1.09)	63 (17.12)	246 (66.85)	50 (13.59)	5 (1.36)	3.03	0.635	Moderate
13. Difficulty managing or delegating tasks.	3 (0.82)	64 (17.39)	258 (70.11)	42 (11.41)	1 (0.27)	3.07	0.571	moderate
14. The occurrence of a conflict with the command of the commander.	3 (0.81)	58 (15.76)	242 (65.76)	64 (17.39)	1 (0.27)	2.30	0.612	Low
15. Lack of freedom to make decisions in work.	1 (0.27)	59 (16.03)	248 (67.39)	55 (14.95)	5 (1.36)	2.30	0.612	Low

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In term of role in organization, it indicated that the first ranked of respondents' role in organization of job were in the items of "Difficulty managing or delegating tasks." (mean of 3.07). The item of "There is full support for work that corresponds to the role of the organization from other departments." (mean of 3.03). The item of "Employees could work properly according to their roles." (mean of 3.00). The item of "Clarity of roles in the organization." (mean of 2.96) The item of "The occurrence of a conflict with the command of the commander." (mean of 2.30). The item of "Lack of freedom to make decisions in work." (mean of 2.30). Overall, the respondents' group of roles in organization of job is at Moderate level (mean of 3.008).

Table 4.4 The Mean and Standard Deviation of Career development (Source of working stress)

Variable	Level of opinion					Mean	S.D.	Level
	Highest	High	Moderate	Low	Lowest			
	Frequency/Percentage							
<b>Career development</b>						2.873	0.311	Moderate
16. Employees are informed about their job positions and their job progress.	0 (0.0)	77 (20.92)	167 (45.38)	109 (29.62)	15 (4.07)	2.83	0.800	Moderate
17. Employees receive fair performance assessments.	1 (0.27)	133 (36.14)	209 (56.79)	25 (6.79)	0 (0.0)	3.30	0.592	Moderate
18. Period of salary promotion or the position is appropriate.	20 (5.43)	157 (42.66)	170 (46.20)	21 (5.70)	0 (0.0)	3.47	0.687	High
19. Employees can be assisted by the organization in optimizing employee performance.	7 (1.90)	146 (39.67)	186 (50.54)	27 (7.34)	2 (0.54)	3.35	0.667	Moderate

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Table 4.4 The Mean and Standard Deviation of Career development (continue)

Variable	Level of opinion					Mean	S.D.	Level
	Highest	High	Moderate	Low	Lowest			
	Frequency/ Percentage							
20. Skill enhancement is being promoted for employees as	1 (0.27)	78 (21.20)	250 (67.93)	36 (9.78)	3 (0.82)	3.10	0.585	Moderate
21. The performance evaluation criteria are difficult. Cannot do	0 (0.0)	64 (17.39)	261 (70.92)	41 (11.14)	2 (0.54)	3.05	0.551	Moderate
22. The compensation is suitable for the position received.	1 (0.27)	65 (17.66)	267 (72.55)	33 (8.97)	2 (0.54)	3.08	0.540	Moderate
23. In evaluating work results can be examined by both the employee and the supervisor.	1 (0.27)	64 (17.39)	266 (72.28)	37 (10.05)	0 (0.0)	3.08	0.528	Moderate
24. Employees are informed about their job positions and their job progress.	0 (0.0)	56 (15.22)	273 (74.18)	38 (10.32)	1 (0.27)	3.04	0.514	Moderate
25. Employees receive fair performance assessments.	1 (0.27)	66 (17.93)	270 (73.37)	29 (7.33)	2 (0.54)	3.09	0.530	Moderate

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In term of Career development, it indicated that the first ranked of respondents' career development of job were in the item of "Period of salary promotion or the position is appropriate." (mean of 3.47). The item of "Employees can be assisted by the organization in optimizing employee performance." (mean of 3.35). The item of "Employees receive fair performance assessments." (mean of 3.30). The item of "Skill enhancement is being promoted for employees as appropriate." (mean of 3.10). The item "Employees receive fair performance assessment." (mean of 3.09). The item "The compensation is suitable for the position received." (mean of 3.08). The item "In evaluating work results can be examined by both the employee and the supervisor." (mean of 3.08). The item "The performance evaluation criteria are difficult. Cannot do it." (mean of 3.05). The item "Employees are informed about their job positions and their job progress." (mean of 3.04). The items of "Employees are informed about their job positions and their job progress." (mean of 2.83). Overall, the respondents' group of career development of job is at Moderate level (mean of 2.873).

