

***Health Promotion Strategy in Happy Workplace: Case Study of QTC (PCL)
Manufacturing of Transformers in Thailand***

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Abstract

Physical and Emotional Health of employees in organizations have been a critical concern in the past few decades among researchers and HR practitioners. Several factors such as deadlines, negative organizational atmosphere, work conditions, emotional stress, as well of work-family conflicts are sources of both health problems which eventually influence the overall health of organization. As such, health promotion in the workplaces has gain attention among organizations in Thailand in order to improve their employees' productivity.

The objective of this article is to investigate health promotion strategy that can make employees happy and healthy at work. Qualitative approach was adopted as a research methodology for the study. QTC Energy Limited (PCL), a local manufacturing of transformers in Thailand, was purposively selected from a list of happy workplaces in Thailand. Twenty in-depth interviews were conducted among managers, staff-welfare committee, and employees. Additionally, a number of company reports as well as company website were review comprehensively

The results indicated that the Health Promotion project was established to cover various dimensions, such as physical and mental health care not only for individuals but also their families. In addition, financial education, health education and social responsibility were provided at all levels of employees. Welfare committee was officially set up in order to communicate them about health promotion activities. Participants was educated about health care in order to raise health awareness extensively especially in the area of work safety and risk related issues.

Consequently, most employees perceived the Health promotion project as a way to create equality and happiness at work. The two main strategies that can effectively promote health include: 1) Employees come first 2) The equal opportunity is a key for improving and obtaining health care.

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Introduction

Changes caused by the development of technologies, science, globalization, etc. have put an effect on working life of people. Some tends to stay at work longer or have more than 7 hours at work, some considers their work even on holidays. The result from continuously work and the change in way of life have made people care less about their health, therefore they tend to have physical and mental illness.

When a person who works in the company have worse health condition, the effectiveness of their work and the overall effectiveness of the organization will definitely be affected (Miller and Ahmad, 2000). Many organizations in the society have put their effort to manage the complexity of health issues. Health promotion have benefits for company not only to enhance the performance of their employees, but also increase the motivation and the sense of belonging in the organization (Kalliath & Kalliath, 2012). Therefore many domestic and international organizations have emphasized on health promotion for their employees.

In Thailand, the Happy Workplace was initiated to help people in the organization gain their physical and mental health and work happily. Many organizations have their own health promotion model, but there is no concrete plans and results.

Therefore, this study aims to investigate the organization which has health promotions and those promotions have proven by awards from government and related organization in order to study the concept, procedure, and result in health promotion for employees.

Objective

To study health promotion concept and procedure.

Literature Review

The objective of this article is to investigate health promotion strategy, therefore the researchers conducted both Thai and international literature review in health promotion area including principles, theories, characteristics, strategies, and roles of stakeholders in health promotion in the organization.

Theory and Related Research

The definition of health promotion, according to the Ottawa Charter for Health Promotion (1986), is the process of enabling people to increase control over, and to improve, their health. To reach a state of complete physical, mental and social well-being, an individual or group must be able to identify and to realize aspirations, to satisfy needs, and to change or cope with the environment. Health is a positive concept emphasizing social and personal resources, as well as physical capacities. Therefore, health promotion is not just the responsibility of the health sector, but goes beyond healthy life-styles to well-being. (WHO, 2009)

Ministry of Labor, Thailand, has defined health promotion as any action, supported by employer, employee union, or government, aim to enhance well-being, physical and

mental health, sanitation, safety, as well as the progress in living not only for employees but also their family. (Ministry of Labour, n.d.) Health promotion is the endeavor to resolve risk factors affect the behavior of employee or social environment such as smoking or alcohol addicted. It emphasized on fundamental factors which cause the diseases, the increase in poverty, and social disadvantages and directly affect health (Hawe p., 1997) This concept is consistent with Whitehead D. (2006) that health promotion in organization is the investment in order to prepare its employees with enthusiasm and inspiration, reduce absenteeism, personal and welfare problems, reduce industrial relation dispute, and increase effectiveness of the organization in every aspects, improve performance, competitiveness, and images. Health promotion can be considered as the source of support environment for productivity and competitiveness.

In this changing environment, it is crucial to understand the needs of employees in order to encourage employees to adapt themselves so that the health promotion will be effective and appropriate for them. Maslow's hierarchical theory of motivation has describe the trend of human needs in 5 steps as followed:

1. Physiological needs: the minimum requirement for surviving such as four requisites to serve physical needs.
2. Safety needs: Security, safety, free from the threat.
3. Social needs: consists of social interaction, love, relationship, and friendship.
4. Esteem needs: self-esteem and respect from others. It demand for success, dignity, and fame.
5. Self-actualization: the ultimate and most valuable human needs that can be achieved when other needs above are essentially fulfilled and the self-fulfillment of full personal potential takes place. (Stephen P. Robbins & Timothy A. Judge, 2010.)

