

## 6-dimensional structure as determinants of Psychological Well-being Among Hotel Personnel in Southern Thailand: Implications for Workplace Health Promotion

Warinthra Purinthrapiban\* Kanda Janyam & Kasetchai Laeheem

Department of Human and Social Development,  
Prince of Songkla University, Songkla 90110, Thailand

KEYWORDS	ABSTRACT
Psychological well-being, workplace, hospitality industry, Ryff's model, Thailand.	<p>Interest in workplace mental well-being has grown significantly since the mid-20th century, particularly concerning how job satisfaction influences employee performance. Ryff's (1989) model of psychological well-being, which comprises six dimensions (Self-acceptance, Personal Growth, Purpose in Life, Environmental Mastery, Autonomy, and Positive Relations with Others), serves as a foundational framework for understanding well-being in work settings.</p> <p>This study examines how these six dimensions affect psychological well-being in the workplace among hotel personnel in Songkhla Province, Thailand. Using a quantitative research design, this study employs statistical analyses, including regression and path analysis, to assess relationships between variables. Findings offer insights into enhancing employee well-being, with recommendations tailored for the hospitality industry in Thailand</p>

\* **Warinthra Purinthrapiban**  
e-mail: [yursdahlia@gmail.com](mailto:yursdahlia@gmail.com)

### Introduction

The study of psychological well-being has evolved from defining well-being conceptually to exploring its practical implications in work environments. Early models, such as the Dynamic Equilibrium Model and Discrepancy Theories, suggested that external circumstances shape well-being. However, top-down approaches emphasize internal factors, such as personality traits and cognitive assessments (Suh, Diener, & Fujita, 1996). Ryff's (1989) six-dimensional model bridges these perspectives by linking personal growth, life purpose, and autonomy to workplace satisfaction and performance.

This study refines and applies Ryff's model to hospitality workers in Thailand, addressing gaps in workplace well-being research within the industry. Specifically, it examines how different well-being dimensions influence job satisfaction and performance, offering a targeted approach to workplace health promotion.

However, by studying and analyzing previous theoretical frameworks, Ryff (1989) found a conceptual link between the theories of positive thinking and psychological well-being which can be compiled into related dimensions of life until leading to a structural model of psychological well-being that is made up of the 6 dimensions mentioned above. Each dimension forms one of six subscales in each dimension instrument (The Scales of Psychological Well-being) (SPWB; Ryff, 1989) by defining the six dimensions in a structured way. Ryff's (1989) six-dimensional structure of psychological well-being is as follows

**Self-acceptance** It means having a positive attitude towards oneself, such as acknowledging, accepting and understanding one's own potential/qualities in various aspects, both good and negative, positive feelings towards one's past, etc. (Ryff, 1989, p.1072)

**Personal growth** Refers to a person's feelings towards continuous self-improvement for example, seeing growth in one's life as an opportunity, looking for new experiences, realizing one's potential and abilities, striving to change oneself towards a better path, choosing a way of life that will develop/increase knowledge, always be efficient in yourself, etc. )Ryff, 1989, p.1072)

**Purpose in life** Refers to a person who has a clear goal in life and is determined to reach the goal that he or she has firmly set, such as feeling the "meaning of life" both in the present and in the past, having faith/faith in what is the goal. In life strongly, having goals as a driving force in living life, etc. )Ryff, 1989, p.1072)

**Environmental mastery** refers to the ability of a person to control and manage the environment around them, such as being able to control various activities around them that are difficult and complex, being able to use the opportunities around them effectively, being able to choose or create various contexts around them. To be consistent with the needs of yourself or those around you, etc. )Ryff, 1989, p.1072)

**Autonomy** refers to a person who is self-determined and independent, i.e. able to fight against pressure from society by thinking and acting in your own way, having your own way of living, evaluating yourself according to your own standards, etc. (Ryff, 1989, p.1072)

**Positive relations with others** refer to a person who has a warm, friendly, and sincere relationship with other people, such as being concerned about the welfare and benefits of other people, having empathy, deeply interested in close people, understanding the meaning of "Give and receive" in human relationships, etc. )Ryff, 1989, p.1072)