Table 4.5 The Mean and Standard Deviation of Relationship at work

Variable	Level of opinion					Mean	S.D.	Level
	Highest	High	Moderate	Low	Lowest			
	Frequency/ Percentage							
<b>Relationship at work</b>						3.001	0.421	Moderate
26. Employees have conflicts between colleagues.	5 (1.36)	76 (20.65)	201 (54.62)	70 (19.02)	16 (4.35)	2.95	0.789	Moderate
27. Employees have conflicts with their supervisors.	6 (1.63)	80 (21.74)	215 (58.42)	60 (16.30)	7 (1.90)	3.04	0.720	Moderate
28. Employees are unable to work fully with others.	3 (0.81)	67 (18.20)	248 (67.39)	44 (11.96)	6 (1.63)	3.04	0.630	Moderate
29. Employees are unable to get help from their colleagues	2 (0.54)	64 (17.39)	251 (68.20)	45 (12.23)	6 (1.63)	3.03	0.618	Moderate

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Table 4.5 The Mean and Standard Deviation of Relationship at work (continue)

Variable	Level of opinion					Mean	S.D.	Level
	Highest	High	Moderate	Low	Lowest			
	Frequency/ Percentage							
30. Employees are unable to complete the work assigned to them. And there are errors in the job responsible.	3 (0.82)	66 (17.93)	264 (71.74)	31 (8.42)	4 (1.08)	3.08	0.575	Moderate
31. Employees can speak to their supervisors fully when there is a problem with their job responsibilities.	2 (0.54)	82 (22.82)	254 (69.02)	27 (7.34)	3 (0.82)	3.14	0.574	Moderate

Table 4.5 The Mean and Standard Deviation of Relationship at work

In term of relationship at work, it indicated that the first ranked of respondents' relationship at work of job were in the item "Employees can speak to their supervisors fully when there is a problem with their job responsibilities." (mean of 3.14). The item of "Employees have conflicts with their supervisors." (mean of 3.04). The item of "Employees are unable to work fully with others." (mean of 3.04). The item of "Employees are unable to complete the work assigned to them. And there are errors in the job responsible." (mean of 3.08). The item of "Employees are unable to get help from their colleagues." (mean of 3.03). The items of "Employees have conflicts between colleagues." (mean of 2.95) Overall, the respondents' group of relationship at work is at Moderate level (mean of 3.001).

Table 4.6 The Mean and Standard Deviation of Organizational structure and climate

Variable	Level of opinion					Mean	S.D.	Level
	Highest	High	Moderate	Low	Lowest			
	Frequency/Percentage							
<b>Organizational structure and</b>						2.681	0.328	Moderate
32. Employees can understand the management structure of the organization well.	4 (1.08)	80 (21.74)	45 (12.23)	237 (64.40)	2 (0.54)	2.40	0.627	Moderate
33. Employees can adapt well to the culture of the organization.	5 (1.36)	90 (24.46)	252 (68.48)	21 (5.70)	0 (0.0)	3.21	0.556	Moderate
34. In the organization, there is a clear division of the class.	4 (1.09)	108 (29.34)	214 (58.15)	37 (10.05)	5 (1.36)	3.18	0.675	Moderate
35. Employees can work with safety.	9 (2.45)	161 (43.75)	180 (48.91)	17 (4.62)	1 (0.27)	3.43	0.635	High
36. The workplace is suitable for work.	11 (2.98)	196 (53.26)	146 (39.67)	14 (3.80)	1 (0.27)	3.54	0.632	High
37. Employees are properly supported by supervisors regarding their operations.	7 (1.90)	192 (52.17)	158 (42.93)	11 (2.98)	0 (0.0)	3.52	0.589	High
38. In the organization there is an adaptation to the technology situation.	7 (1.90)	218 (59.23)	12 (3.78)	128 (34.78)	3 (0.81)	2.55	0.628	Moderate

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In term of Organizational structure and climate at work, it indicated that the first ranked of respondents' organization and climate at work for job were in the item of "The workplace is suitable for work." (mean of 3.54). The item ". Employees are properly supported by supervisors regarding their operations." (mean of 3.54). The item of "Employees can work with safety." (mean of 3.43). The item of "Employees can adapt well to the culture of the organization." (mean of 3.21). The item of "In the organization, there is a clear division of the class." (mean of 3.18). The item of "In the organization there is an adaption to the technology situation. That is up to date." (mean of 2.55). The items of "Employees can understand the management structure of the organization well." (mean of 2.4). Overall, the respondents' group of organizational structure and climate at work is at Moderate level (mean of 2.681).