Maslow believed that human behavior can be explained by the tendency of individuals in order to find what they need, desire, and something meaningful to themselves. Therefore if an organization can identify those needs and congregate them into health promotion, it will become a powerful tool to motivate and create positive reinforcement to employees. The effectiveness will increase since the environment in the organization helps building enthusiasm which is the behavior that the organization want. The motivation is categorized into two factors according to Herzberg's two-factor theory as followed:

1. Hygiene factor is the factor that may cause dissatisfaction to employees and does not give positive motivation or the fundamental requirement to prevent dissatisfaction in employees such as the individual relationship, supervision, policy and management, and working condition.
2. Motivation factor is the factor that create positive satisfaction and increase productivity such as job characteristics, career advancement, and responsibility. (Natchuda Hlangpetch, 2008)

Moreover, O'Donnelle (2002) said in his book *Health promotion in workplace* that health promotion is the art and science of helping people change their lifestyle to move toward a state of optimal health, which is a dynamic balance of health in 5 dimensions as followed:

1. Physical Health is the physical condition of employee which can be affected from smoking, physical activities, alcohol, and nutrient.
2. Emotional health is mental condition, stress in everyday life which related to illness and bad habits.
3. Social health is the support from social including family, friends, colleagues, and neighbors. Social health plays an important role in rehabilitation such as reduce stress that affect physical and emotional health.
4. Spiritual health is the determination in living and learning to share. In some case, religion that is the important element in spiritual health.
5. Intellectual health is the accomplishment in living which affects all health mentioned above. It relates to education, healthy habits, unemployment and disease, and social, economic, medical benefits, and self-esteem.

From all theories mentioned above, it can be considered that each dimension of the five dimensions of health is similar to Maslow's theory of needs. Thus, health promotion in the organization is guideline to serve not only employees' needs but also the organization desire for effectiveness and productivity.

Health promotion in tobacco and alcohol to serve fundamental needs according to Marslow and O'Donnelle's theories. Especially in tobacco, which is the main target of health promotion policy in western countries because smoking is a major determinant of death and the origin of many diseases (Hanne H., Kristiina P., Piia J., 2010.)

Qualitative research of Hann et al. (2010) pointed that the reasons behind smoking can be categorized into 2 groups; the first reason is to protect themselves from their own blame and accusation from others. Smokers had realized the risk and persuaded themselves and interviewer that smoking is not harmful. The other reason is from other factors such as boredom from daily work and influence from colleagues. This reason affects to working performance since smokers tend to take a break from one to one-and-a-half hour to smoke (Sherriff N.S. & Coleman L., 2013.) However, in order to promote a successful health campaign the organization has to emphasize on "health" and "family" by positioning itself as a counseling center.

Health promotion or the process to support competency and health development in people can be done by create awareness as the consequence from their decision and create self-responsibility in health. According to Ottawa charter for health promotion, this process consist of 6 strategies as followed:

- Strategy 1: Build Healthy public policy
All policies aim to provide the environment that arouse people (employees) to realize the importance of health, learn and act according to health promotion and create healthy behavior at home, workplace, and society. Moreover, these policies should concern the effect on health and environment. The good example for public policies are smoke-free in public transportation which help protecting non-smoker, food and medicine control, policy on cigarette tax which its revenue is used to promote other health programs, wearing helmet campaign, and Don't Drive Drink, etc.

- Strategy 2: Create supportive environment

Health supportive environment is the subsequence from healthy public policy. All changes in way of life, work, and recreation have an effect on health. Therefore, the method that society or organization direct their working environment should support the healthy society or healthy organization.

- Strategy 3: Strengthen community action

It is obvious that health promotion is the continual activity which the community (in this case in employees of the organization) have to take an action from the beginning such as define target, make a mutual decision, set up and implement strategic planning, encourage self-help within community. In some case, the financial and technical support can be received from external organization. However, the community must take an action by themselves in the long term . After success in health promotion, it should transfer experiences and techniques to other communities or become the best practice for others to adopt such as bio-organic club, exercise club, and bicycle club.

- Strategy 4: Develop personal skill

In some case each person must have their own skill in health promotion program, which can be such as exercise and quit smoking. The organization should support for personal health development by providing information in health and living. The alternative choice for people can be provided by give them a choice to take care of their health in their own way.