**Ryff's (1989) Concept of Psychological Well-Being:** Ryff's (1989) conceptualization of psychological well-being presents significant theoretical challenges, particularly due to its structural model encompassing multiple dimensions. Central to her framework is the idea that an individual's success in fostering personal well-being is contingent upon their ability to recognize and embrace their potential across various facets of life. This notion underscores the importance of a holistic approach to well-being, where happiness is not solely derived from external factors but from the internal process of self-acceptance and growth within each dimension. In the current study, the researcher has adopted these theoretical principles as a foundation to guide the identification of key components related to psychological well-being. Furthermore, these concepts have been instrumental in the development of a program aimed at enhancing psychological well-being in the workplace.

### **Research Question**

How do the six dimensions of psychological well-being, as defined by Ryff, influence job satisfaction and performance among hotel employees in Songkhla, Thailand?

### **Concepts/ related literature**

This study integrates Ryff's (1989) model with workplace-specific frameworks. Dagenais-Desmarais and Savoie's (2012) model of psychological well-being at work identifies five key components: interpersonal fit, thriving, competency, involvement, and recognition. Combining these perspectives provides a robust analytical lens for workplace well-being in the hospitality industry.

Additionally, Self-Determination Theory (Deci & Ryan, 2000) supports understanding how autonomy, competence, and relatedness contribute to motivation and well-being at work. These theories guide the study's hypothesis development and interpretation of findings.

However, workplace and organizational well-being is a special context based on the specific roles and tasks assigned to everyone. Therefore, the size must be adjusted to suit the workplace situation. Dagenais-Desmarais and Savoie (2012) try to define the concept of PWBW: Psychological Well-Being at Work through joint qualitative and quantitative studies. They discovered 5 dimensions that will serve as the main theoretical framework for this research: good interpersonal skills in the workplace, prosperity in work, feeling of being able to work, desire for participation in work and, recognition of work. Definitions for each dimension are shown in the following table:

**Dimensions of psychological well-being at work (adapted from Dagenais-Desmarais & Savoie, 2012)**

Dimensions	Definition
<b>Interpersonal Fit at Work</b>	Perceptions of experiencing positive relationships with individuals who interact with oneself within a work context.
<b>Thriving at Work</b>	The perception of achieving important results and interesting work that allows one to fulfill oneself as a person.
<b>Feeling of Competency at Work</b>	Recognition of the aptitudes necessary to work efficiently and proficiently in the task at hand.
<b>Desire for Involvement at Work</b>	To contribute to the organization and to contribute to its good work and success.
<b>Perceived recognition at Work</b>	Perception of being admired within the organization for one's work and personality.

Recent studies highlight the unique challenges hospitality workers face, including long hours, high customer service demands, and emotional labor. Research using Ryff's model in other service industries demonstrates its applicability, but limited studies focus specifically on hospitality.

Comparative analysis with international studies (e.g., psychological well-being in Western hospitality settings) reveals cultural differences in well-being determinants. This study builds on prior research by applying Ryff's model in a Thai context, assessing how cultural and workplace factors interact.

This convergence became the basis for distilling six core components of well-being, following a creative approach to personality assessment. Thus, definitions of high and low scores were created for each dimension, and self-reports were written to use these definitions. The new measures validated the following dimensions:

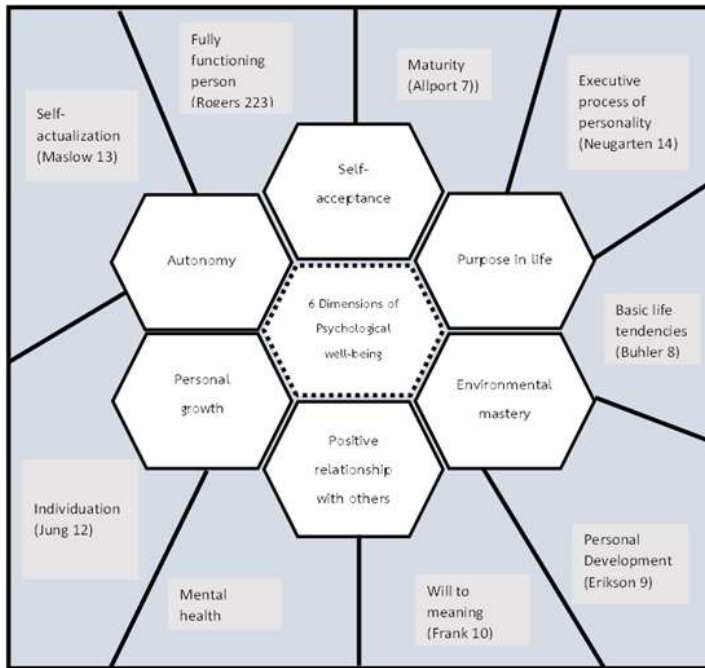
- (1) The extent to which the respondent feels that his or her life has meaning, purpose, and direction. (**Purpose in life**)
- (2) Respondents viewed themselves as living in accordance with their personal beliefs. (**Autonomy**)
- (3) The extent to which the respondent can utilize his/her personal abilities and potential. (**Personal growth**)
- (4) How well can the respondent manage various situations in his/her life? (**Environmental mastery**)

- (5) The deep, sincere relationships they have with others. (**Positive relationship with others**)
- (6) Their knowledge and acceptance of themselves, including their awareness of their personal limitations. (**Self-acceptance**)

Taken together, these dimensions represent a stark contrast to existing measures of well-being that primarily focus on subjective feelings such as happiness, positivity, or life satisfaction. A decade later, these distinct approaches have come to symbolize fundamental divergences in the scientific research on well-being. While many early studies adhered to a more dogmatic approach, the dimensions outlined above align with a eudaimonic perspective, which emphasizes meaning, purpose, and personal growth. This distinction can be traced back to ancient Greek philosophy, where the pursuit of a fulfilling and virtuous life was seen as central to well-being.

Building upon the aforementioned discussions, the six well-being scales from Ryff's original model have undergone extensive psychometric validation, although debates regarding their factorial structure persist. However, such methodological concerns have not hindered the widespread adoption of the scale within the scientific community, as ongoing research continues to provide empirical support for its applicability. Additionally, increasing evidence is being gathered on the scale's relevance to understanding dimensions of loneliness. The robustness of this instrument is reinforced by its theoretical foundations, as well as by comprehensive examinations of scale length, with research suggesting that a 14-scale format or a minimum of seven items per dimension is necessary to ensure construct validity and reliable assessment. Notably, while the scale has been widely utilized in various research contexts, its sensitivity in detecting post-clinical mental health changes remains an area requiring further exploration. As efforts to refine its clinical efficacy and psychometric properties continue, the scale has been translated into more than 30 languages, underscoring its growing significance in both scientific research and practical applications worldwide.

**The Six-Dimensional Well-Being Scale of Carol D. Ryff (1995)** For nearly half a century, American psychiatrist Carol D. Ryff has been studying and developing models of psychological well-being within various theoretical frameworks to address issues in the positive functioning of human beings which became widespread in the 1980s and has had an impact on the formulation considerations for patients undergoing psychotherapy later. The term "well-being" is related to the health of a person, both mentally and physically, with the aim of "improving the human condition".



Adapted from **Core dimensions of psychological well-being and their theoretical foundations.**

Source: **Ryff & Keyes, 1995**

**Development of Ryff's (1995) Instrument:** Ryff (1995) developed an instrument to assess the key dimensions of psychological well-being by conceptualizing each dimension in dichotomous terms and measuring it using a structured scale. This approach allows for the evaluation of an individual's placement along a continuum of well-being. For instance, individuals who score highly on the self-acceptance dimension exhibit a positive attitude toward themselves, acknowledge and embrace both their strengths and weaknesses, and maintain a generally favorable perception of their life. In contrast, individuals with lower scores tend to experience dissatisfaction with themselves, regret past experiences, and express a desire to change certain personal attributes. This measurement framework provides a comprehensive means of capturing psychological well-being across multiple dimensions, contributing to its widespread adoption in psychological research and practice.