### 4.3 Level of source working stress and working stress

From this study, the has four variables include Role in organization, career development, relationship at work, organization structure and climate.

Table 4.7 Summary result of working stress and source of working stress (n = 368)

Variable	Mean	Standard Deviation	Interpretation
Working Stress	3.077	.356	Moderate
Sources:			
Role in Organization	3.008	.252	Moderate
Career Development	2.873	.311	Moderate
Relationship at Work	3.001	.421	Moderate
Organization Structure and Climate	2.681	.328	Moderate

From table 4.7, the level of working stress is considered as moderate with mean score of 3.077. When considered the four sources of working stress, the level of each sources is at moderate with mean score ranged from 2.681 to 3.008

#### 4.4. Hypothesis Testing

From this result, it was shown that the proposed model is consistent with empirical data.

Table 4.8 Regression Analysis of Factor Affecting Working Stress

Hypothesis	Beta	p-value	Results
Role in Organization ->Working Stress	-.116	.026*	Accept
Career Development -> Working Stress	-.312	.000**	Accept
Relationship at Work -> Working Stress	.182	.000**	Accept
Organization Structure and Climate -> Working Stress	-.080	.124	Reject

\*P<0.05    \*\*P<0.01

From table 4.8, it found that role in organization and career development have negative affect with working stress at statistically significant level of .05 and .01, respectively. In addition, relationship at work have positive affect with working stress at statistically significant level of .01. Whereas organization structure and climate have no effect on working stress.

## CHAPTER 5

### DISCUSSION AND CONCLUSION

The aim of the study of Factors Influencing working stress of operative employees: a case of automotive industry in Ladkrabang industrial estate.1) to investigate the effect of and 2) the direct effects of social influence on the factors influencing working stress of operative employees: a case of automotive Industry in Ladkrabang industrial estate.

This chapter summarizes the main findings from the research and discussion and proposes theoretical and practical implications and recommendations of the study.

#### 5.1 Conclusion

From this study, in terms of characteristics of target respondents, it was found that the majority of respondents were of 51% male respondents and 49% female respondents. The majority of the respondents are from the age group of Less than 30 years old for 48.1% respondents and 31-40 years old for 45.3% respondents, and 41 years above for 6.5% respectively. From the education level, the greater number of respondents is achieved bachelor's degree for 26.37%, followed by Certificate, High Vocational Certificate for 70.1% respondents, and below Bachelor Degree (High School, Vocational) for 3.57% respondents. The years' Experience for responds of 5-10 years 45.65%, and less than 5 years 30.05%, And 10 years or more 19.30%. In term of status most of the respondents Single 50.27%, and Married 44.30% responds, and divorced / widowed / separated 5.43%. In term of income per month, most of the respondents earned 15,001 - 25,000 bath for 58.42%, followed by 25,001 – 35000 baths for 26.6%, 9,001 - 15,000 baths for 12.5%, Above than 35,000 Baths for 2.45%,

The result on the level of working stress is mean score of 3.077. is standard deviation of .357. is interpretation Moderate. and Role in Organization is mean score of 3.008. is standard deviation of .252. is interpretation Moderate. And Career Development is mean score of 2.873. is standard deviation of .311. is interpretation Moderate. And Relationship at Work is mean score of 3.001. is standard deviation of .421. is interpretation Moderate. And Organization Structure and Climate is mean score of 2.681. is standard deviation of .328. is interpretation Moderate.

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The result for hypothesis testing role in organization to the working stress score Beta -0.116 and p-value score 0.026\*result accept. The career development to the working stress score Beta -0.312 and p-value score 0.000\*\* result accept. The relationship at work to the working stress score Beta 0.182 and p-value score 0.000\*\* result accept. The relationship at work to the working stress score Beta -0.80 and p-value score 0.124\*\* result reject.