- Strategy 5: Reorient health service

Most people thinks that reorient health service is to change only the way medical personnel and public health work from service provider to health supporter for people (employees). In reality, attitude of people is an important part to create health among people, they should participate in health support program in their home, workplace, school, and in the community. Therefore the responsibility of public health service is to set the direction of health promotion and support employees living instead of provide only health service in clinic. However, health promotion in each organization depends on organization culture. Health service can be started with the channel between health department and community including politics, economy, and environment.

In order to reorient health service, health research becomes crucial to investigate the way to change how people learn and set up an appropriate learning. This method can change the attitude of employees toward health service from health provider to the organization who concerns about the needs of employees.

- Strategy 6: Moving into the future

Health promotion can be successful if the strategy is adjusted to suit the person's everyday life where they can learn, work, and enjoy. Health can be created by taking care of oneself and others, making decision, and most importantly, to be ensured that the society he lives allows everyone have a healthy condition.

The concept of work-based smoking cessation service aims to reduce the number of people who start smoking and reduce risk of cardiovascular disease in both smokers and people in a smoking environment (Gerson C. Jr., Laura M.T. N., Graziella F.B.

C., Gaspar R. C., & Audrey B.S., 2014). The campaign was started by sending a message about risk from smoking by using technologies such as motion pictures, animation, or social network on the internet (Joan L. B. Et al., 2014). There are consultant for employees who wants to participate in the program (Sherriff N.S. & Coleman L., 2013). Those consultants are well-trained in quitting method and procedure in order to enhance their own specialty and capability to persuade smokers to quit. (Simon R.T., Hollis L.,& Eric L.R. B., 2014.). In addition, the smoking control and cessation funds and smoke-free air laws are the major support for health promotion in the organization

However, Wynne (1997) suggested that the fundamental of health promotion is the direction and determination of management of the organization. In order to create a success program, the infrastructure and process must be set to support the operation. Whitehead (2006) described health promotion model according to the level of intervention as followed:

1. Organizational leadership level: Management level of the organization has to involve in the development, operation, assessment of health promotion programs, method and model of the program, strategic planning and targeting in health promotion through organization culture and health promotion policy.
2. Interpersonal level: This level involves in learning, social interaction, social support, resolve social conflict, and encourage participation of other teams and teams with autonomy.
3. Individual level: This level helps increasing performance and self management of employee. In addition, individual level supports healthy behaviors.
4. Municipal community level: Provide linkage between the target of health promotion in the organization and the involvement in municipal community through agencies.
5. Public policy level: This level supports environment and health policy which conforms with target of the organization.

From the theories above, it can be implied that there are many internal factors effect health promotion in the organization. First, structure and management in the organization which consist of strategy, target, potential, preparedness (mutual target). Second, the structure of the organization (leaders, committee, members, and departments) in order to develop and improve activities within the organization. Other factors include the potential of members in the organization, management, determination in target, plan, and management, methods of work and human resource management, monitoring and control, involvement, and tangible and intangible benefits. (Chaiyaporn Piboonsiri, 2007)

In order to set up health promotion in the organization, therefore, health care manager plays an important role since health promotion has direct effect to working environment of employees (Whitehead D, 2006) Health care manager should be a developer and innovator in health. In the meantime, he must learn the dynamic of healthy employees and balance in economy, moral, inequitable expenditure of employees, sickness, absence and injuries from work. If health care manager lack of leader skill and support, health promotion cannot be success and can be implied as a reason of stress in employees. Thus, health promotion model which is support the negotiation and increase the involvement and unity of team is also crucial. In order to increase learning capability, the organization should set up a supportive policy includes:

- Infrastructure of the organization which concerns in health and society
- Health promotion programs within the organization
- Sustainability in health promotion program in the organization
- Resolve the problems by concerning health, employees, and society
- Integrate health knowledge in the organization and community nearby
- Link the overall support in the organization with health promotion policy and procedure
- Determination to support the ability in health promotion

In Thailand, not only government bodies such as Ministry of Labor who support health promotion, but also Thai Health Promotion Foundation who encourage organization to provide health promotion to their employees. The foundation has developed Happy Workplace campaign to support work-life balance of employees, support balance between IQ (Intelligence Quotient) and EQ (Emotional Quotient) to develop a healthy organization. According to organizational health and human resource management research in state universities (Nattawut Rojniruttikul, 2009) All policies human resource department used with its employees, such as training and development policy, employees' feedback policy, organization environment, the use of technologies, organization structure, and stability of working, have a crucial effect on health promotion within the organization and lead the organization to sustainability. To clarify the factors effect on the success of health promotion in the organization, this study was conducted with the concept and procedure as followed.

Research Design

This research used qualitative method by conducting in-depth interview with management, employees, and related welfare committee. Moreover, the researcher conducted literature review from project document, memorandum, and online document. This study used QTC (PCL) manufacturing of Transformers in Thailand as a case study.