**Instrument Development and Refinement:** Building on her theoretical framework, Ryff (1995) initially developed 80 items for each dimension of psychological well-being, with 40 items corresponding to each pole of the scale definition. The item selection process adhered to two key criteria: (1) items had to be self-explanatory and align with the theoretical constructs of well-being, and (2) they had to be applicable across different ages and genders. Items deemed unclear, redundant, or inconsistent with the conceptual definitions of the dimensions were systematically removed, as were those that failed to elicit sufficiently variable responses. Through this refinement process, 32 items per scale (16 per pole) were retained for further testing.

The instrument was provisionally administered to a sample of 321 men and women, with participants rating each item on a six-point Likert scale ranging from *strongly disagree* to *strongly agree*. Based on item-to-scale correlations derived from the responses, a final round of eliminations was conducted, resulting in a refined version of the scale with 20 items per dimension (approximately 10 per pole).

Currently, three licensed versions of the Ryff Scales of Psychological Well-Being exist. The **longest version** consists of 84 items (14 items per dimension) and is primarily used by Ryff and her colleagues at the Institute on Aging at the University of Wisconsin-Madison. The **medium-length version** comprises 54 items (9 items per dimension) and is utilized in the Wisconsin Longitudinal Study. The **shortest version**, developed for national telephone surveys, includes only 18 items (3 per dimension) and has been applied in large-scale studies both domestically and internationally.

The multidimensional structure of psychological well-being, as assessed by the Ryff scale, has been tested and validated using nationally representative samples of English-speaking adults aged 25 and older. Internal consistency, typically measured by Cronbach's alpha, has demonstrated the reliability of the longer versions of the scale. However, the shorter version has exhibited lower internal consistency, making it less suitable for studies requiring high-precision assessments of psychological well-being. As shown in the table below.

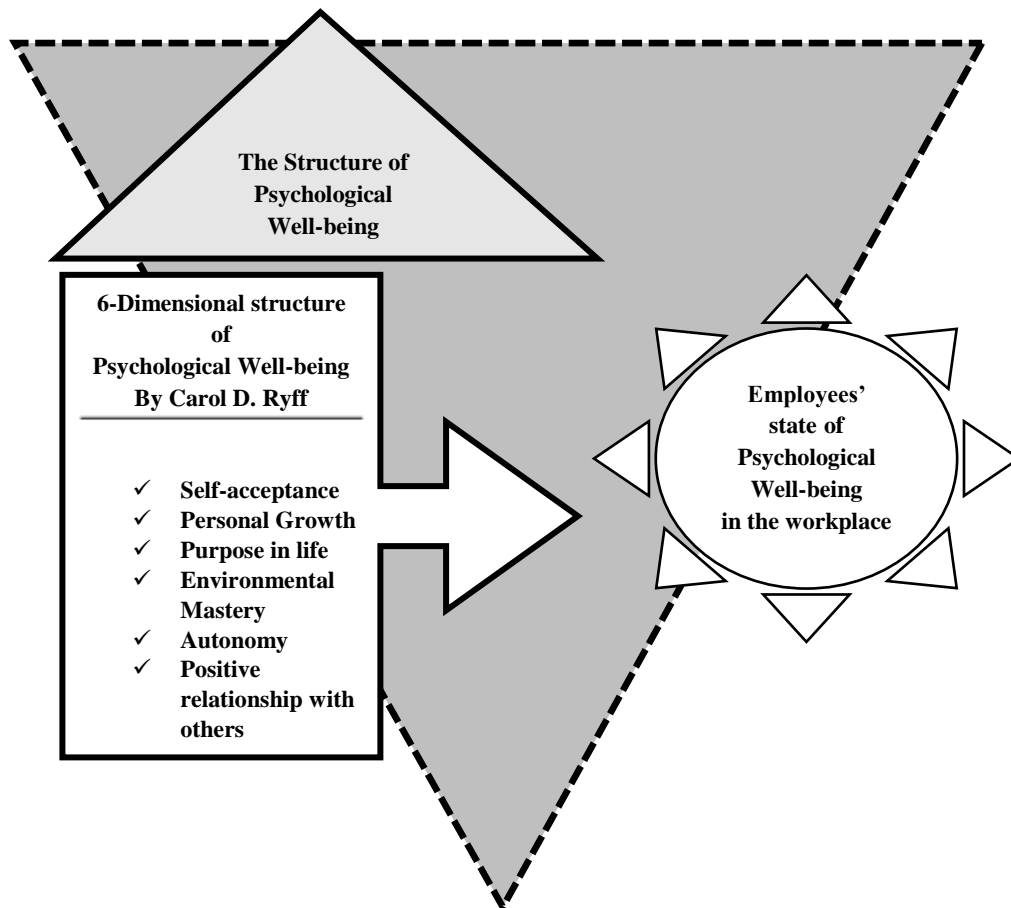
**Ryff (1995) - Psychometric Properties of the Ryff Scales of Psychological Well-Being**