## 5.2 Discussion

The conceptual framework of this research has been proposed based on the theories, articles and reports. It is compiled and presented in Chapter 2 Literature Review. There are four hypotheses proposed in the research framework. The causal relationship between the variables of the study has been presented in Table 4.8. The hypothesis tests were conducted, and the results are presented in Chapter 4. In this section, the hypotheses proposed in this study are discussed in more detail.

### 5.2.1 Influence of Role in organization to Working stress

The result of hypothesis testing shown that of role in organization, it indicated that the result hypothesis testing the role in organization to workings stress is Beta -.116, p-value .026, results are accepted.

Iraj Soltani (2013) Investigating the effect of role conflict and role ambiguity on employees' job stress: Articulating the role of work conflict Psychologists and management science researchers have a strong interest in stress. And the main reason for this is the impact on the mental well-being and the consequences of the organization. They also suggest that protection against stress, known as destructive stress, is a result of factors such as role ambiguity. role uncertainty and corporate policies and deteriorating both personal and organizational performance.

KDV Prasad (2015) The job- related stress factors include work overload, time pressures, role conflict, role ambiguity and role overload; the role in organizational related stress factors are control/delegation, organizational environment, and organizational design. Income level, financial constraints, conflicting demands, career development, and job security are the person-related stressors that influence the physiological factors.

### 5.2.2 Influence of Career development to working stress

The result of hypothesis testing shown of Career development, it indicated that the first ranked of respondents' career development of result hypothesis testing The Career Development to workings stress is Beta -.312, p-value .000, results are accepted.

Akramul Haque.Md (2014) relationship between occupational stress and career growth with organizational commitment among nurses of a medical college hospital, Bangladesh. The purpose of this descriptive correlational study was to examine the relationship between occupational stress and career development with organizational commitment. Nursing practice could be improved by using the research findings to determine strategies to reduce occupational stress, as the study found moderate levels of occupational stress. The study findings can be applied by developing guidelines for nurses to increase organizational commitment to occupational stress and career growth.

Wickramasinghe, V. (2016). Job stress fully mediates the relationship between role clarity and career commitment while partially mediates the relationships between work routinization, social support, and the lack of promotional opportunity and career commitment.

### **5.2.3 Influence of Relationship at work to working stress**

The result of hypothesis testing shown of relationship at work, it indicated that the first ranked of respondents' relationship at work of result hypothesis testing The Relationship at work to workings stress is Beta .182, p-value .000, results are accepted.

Ali Mohammad Mosadeghrad (2011)A study on the relationship between work stress, quality of work life and turnover intention among hospital employees Work stress is a serious threat to the quality of work life (QWL) of healthcare workers and can lead to hostility, aggression, absenteeism, conflict as well as decreased productivity. Moreover, work stress among employees affects the quality of healthcare services.

Van Thanh, L (2016) Cultural relationships are considered as the stress experienced by Vietnamese academic women, as they impact on work relationships. Occupational stress at work declines for Vietnamese academic women as they advance in age, experience, rank and qualification. This is because the key relationships referred to above: between the older and the younger, between the subordinate and manager, and between the student and lecturer start to move in their favors as the women age. Relationships in Vietnamese culture are important; and this is a key source of occupational stress at work for academic women.

### **5.2.4 Influence of Organizational Structure and Climate to Working stress**

The result of hypothesis testing shown of Organizational structure and climate at work, negatively affect workings stress at statistically significant level 0.005, results are Reject.

organizational climate had a lower organizational role stress score and job satisfaction than employees with an unfavorable organizational climate. These trends indicated that organizational climate had no effect on organizational role stress and job satisfaction. and help the organization become aware of the need for a conducive organizational climate in the workplace.

Nasurdin, A.M., Ramayah, T. and Chee Beng, Y. (2006) The aim of this study is to determine the effects of organizational structure (formalization and centralization) and organizational climate on job stress in a non-Western context. Data were collected from a sample of 151 salespersons working in the stock broking industry of Malaysia. Regression results demonstrated that both structural variables (formalization and centralization) have a positive influence on job stress. Organizational climate dimension, however, has no effect on stress. Implications for managerial practice and future research are provided

### **5.3 Implication**

This study examined the influence of sources of employee occupational stress and external factors on satisfaction and continued workload readiness. The results of a joint survey with employees in the automotive industry at Lat Krabang Industrial Estate Demonstrated show a moderate level of employee stress.