Population and Sample

Sample selection was categorized into three groups: management, welfare committee, and employees. This study was conducted by using 20 samples consist of 2 management, 2 members of welfare committee, and 16 employees.

Result

Health Promotion Strategy in Happy workplace: Case study of QTC (PCL) manufacturing of Transformers in Thailand was conducted in order to find the best case in concept, process, result, and role of stakeholders in health promotion.

Health Promotion Concept

QTC Energy Public Company Limited was established in 1995 by Mr. Poolpipat Tantanasin, specialist in transformer component, production line, and transformer design. To produce high quality transformers, the company has integrated advance technologies in every aspects to create low cost transformers. Production lines consist

of experienced and well-trained local employees. It has put an effort to create competitiveness in global market for the reputation of Thailand and its people.

Table 1: Health promotion concept in the organization

No.	Health promotion concept in the organization	
	Management	Welfare Committee
1.	<ul style="list-style-type: none"> - We have developed internal CSR first because our staffs have to enjoy their well-being before we start CSR with external environment. - We take step-by-step action in order to take care of our staff. If we find drug addicts among staff, the first thing we do is take them to addiction treatment. - We told the committee that the health support program must be done once every year. 	<ul style="list-style-type: none"> - First, we assess the risk in our staff then we try to create activities by using some additional program outside the company. - We have established the helmet fund to encourage our staff to put it on while riding. If there are any offender, we will warn them to create safety awareness.
2.	<ul style="list-style-type: none"> - At the present our policy is to recruit only non-smoker. But we also take care of drug addicts, we put the effort to make them quit and come back to work with us. - We have done the assessment in every areas we could. - Not only promote activities to our staff, but we also record the statistics and monitor our participants. 	<ul style="list-style-type: none"> - Most activities done are for our staff. If they are capable, they will be sent to become social service assistants. - If staff are in the addiction treatment process, we will not take it as a day off and we wait for them to come to work with us again.

Taking Care From the Inside Out

The management of QTC Energy Public Company Limited consists of internal and external management. In internal management, the concept of management is to develop structure of the organization, build standard infrastructure by using high technologies, implement systematic procedure to meet the international standard, and provide fundamental four requisites for all employees. These are the basic concept in management which Mr. Poolpipat Tantanasin has developed to produce high quality product to compete in both domestic and international market.

Apart from supervising the operation, QTC Energy Public Company Limited has adopted the concept of Happy Workplace to take care of physical and mental health of its employees. Mr. Poolpipat Tantanasin has given precedence to the work system in every aspects according to the quality method and meet the standard. QTC Energy Public Company Limited has reorganized its structure in 2012 which emphasizing on the sustainable business and work according to ISO 26000 standard. The company has adopted the corporate social responsibility (CSR) concept which gives priority to the employees of the company. The well-being of the employees will help them work effectively and they can help the community and society continually.