Scales	Internal Consistency of 20-item Parent Scale	Test-retest Reliability of 20-item Parent Scale	14-item Scale Correlation with 20-item Parent Scale	Internal Consistency of 20-item Parent Scale	Internal consistency of 3-item Scale
Self-acceptance	.93	.85	.99	.91	.52
Positive Relations with Others	.91	.83	.98	.88	.56
Scales	Internal Consistency of 20-item Parent Scale	Test-retest Reliability of 20-item Parent Scale	14-item Scale Correlation with 20-item Parent Scale	Internal Consistency of 20-item Parent Scale	Internal consistency of 3-item Scale
Autonomy	.86	.88	.97	.83	.37
Environmental Mastery	.90	.81	.98	.86	.49
Purpose in Life	.90	.82	.98	.88	.33
Personal Growth	.87	.81	.97	.85	.40

**Conclusion:** Despite certain limitations, such as the lack of explicit testing with older student populations and the relatively low internal consistency of the short-form version, the Ryff Scales of Psychological Well-Being have proven to be both valid and reliable instruments for assessing key dimensions of psychological well-being. The scales provide valuable insights for organizations seeking to understand the extent to which employees exhibit self-acceptance, commit to meaningful goals, experience a sense of purpose, cultivate positive interpersonal relationships, demonstrate autonomy in thoughts

and actions, manage complex environments in alignment with personal values, and continue personal growth and development. While this instrument does not encompass all aspects of psychological well-being, understanding the well-being of employees—particularly their psychological health—can enable organizations to design targeted programs that foster these critical dimensions, ultimately enhancing the well-being and productivity of their workforce.

### Conceptual Framework



### Research Methodology

This study aims to thoroughly examine, analyze, and synthesize the six-dimensional framework proposed by Carol D. Ryff (1995) that influences psychological well-being in the workplace. The model encompasses six key dimensions: (1) self-acceptance, (2) personal growth, (3) purpose in life, (4) environmental mastery, (5) autonomy, and (6) positive relations with others. The research process commenced with a comprehensive review of secondary data, which included theoretical frameworks, relevant academic literature, textbooks, and both domestic and international empirical studies. By systematically analyzing these sources, the study endeavors to identify and summarize the critical variables within each dimension that contribute to the enhancement of psychological well-being in professional environments. The findings were then synthesized and presented as research outcomes, with a detailed account of the population and sample, the development and validation of the instruments, data collection methods, data validation, and the analysis process, as outlined below:

### 1. Population and Sample

- Study focuses on hotel personnel in Hat Yai, Songkhla, Thailand (approx. 4,800-7,700 employees).
- Sample size: 120, determined using a 20:1 variable ratio method (Stevens, 1986).
- Stratified sampling ensures representation across job roles (service staff, management).

**2. Research sample group:** The sample group for this study comprises hotel personnel in the Hat Yai District, Songkhla Province Thailand, who have been employed in the hotel industry for more than five years. The sample size will be determined in accordance with the statistical methods employed in the research. To establish the dimensional structure of psychological well-being in the workplace, the researcher utilized documentary research to synthesize existing data and develop a measurement tool that aligns with the context and conditions of Thai society.

In determining the appropriate sample size, the researcher adhered to the guideline proposed by Stevens (1986), which recommends a ratio of 20 sample units per variable. To ensure the reliability and validity of the research findings, the sample size was calculated to be 20 times the number of variables, resulting in a total of 120 participants. This sample was selected using a multistage random sampling method, as outlined below:

Step1: Determine the sample size to be 120 people.