There are also external factors such as economic situation COVID -19. practice both at work and outside the factory has more or less influence on stress. role in the organization, career development and relationships at work It can affect the work stress of employees. The data obtained from the survey can provide information on which areas need to be optimized Supervisors or Human Resources, managers and stakeholders the results of the survey can be used to improve the work on various issues. To reduce employee stress and increase work efficiency.

#### **5.3.1 Theoretical Implications**

Altogether, the model and results of this study make an important contribution to the theoretical understanding of the determinants that influence users' continuation intentions towards The models and results of this study make an important contribution to the theoretical understanding of the determinants that influence users' continuation intentions. This time will

not be new. But they have been brought together in a way that has never been done before. The inclusion of the work stress model as the main conceptual framework of this research. The proposed model is a unique structure that examines factors in multidimensional studies with work stress surveys to explore individual stress levels. Does this stress sometimes affect one's health at the right level? And when the data has been collected, it is possible to know the stress in the body surveyed and where it comes from and where it comes from. Those who were involved in the data were analyzed, and adapt work methods to manage employees in work stress.

#### **5.4 Limitation and Recommendation of This Research**

The study has the following limitations and recommendations. First, this study measured employee satisfaction and continuance intention regarding the source of working stress based on a single industry context by assessing some positive aspects. However, employees' perceptions are different in different industry contexts because the source of working stress has different functions for the user in different industry contexts. Therefore, it would be better if the opinions of the participants who have already experienced SST in other industries were obtained about the use of SST. Secondly, only a quantitative method was used in this study to find out the opinions of SST users; however, in order to gain a deeper understanding of user perceptions, qualitative methods should also be used in the future. The researcher has the opportunity to conduct interviews and gain a deeper understanding as well as further substantiate the current findings.

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## APPENDIX A

### INSTRUMENT'S RELIABILITY AND VALIDITY

### ASSESSMENT

#### THE INDEX OF CONGRUENCE (IOC)

Index of Item-Objective Congruence (IOC) is considered as tool to assess the content validity in the questionnaire. Therefore, item that gained scored higher than 0.5 can be used as question in questionnaire.

$$IOC = \frac{\sum R}{N}$$

R = Congruence value of each question

N = The number of professors/experts

The score range of IOC is between -1 to 1, the acceptable question must be close to 1. The item that had scores lower than 0.6 should be revised; whereas the items that gained scored higher than 0.5 can be reserved. The explanation of the score range is as follow.

- +1 = When the professor perceived that the question was fully consistent with the content
- 0 = When the professor found that the question was doubtful whether it was consistent with the content or not
- 1 = When the professor did not understand the question and perceive that it was inconsistent with the content

No.	Source of working stress	Summary IOC				
		Dr. Montajula	Dr. Chatchai	Dr. Chetsada	Total Score	The IOC Index
	Intrinsic to job					
1.	The work you do is urgent.	1	1	1	3	1
2.	The amount of work done each day.	1	1	1	3	1
3.	Lack of operational skills.	1	1	0	2	0.67
4.	Working that does not match the ability.	1	0	1	2	0.67

5.	Working in an awkward way.	1	0	1	2	0.67
6.	Working with high responsibility.	1	0	1	2	0.67
7.	Health safety problems while working.	1	1	1	3	1
8.	The quantity is not balanced with the number of employees.	1	1	1	3	1
9.	There are too many steps to perform the task.	1	1	1	3	1
	Role in organization					
10.	Clarity of roles in the organization.	1	0	1	2	0.67
11.	Employees could work properly according to their roles.	1	0	1	2	0.67
12.	There is full support for work that corresponds to the role of the organization from other departments.	1	0	1	2	0.67
13.	The management policy is inconsistent with reality.	1	0	0	1	0.34
14.	Difficulty managing or delegating tasks.	1	1	0	2	0.67
15.	The occurrence of a conflict with the command of the commander.	1	1	0	2	0.67
16.	Lack of freedom to make decisions in work.	1	1	1	3	1
	Career development					
17.	Employees are informed about their job positions and their job progress.	1	0	1	2	0.67
18.	Employees receive fair performance assessments.	1	0	1	2	0.67
19.	Period of salary promotion or the position is appropriate.	1	0	1	2	0.67
20.	Employees can be assisted by the organization in optimizing employee performance.	1	0	1	2	0.67
21.	Skill enhancement is being promoted for employees as appropriate.	1	0	1	2	0.67
22.	The performance evaluation criteria are difficult. Cannot do it.	1	0	1	2	0.67
23.	Employees can freely display their own assessment results.	1	0	0	1	0.34
24.	The compensation is suitable for the position received.	1	1	1	3	1
25.	In evaluating work results can be examined by both the employee and the supervisor.	1	1	1	3	1
26.	Employees are informed about their job positions and their job progress.	1	0	0	1	0.34