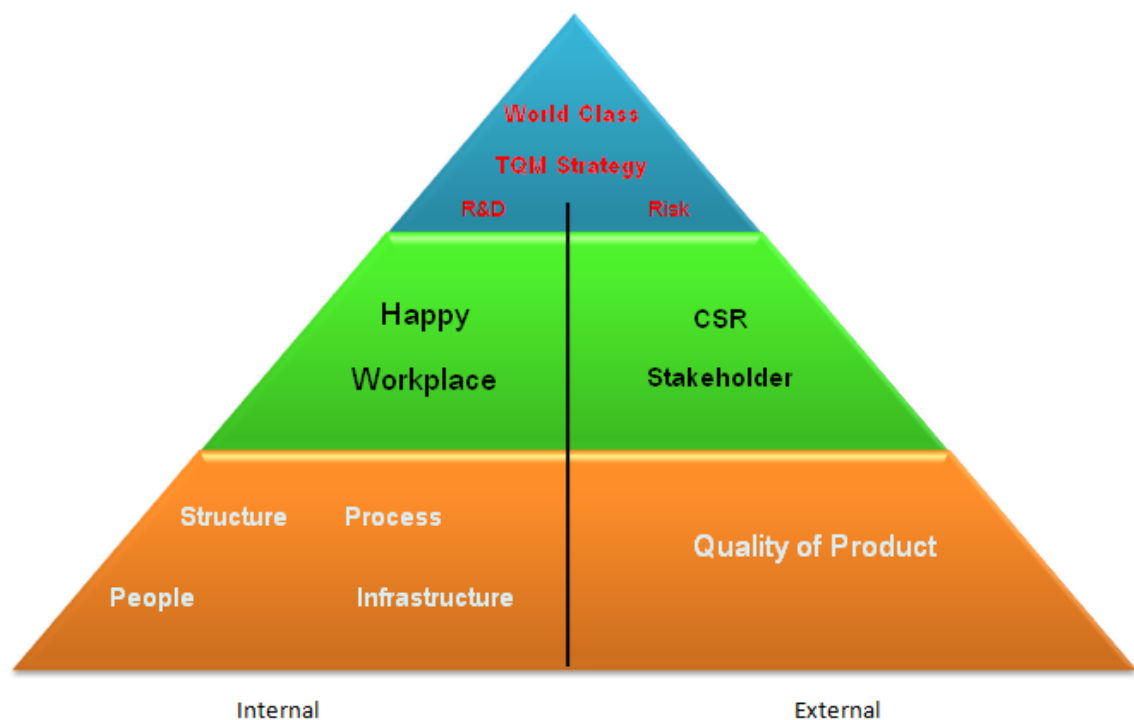


Figure 1: Organization management model

Opportunity is Important

Welfare management of QTC Energy Public Company Limited has many forms and covers in many aspect such as health, safety, mental health, family, finance, and social responsibility. Since there are many types of welfare promotion, they cannot be done by only person in the organization. The welfare promotion programs can become concrete and continuously developed because of the involvement of every person in the company. The reason behind the success of the company is the organizational culture which gives an opportunity for every employees to express their opinions. Moreover, leaders of the company emphasizes on the coexistence of everybody, forgiveness, and take care of each other as a family.

The meaning of being a part of the organization is not only work for the company, but also involve in the development of the company such as to create products, make profit, and improve work process. The foundation of all development activities is the organization culture which support employees to express their opinions and potential. As well as QTC Energy Public Company Limited, the company gives an opportunity for its employees to express ideas which benefit themselves, their family, and society. The company set up welfare committee to look after employees' needs. The committee will serve for a period of 5 years. The welfare meeting is held in a weekly basis which employees can give their opinions on their needs and the improvement they want. These opinions will be received and take them as agenda in the meeting, and then send to the human resource department. The former member of welfare committee said that he gave the opinion about the adjustment of accommodation fee for employees who does not live in the room provided by the company. The

suggestion had passed the committee and finally approved by management because they agreed with the rationale of this adjustment.

Most of employees find it is happy working here. The major factor of happy workplace is to take care of each other as a family. Within QTC Energy Public Company Limited, It has adopted the understanding, forgiveness, and opportunities for its employees to change. For example, the white factory program can demonstrate the core concept of the organization. Management will set the random drug test without the employees awareness, if there is any drug addicts and they confess the company will give them a chance for physical and mental treatment and they can get back to work whenever they are ready.

Health Promotion Procedure

QTC Energy Public Company Limited attend Association for the Development of Environmental Quality (ADEQ) program which is supported by Thai Health Promotion Foundation. The program aims to develop and support health promotion within workplace systematically. After the program, QTC Energy Public Company Limited appointed the committee to take charge of health promotion program. The main objective of the committee is to drive health promotion strategy as predetermined in the policy. Meanwhile all employees have their responsibility to support, involve, and publicize the program. Then the committee has created the activities for the employees.

Since QTC Energy Public Company Limited has developed many health promotion programs under healthy workplace project. In this study, the four outstanding, successful, and continuously developed programs were selected as followed:

Smoke-free Factory

After attending the health promotion in workplace development program, the committee has initiated workplace development plan. The first activity was Smoke-free Factory, which is the major factor effects the health of employees. The procedure of this activity are as followed:

1. Announced the smoke-free factory policy which consists of 1) Every area of the factory is smoke-free area. 2) There is 1 smoking area within the factory. 3) Employees and visitors are allowed to smoke only in the smoking area. 4) Employees of QTC Energy Public Company Limited are not allowed to smoke in the office hour. 5) Employees of QTC Energy Public Company Limited are allowed to smoke only in the lunch break. 6) If any employees violates the term above, he will be punished according to regulations in the workplace and safety regulations in the workplace. (QTC Energy Public Company Limited, 2010)
2. Publicize the activities and create awareness to the employees through media such as bulletin board, spot television advertising, and voice broadcast.
3. Provide health knowledge in bulletin board such as the world's no tobacco day.

4. Conduct survey in smoking behavior, the result showed that there are 22 smoker in the company.
5. Develop quit-smoking program for employees who are willing to quit. There is a break area for smoking abstinence in the cafeteria, "Visiting Friends" activity in smoking abstinence clinic at Central Chest Institute of Thailand, and focus groups activity.
6. Monitor the result of activities and records statistics of participant in both pre and post survey.