Step2: Randomly select 4 hotels in Hat Yai District, Songkhla Province from a total of 96 hotels using the Simple Random Sampling method. A sample group of 4 hotels was selected.

Step3: Select personnel for sample group by purposive sampling from the 4 sample hotels that were randomly selected and cooperated in the research. This will result in a total of 120 hotel personnel as a sample group.

### 3. Research Instrument

- Questionnaire revised to improve validity and reliability.
- Content validity index (CVI) used to refine measures.
- Reliability confirmed via Cronbach's alpha (target >0.80).

The research instrument uses documentary research, which is an important tool for collecting data, according to the following steps:

**1) Review of Relevant Literature:** The researcher conducted an extensive review of both domestic and international academic literature, synthesizing various theoretical frameworks and research findings to identify the key elements that significantly contribute to the enhancement of psychological well-being in individuals. This synthesis served as the foundation for the development of study guidelines that align with the conceptual framework of the research.

**2) Development of Questionnaire Guidelines:** Based on the literature review, the researcher synthesized various concepts into clear guidelines for designing a comprehensive questionnaire. This questionnaire aimed to capture the key dimensions of psychological well-being in the workplace, ensuring that each element of the framework was accurately measured.

**3) Design of the Questionnaire Structure:** The researcher utilized the findings from both domestic and international studies to inform the creation of a structured questionnaire, which was designed to assess the dimensional structure of



psychological well-being. This questionnaire was developed to comprehensively cover all six dimensions of psychological well-being, as outlined in Ryff's model: 1) Self-acceptance, 2) Personal growth, 3) Purpose in life, 4) Environmental mastery, 5) Autonomy, and 6) Positive relations with others. This structured approach ensured that the questionnaire would effectively measure the factors that influence the enhancement of psychological well-being across all relevant dimensions.

**4) Review and Validation of the Questionnaire:** The questionnaire underwent several stages of review, revision, and improvement, following the initial approval of the advisor. The researcher then conducted a content validity check in accordance with the following steps:

**4.1) Content Validity Review:** The questionnaire was reviewed, revised, and refined based on feedback from a committee of three experts in content validity and content validity index (CVI) assessment. This committee provided further refinement to ensure that the questionnaire accurately captured the intended dimensions of psychological well-being.

**4.2) Try-Out with an Experimental Group:** Subsequent to the initial revisions, the questionnaire was tested (try-out) with an experimental group that mirrored the characteristics of the sample population in the study. Specifically, 30 hotel personnel from Songkhla Province, each with more than five years of experience in the hotel industry, participated in the try-out. These individuals were distinct from the actual sample group that would be used for data collection.

**4.3) Discriminant Power Analysis:** Once the try-out was completed, the researcher conducted an analysis of the questionnaire's discriminant power by examining the correlation coefficient (Pearson's Product Moment Correlation Coefficient:  $r$ ) between the item scores and the total score of the entire questionnaire (item-total correlation). Items with a correlation coefficient of .30 or higher were selected, as recommended by Hunthausen et al. (2003), to ensure adequate discriminating power.

**4.4) Reliability Testing:** To assess the reliability of the questionnaire, the researcher employed Cronbach's Alpha coefficient, a widely used method for evaluating the internal consistency of a scale.

**4.5) Final Revisions and Data Collection:** Following these validation procedures, the questionnaire was further reviewed, revised, and refined to ensure content validity. Once the revisions were complete, the final version of the questionnaire was used to collect data from the actual sample group for the research.

#### **4. Data collection**

- Data gathered through structured surveys.
- Regression and path analysis applied to test relationships between psychological well-being dimensions and workplace outcomes.
- Confounding variables (e.g., stress levels, work-life balance) controlled in analysis.

Finally, the researcher will ensure the completeness of the questionnaire by thoroughly reviewing all items for consistency and relevance. Additionally, the data will be coded using an appropriate application program to facilitate the analysis process, in accordance with the established research procedures. This step will ensure the accuracy and efficiency of data processing, thereby enhancing the reliability and validity of the research findings.