27.	Employees receive fair performance assessments.	1	1	0	2	0.67
	Relationship at work					
28.	Employees have conflicts between colleagues.	1	0	1	2	0.67
29.	Employees have conflicts with their supervisors.	1	0	1	2	0.67
30.	Employees are unable to work fully with others.	1	0	1	2	0.67
31.	Employees are unable to get help from their colleagues.	1	0	1	2	0.67
32.	Employees are unable to complete the work assigned to them. And there are errors in the job responsible.	1	0	1	2	0.67
33.	Employees can speak to their supervisors fully when there is a problem with their job responsibilities.	1	0	1	2	0.67
	Organizational structure and climate					
34.	Employees can understand the management structure of the organization well.	1	0	1	2	0.67
35.	Employees can adapt well to the culture of the organization.	1	0	1	2	0.67
36.	In the organization, there is a clear division of the class.	1	0	1	2	0.67
37.	Employees can work with safety.	1	0	1	2	0.67
38.	The workplace is suitable for work.	1	0	1	2	0.67
39.	Employees are properly supported by supervisors regarding their operations.	1	0	1	2	0.67
40.	In the organization there is an adaptation to the technology situation. That is up to date.	1	0	1	2	0.67

### THE RELIABILITY OF THE INSTRUMENT

The Cronbach's Alpha coefficient method was conducted as the reliability procedure for checking the quality the equipment. The items which have Cronbach's alpha coefficient should have a level of 0.70 or higher. The value above than 0.70 are considered to be highly reliable (Cronbach, 1951).

$$\alpha = \frac{K\bar{r}}{1 + \bar{r}(K - 1)}$$

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$\alpha$ : Reliability Coefficient

$K$ : Number of Items

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$\bar{r}$ : Average Item Correlation

$\alpha \geq 0.7$ : High reliability

$0.5 \leq \alpha \leq 0.65$ : Moderate reliability

**Table 3.5** Cronbach's Alpha from 30 Respondents (Pilot Group)

**Processing Summary**

		N	%
Cases	Valid	30	100.0
	Excluded <sup>a</sup>	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	Standardized Items	N of Items
.888	.888	29

## APPENDIX B

### RESEARCH INSTRUMENT

Part 1: General Information of respondents

Instruction: Please mark ✓ in the in front of the item that best describes your reality.

1. Gender

Male

Female

2. Age

Less than 30 years

31–40 years

41 years or above

3. Education level

Secondary school or lower

Below Bachelor

Degree

Bachelor degree

4. Years' experience

Less than 5 years

5-10 years

10 years or more

5. Status

Single

Married

Divorced / widowed / separated

6. Income per month

0 - 9,000 Bath

9,001 - 15,000 Bath

15,001 - 25,000 Bath

25,001 – 35000 Bath

Above than 35,000 bath

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Part 2, Questions about factors of work stress and source of working stress.

Information:

1. The purpose of this questionnaire is to study your opinions on the source of working stress you currently work on each item has a 5 level of opinion level.

2. Put the mark in the box that best describes your situation or opinion with only one answer

3. There are 40 questions in total, please answer them all.

(5 = Strongly agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly disagree)

No.	Variable	Opinion Level				
		5	4	3	2	1
	<b>Working Stress</b>					
1.	The work you do is urgent.					
2.	The amount of work done each day.					
3.	Lack of operational skills.					
4.	Working that does not match the ability.					
5.	Working in an awkward way.					
6.	Working with high responsibility.					
7.	Health safety problems while working.					
8.	The quantity is not balanced with the number of employees.					
9.	There are too many steps to perform the task.					
	<b>Source of working stress</b>					
	<b>Role in organization</b>					
10.	Clarity of roles in the organization.					
11.	Employees could work properly according to their roles.					
12.	There is full support for work that corresponds to the role of the organization from other departments.					
13.	Difficulty managing or delegating tasks.					
14.	The occurrence of a conflict with the command of the commander.					
15.	Lack of freedom to make decisions in work.					
	<b>Career development</b>					