Alcohol-free Factory

This activity is held according to the health promotion in workplace development program and extended from Smoke-free Factory program. This activity aims to control risk which effects the health of employees. The procedure of this activity are as followed:

1. Take a study in related organization and attend the health promotion in workplace network to conceptualize the activity.
2. Train all employees about health and point the importance in self awareness.
3. Publicize the activities and create awareness to the employees by distribute media from the Office of Stop Drink Network such as sticker, brochure, poster, and vinyl.
4. Announce the alcohol-free policy for employees in every level. The policy includes 1) The company does not support any alcohol drinking in any activity held by the company. 2) Selling unhealthy product in the company is prohibited. (QTC Energy Public Company Limited, 2011)
5. Annual activities are held according to the policy of the company. Sport Day, seminar, and New Year party are alcohol-free and the employees are not allowed to bring alcohol to the company.

White Factory

White Factory program aims to prevent employees from drugs and support their physical and mental health. This program is also under the health promotion in workplace development program. The procedure are as followed:

1. Invite speaker from the Office of Narcotics Control Board to educate employees about harm caused by drugs and legal penalty.
2. Set the random drug test by using urinalysis test within the factory in a monthly basis. If there is any drug addicts and they confess the company will give them a chance for treatment and not consider as a day off. If the employee refuses the test result, the company will send the result to Department of Medical Sciences, Chonburi, to confirm the result. If the second result shows that employee is a drug addict, that person will be discharged and prosecuted.
3. Define drug test as one of key indicator of the organization since Rayong province is one of the serious area in term of drugs. The company is currently apply for the white factory at the Rayong provincial office.
4. Set an annual sport day in order to encourage employees to exercise instead of using drugs.

Safety Driving

1. Investigate the risk behavior of employees in transportation accidents and give priority to the motorcycle riders.
2. Hold a meeting in order to set the activities which can help reducing transportation accidents for employees.
3. Set an enrollment for a presenter of 100% wear a helmet campaign and set up a campaign board in front of the factory gate.
4. Set traffic policy for employees to comply with. Everyone who ride by motorcycle must wear helmet, and who drive or take a front seat must fasten seat belt (QTC Energy Public Company Limited, 2011)
5. Check whether employees wear helmet or not. If any employee cannot afford to by a helmet, the organization will give them helmet which employee can pay an installment back to the company.
6. Support employees to go to the "Dialogue in the dark" exhibition at Chamchuri Square which will help employees aware of safety and the importance of their health.
7. Take employees to the driving license test in public holidays to support safety driving and comply with traffic regulations. There were 34 employees had take the driving license test at Department of Land Transport, Nong Yai, Chonburi.

Result from Health Promotion Programs

The purpose of every activities is to create concrete result in the organization. Therefore the assessment has been made after finish each activity. Assessment can help all stakeholders learn not only whether the program is successful or not but also problems and obstacles. All health promotion programs in the organization mentioned above has been assessed and the statistics results are as followed:

Smoke-free Factory: The result shows that the 44.53% of employees who attended 14-days-program cannot reduce the amount of cigarette smoked per day. The amount of cigarette surveyed before starting the program is 123 cigarettes per day. After finish the program the surveyed had been taken again and the result shows that the amount of cigarette smoke is decreased to 35 cigarettes per day.

Alcohol-free Factory: 83 employees or 68.03% of total employee participated in "Alcohol-free, Smoke-free" program. After the program there is no alcohol beverage in the factory and the case that employee bring alcohol to the factory is not found.

Safety Driving: 34 employees or 76.5% of participants of the program joined the driving license test in public holidays. Moreover, the survey was conducted on the motorcycle riders and the result shows that 16 riders or 69.56% of all employees who ride to work wear helmet. 100% of employees who drive to work fasten their seat belt. (Boontam, 2011)

Participants' Opinions

Apart from statistics provided by welfare committee, which is recorded as a database for the activities to be held next year, participants also have opinions for the health promotion programs held by welfare committee. Most of them are positive and they feel much better after attending the programs.

Table 2: Participants' Opinions

No.	Opinions Toward Health Promotion in Organization Employees
1.	I drank, smoked, and gambled before started working here. I have already quit everything. At the first time I arrived the company, I have saw the sign "If you drink, what will your family have for dinner?" So I quit drinking, smoking, and gambling after Buddhist Lent period. I have quit them for five months. I used to quit for five years but I returned to them because of family issues. At the present the situation becomes better so I absolutely quit.
2.	I like Safety Driving Program since it involves in everyday life. I have join it myself because I ride a <u>motocycle</u> to work every day and I am not sure whether I do it right according to traffic regulations, such as what kind of helmet is suitable, and they have told it in the program. Therefore, I gained more knowledge and become more careful.
3.	Many programs held by welfare committee have make employees like us appreciate because we work so hard, if we do not know how to take care of ourselves we might face premature death.

No.	Opinions Toward Health Promotion in Organization Employees
4.	I like many activities within the company, they take good care of our health.
5.	I impress the quit-smoking program, I cannot believe I can do it. It was like a competition with myself. I have children and I do not want them to be like me. It was very hard at the first time, but attending the program helped me a lot because they encouraged and forced us until we can completely quit. I appreciate it.
6.	They take good care of our health, for example, the quit-smoking program. They forced us to quit. After we did it, we invited our friends to join the program. And it was fun.
7.	At first I do not understand what "White Factory" is. Then the welfare committee had communicated with us so I understand more about the program.
8.	I totally agree with the safety driving program. We ride a <u>motorcycle</u> to work and buy things every day. I did not like wearing helmet but since my friends brought the nice one, it made me want to wear it too.
9.	At first I thought all the programs were ridiculous. Can it be done? How come the company force us to do these things? But after I attended the program after my friends had joined it, I started to spread the word such as I complaint my family if they drink.
10.	I used to drink and smoke for a long time until I had annual health check-up and the result was that my lung is not in a good condition. I was afraid but cannot quit until I joined this program.
11.	I impress with many programs and appreciate that the company take good care of us.
12.	I wanted to quit smoking for my children. I have gained a lot of courage from my colleagues and supervisor during the program and I can completely quit smoking.
13.	I want the program to be held annually.
14.	I am proud and delightful when our company received awards from all health programs.
15.	I am pleased that the committee encourage us to attend the program. They persuade us by demonstrate the benefit of the program instead of forcing us, so I found it hard to refuse.
16.	We are happy to know that all management of the company take care of all health programs, and gain more morale.

Roles of Leaders and Human Resource Department

To accomplish health promotion programs in the organization, all stakeholders must learn their own responsibilities and work accordingly. When everyone perform their duties appropriately, health promotion strategy will be success and lead the organization toward happy workplace in the future.

Table 3: Role of stakeholder in health promotion

No.	Role of stakeholder in health promotion		
	Management	Welfare Committee	Employees
1.	<p>- We emphasize on health in every employees and we put an effort to take care of everything in this area. We think that our employees work hard so we have to take good care of their health, or else they have to work for medical treatment expense and it will never be enough.</p> <p>- We underline health promotion agenda in every annual meeting with welfare committee and support them to create programs or activities.</p>	<p>- Before we create activities, we are likely to survey what other factory do and how they do it. At the first time I worked here health promotion activities were new for me.</p> <p>- When the leaders tell us what they want, we take it and make a plan as soon as possible. We create all program as a team. Moreover, we ask our friends what kind of activities they want because if we do the same activities for the same target, others will get bored.</p> <p>- Leaders have told us to keep the record of all activities and assess the successfulness of them. Furthermore, we put an effort to enter the contest to get the feedback and develop our activities. We are very pleasant when we receive awards from those contests.</p>	<p>- I would like to join the programs indeed. When I attended quit drinking quit smoking program, I questioned that whether I can quit them or not because I could not quit it myself. Then I joined this program with my friends, they gave me courage to quit and I eventually quit smoking and drinking.</p>
2.	<p>- The welfare committee have worked so hard and have autonomy to create programs or activities after received policy from management. We want our employees get what they actually needs, not only what we think they need.</p> <p>- The only thing that me, as one of the management, can do is attending in every activities and support whatever employees need.</p> <p>- We encourage our employees to join the activities and take a break. If anyone do not want to attend, they can keep working.</p>	<p>-In the very first stage, many employees did not understand what we did and did not want to attend. We had to persuade them in every way to bring them to our activities. When one employee attended, he influenced his friends to join too.</p> <p>- We often persuade them. In some case such as smoke-free program, we have limited the smoking area and force them to smoke only one cigarette. They get frustrated but we still persuade them to do for their own health. We had some difficult time when doing this activities.</p>	<p>I attended safety driving program because I realize how important it is. However, all participants must have their own self-discipline in every programs.</p>

No.	Role of stakeholder in health promotion		
	Management	Welfare Committee	Employees
3.			After joining the program, we can see that management are attentive and invest for us, thus we should do it with all capability.
4.			I have joined the activities because my friends encourage me to. At first I do not want to join, but after attend it the program I start to like it.
5.			I attend quit-smoking program. I felt good at the beginning but after a while I become frustrated because I used to smoke at least 5 cigarettes per day. Right now I keep telling myself that I can make it.
6.			Our responsibility is to do our best, try harder, and pressure ourselves.
7.			We take what we have learned and apply it in everyday life. We often remind ourselves what to do.
8.			I attended the program because my friends did and I also invite more friends to join. The company take care of us, and we take care of our friends too.
9.			If we can do it, it will benefit ourselves. We gain a lot after join the program.