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16.	Employees are informed about their job positions and their job progress.					
17.	Employees receive fair performance assessments.					
18.	Period of salary promotion or the position is appropriate.					
19.	Employees can be assisted by the organization in optimizing employee performance.					
20.	Skill enhancement is being promoted for employees as appropriate.					
21.	The performance evaluation criteria are difficult. Cannot do it.					
22.	The compensation is suitable for the position received.					
23.	In evaluating work results can be examined by both the employee and the supervisor.					
24.	Employees are informed about their job positions and their job progress.					
25.	Employees receive fair performance assessments.					
	Relationship at work					
26.	Employees have conflicts between colleagues.					
27.	Employees have conflicts with their supervisors.					
28.	Employees are unable to work fully with others.					
29.	Employees are unable to get help from their colleagues.					
30.	Employees are unable to complete the work assigned to them. And there are errors in the job responsible.					
31.	Employees can speak to their supervisors fully when there is a problem with their job responsibilities.					
	Organizational structure and climate					
32.	Employees can understand the management structure of the organization well.					
33.	Employees can adapt well to the culture of the organization.					
34.	In the organization, there is a clear division of the class.					
35.	Employees can work with safety.					
36.	The workplace is suitable for work.					
37.	Employees are properly supported by supervisors regarding their operations.					
38.	In the organization there is an adaptation to the technology situation. That is up to date.					

Other comment

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### ส่วนที่ 1 ข้อมูลทั่วไปของผู้ตอบแบบสอบถาม

คำชี้แจง: ให้ท่านทำเครื่องหมาย ✓ ลงในช่อง( ) หน้าข้อความที่ตรงสถานภาพความเป็นจริงกับตัวท่านมากที่สุด

#### 1.เพศ

( ) หญิง ( ) ชาย

#### 2.อายุ

( ) ต่ำกว่า 30 ปี ( ) อายุ 31-40 ปี  
( ) อายุตั้งแต่ 41 ปีขึ้นไป

#### 3.ระดับการศึกษา

( ) มัธยมศึกษา ( ) ปวช./ปวส.  
( )ปริญญาตรี

#### 4.อายุงาน

( ) ต่ำกว่า 5 ปี ( ) 5-10 ปี  
( ) 10 ปีขึ้นไป

#### 5.สถานะภาพ

( ) โสด ( ) สมรส  
( ) หย่า/หม้าย/แยกกันอยู่

#### 6.รายรับ

( ) 0 ถึง 9,000 บาท ( ) 9,001 ถึง 15,000 บาท  
( ) 15,001 ถึง 25,000 บาท ( ) 25,001 ถึง 35,000 บาท  
( ) มากกว่า 35,000 บาท

### ส่วนที่ 2 คำถามเกี่ยวกับปัจจัยต่อความเครียดในการทำงานและความเครียดในการทำงาน

คำชี้แจง :

1.จุดประสงค์ของแบบสอบถามนี้เพื่อศึกษาถึงความคิดเห็นของท่านที่มีต่อปัจจัยต่อความเครียดในการทำงานที่ท่านปฏิบัติงานอยู่ในปัจจุบันในแต่ละข้อจะมีระดับความเห็นให้เลือกตอบ 5 ระดับ

2.ให้ท่านทำเครื่องหมาย ✓ ลงในช่องที่ตรงกับประสบการณ์หรือความคิดเห็นของท่านมากที่สุดเพียงคำตอบเดียว

3.คำถามทั้งหมดมี 38 ข้อ โปรดตอบคำถามทุกข้อ

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ลำดับ	ตัวแปร	ระดับความคิดเห็น				
		มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
	ความเครียดในการทำงาน					
1.	งานที่ทำมีความเร่งด่วน					
2.	ปริมาณงานที่ทำในแต่ละวัน					
3.	การขาดทักษะในการปฏิบัติงาน					
4.	การทำงานที่ไม่ตรงกับความสามารถ					
5.	การทำงานที่ไม่ตรงความถนัด					
6.	การทำงานที่ต้องมีความรับผิดชอบสูง					
7.	ปัญหาความปลอดภัยต่อสุขภาพขณะปฏิบัติงาน					
8.	ปริมาณงานไม่สอดคล้องกับจำนวนพนักงาน					
9.	ขั้นตอนในการปฏิบัติงานมีมากเกินไป					
	ปัจจัยที่มีผลต่อความเครียดในการทำงาน					
	ปัจจัยด้านบทบาทในองค์กร					
10.	ความชัดเจนของบทบาทหน้าที่ในองค์กร					
11.	พนักงานมีสามารถทำงานได้อย่างถูกต้องตามบทบาทหน้าที่ของตนเอง					
12.	มีการสนับสนุนงานที่สอดคล้องกับบทบาทหน้าที่ในองค์กรจากหน่วยงานอื่นอย่างเต็มที่					
13.	การจัดการหรือการมอบหมายงานเป็นไปอย่างยากลำบาก					
14.	การเกิดความขัดแย้งกับคำสั่งของผู้บังคับบัญชา					
15.	การขาดอิสระในการตัดสินใจในการทำงาน					
	ปัจจัยด้านการพัฒนาในอาชีพ					
16.	พนักงานได้รับข้อมูลข่าวสารเกี่ยวกับตำแหน่งงานและความก้าวหน้าในหน้าที่ของตนเอง					
17.	พนักงานได้รับการประเมินผลการปฏิบัติงานอย่างเป็นยุติธรรม					
18.	ระยะเวลาในการเลื่อนขั้นเงินเดือนหรือ ตำแหน่งมีความเหมาะสม					

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19.	พนักงานสามารถได้รับการช่วยเหลือจากองค์กรในการเพิ่มประสิทธิภาพตามความเหมาะสมของพนักงาน					
20.	มีการส่งเสริมเพิ่มทักษะให้กับพนักงานตามความเหมาะสม					
21.	เกณฑ์การประเมินผลงานมีความยาก ไม่สามารถทำได้					
22.	ผลตอบแทนที่ได้รับมีความเหมาะสมกับตำแหน่งงานที่ได้รับ					
23.	ในการประเมินผลงานสามารถตรวจสอบได้ทั้งตัวพนักงานและหัวหน้างาน					
24.	พนักงานได้รับทราบข้อมูลที่ชัดเจนเกี่ยวกับความก้าวหน้าในอาชีพ					
25.	พนักงานได้รับการประเมินผลการปฏิบัติงานอย่างเป็นยุติธรรม					
	ปัจจัยด้านความสัมพันธ์ในที่ทำงาน					
26.	พนักงานมีความขัดแย้งระหว่างเพื่อนร่วมงาน					
27.	พนักงานมีความขัดแย้งกับหัวหน้างาน					
28.	พนักงานไม่สามารถทำงานร่วมกับผู้อื่นได้อย่างเต็มที่					
29.	พนักงานไม่สามารถขอความช่วยเหลือจากเพื่อนร่วมงานได้อย่างเต็มที่					
30.	พนักงานไม่สามารถทำงานที่ได้รับมอบหมายงานได้อย่างเต็มที่ และมีข้อผิดพลาดในงานที่รับผิดชอบ					
31.	พนักงานสามารถพูดคุยกับหัวหน้างานได้อย่างเต็มที่เมื่อเกิดปัญหาเกี่ยวกับงานที่รับผิดชอบ					
	ปัจจัยด้านโครงสร้างองค์กรและบรรยากาศ					
32.	พนักงานสามารถเข้าใจโครงสร้างการบริหารงานในองค์กรได้อย่างดี					
33.	พนักงานสามารถปรับตัวกับวัฒนธรรมในองค์กรได้เป็นอย่างดี					
34.	ในองค์กรมีการแบ่งชนชั้นที่ชัดเจนแบ่งพักแบ่งพวก					
35.	พนักงานสามารถทำงานด้วยความปลอดภัย					
36.	สถานที่ปฏิบัติงานเหมาะสมแก่การทำงาน					

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37.	พนักงานได้รับการสนับสนุนจากหัวหน้างานได้อย่างถูกต้องเกี่ยวกับการปฏิบัติงาน					
38.	ในองค์กรมีการปรับตัวไปตามสถานการณ์ด้านเทคโนโลยี ที่ทันตามยุคสมัย					

ข้อคิดเห็นอื่น ๆ

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