No.	Role of stakeholder in health promotion		
	Management	Welfare Committee	Employees
10.			If you want to quit, you must have determination and make an effort to accomplish your goal.
12.			I gain more courage because I want to do it for my children.
13.			Our responsibility is to join the program every time it is held.
14.			Do everything in a routine basis.
15.			We have received courage from colleagues. After we saw our friends quit smoking and the committee said that quitting is saving money, we think about it and concentrate.
16.			They give us a chance to correct what we have done, so we have to take that chance and do it as good as we can. We have hope for that.

Roles of Management in Health Promotion Programs

Leader as Initiator Leaders play an important role to drive health promotion in organization. They have to set the direction of the organization including health promotion strategy. They have to provide guidance on the implementation of health promotions and also determine the outcome of health promotion programs.

Empowerment Although management is the person who make decision in order to set the direction of the organization, but when there is policy and person who is in charge leaders should allow them an autonomy to work and control over to express their potential. As well as health promotion management within the organization, leaders should have their welfare committee express their opinions and make decision.

Leader as Supporter At QTC Energy, all leaders give their support considerably. They give financial support even though there is no monetary return on investment to organization. They allow employees to attend programs even if they will lose time to work. Moreover, they always encourage employees. Sometimes they take care of activities, sometimes they join themselves to persuade employees to participate. Leader always encourage their employees

Roles of Human Resource Department in Health Promotion Programs

Welfare Committee as Operator Welfare committee is an important body to drive all health promotion activities or projects for employees. In QTC Energy, Committee jointly undertake the project from initiation through project closure process.

Welfare Committee as Learner Before starting any health promotion project, welfare committee will learn basic information which is necessary to implement such as trends of health in workers or health care method within the organization. Then they will take a comparison study with other organizations and agencies involves. After finish health promotion project, they will gather the result and compare it with other organization through contests to find the appropriate work standard and challenge their work in the future.

Welfare Committee as Communicant Welfare committee make a communication in 2 ways; first they publicize to gain awareness from employees before starting the program and spread the result of program after finish it. This kind of communicate will make employees have self-esteem since they put their effort to take care of their own health. The second communication is to encourage and cheer up the participants of the program.

Roles of Participants in Health Promotion Programs

Participant as Controller In order to participate health promotion program from the beginning until the end, management, committee, and others must support employees. But the most importantly, employees have to be self motivated to participate regularly. In some program, such as smoke-free factory which allows employees to smoke only one cigarette per day in limited area, committee cannot control participants all the time. Therefore, participants are the most important person to control and create disciplinary for themselves for their own benefits.

Participant as Communicant The significant indicator of a successful health project is that the participants live their wellness life, have a physical and mental health, and also increase the number of participants in the organization. If participants find it important to attend the program, they will invite and convince their colleagues to join the program too.

Participant as Encourager Many participates note the importance of the programs, such as smoke-free factory, alcohol-free factory, or white factory, because these programs can change their habit. They realize that all drugs and alcohol effect their physical, emotional, and mental health. In some case participant want to start smoking or drinking again because of the change in their emotion. Therefore most of the successful participants who can quit drinking, smoking, or using drugs admit that they can completely quit because of their own courage and also encouragement from their family.

Discussion

Health Promotion Strategy in Happy workplace: Case study of QTC (PCL) manufacturing of Transformers in Thailand aims to investigate the concept, procedure, and result of health promotion in the organization. The researcher has found the interesting concept and procedure as followed;

1) The concept of health promotion in QTC Energy Public Company Limited consists of two core philosophies: 1. Take care from the inside out. The company tries to strengthen physical and mental health of its employees to help the society in the future. 2. Give employees an opportunity. Everyone in the company has equal right to attend all programs. Any employee who makes mistake, such as drug addict, can receive a second chance and come back to work again.

2) Even though there are many health promotion programs in the organization, but the procedures of each program are similar. Starting with the health trend studies, the committee will collect the employees interests and implement the campaigns, therefore the policy is set to sustain the result of each program.

3) Roles of stakeholders in health promotion. In this study, stakeholders' responsibilities are crucial even though they have different roles. If everyone act according to their responsibility, health promotion in the organization will be success. These roles including 1. Management role: initiate, empower, and support. 2. Human resource department or welfare committee: operate, learn, communicate. 3. Participants: self-control, communicate, and encourage.

Recommendation

This study was conducted by purposively selected QTC from a list of happy workplaces in Thailand. Additional studies in other organizations could address the contribution success factors in health promotion. Additionally, the result from comparative studies can be used in broader scale.

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