**5. Data Analysis:** The researcher will utilize a pre-existing statistical software program to perform the data analysis, ensuring the implementation of the various

analytical steps as outlined in the research methodology. This software will facilitate the processing and interpretation of the data, allowing for a comprehensive examination of the relationships between the variables and the evaluation of the model's fit with the empirical data.

**5.1 Descriptive Data Analysis:** The researcher performed a basic analysis of the data to describe the distribution characteristics of the variables related to psychological well-being. These variables include Self-acceptance, Personal growth, Purpose in life, Environmental mastery, Autonomy, and Positive relations with others. Descriptive statistics were calculated, including the mean, standard deviation, skewness, kurtosis, and the minimum and maximum values, to provide a comprehensive overview of the distribution and variability of each dimension.

**5.2 Correlational Analysis and Model Fit:** The relationships among the observed variables were analyzed using Pearson's Correlation Coefficient, which indicates the strength and direction of the associations between the variables. A correlation matrix was constructed to identify the interrelationships between the six dimensions of psychological well-being. This statistical analysis also contributed to evaluating the model's fit with the empirical data, providing insights into how well the proposed theoretical structure aligns with the observed relationships in the sample.

**6. Human Research Ethics Certification** This research has been approved by the Human Research Ethics Committee, Nakhon Si Thammarat Rajabhat University, research project number REC No. 026/66

### **Data Analysis and Interpretation**

- **Descriptive Statistics:** Mean, standard deviation, skewness, and kurtosis analyzed for psychological well-being dimensions.
- **Correlational Analysis:** Pearson's correlation coefficients used to identify relationships among well-being components.
- **Regression Analysis:** Examines predictive power of well-being dimensions on job satisfaction and performance.
- **Path Analysis:** Tests indirect effects and mediating variables, offering deeper insights into workplace dynamics.

**Analysis and Discussion:** The analysis and discussion were conducted based on established academic principles, focusing on the psychological well-being in the workplace scale of individuals. The researcher organized the presentation into seven sub-sections to systematically address the findings. The first sub-section is as follows:

- 1. Sample Demographics:** The researcher analyzed the number and percentage of respondents who completed the questionnaire on the psychological well-being scale in the workplace. Basic statistical analysis was performed on the demographic data, which included the percentages of respondents categorized by gender, age range, operational level, and the hotel affiliation of the participants. These findings are presented in Table 1 to provide an overview of the sample characteristics.

**Table1** Number and percentage of basic data of the sample group (n= 120)

Basic Information	Number (People)	Percentage
<b>1. Gender</b>		
Female	77	64.17
Male	43	35.83
<b>Total</b>	<b>120</b>	<b>100.00</b>
<b>2. Working experience (Year)</b>		
Less than 1 year	43	35.83
More than 1 year	14	11.67
More than 3 years	20	16.67
More than 5 years		
<b>Total</b>	<b>120</b>	<b>100.00</b>
<b>3. Job position</b>		
Service staff	75	62.50
Administrative staff	29	24.17
Middle management	12	10.00
Senior management	4	3.33
<b>Total</b>	<b>120</b>	<b>100.00</b>
<b>4. Affiliated hotels</b>		
Hotel 1	38	31.67
Hotel 2	32	26.67
Hotel 3	32	26.67
Hotel 4	18	15.00
<b>Total</b>	<b>120</b>	<b>100.00</b>

**Data Analysis Results (Table 1):** The data analysis revealed that the sample group of hotel personnel in Hat Yai District, Songkhla Province, was predominantly female, comprising 64.17% of the respondents, while 35.83% were male. In terms of work experience, the majority of respondents had been employed at their current hotels in Hat Yai for a period of less than one year or between one and three years, accounting for 35.83% of the sample. This was followed by individuals with more than five years of experience (16.67%) and those with three to five years of experience (11.67%).

Regarding operational levels, the largest proportion of hotel personnel in Hat Yai District belonged to the service group, representing 62.50% of the sample. The administrative group followed with 24.17%, while the middle management group accounted for 10.00%, and senior management made up 3.33% of the respondents.

In terms of hotel affiliation, most participants were employed by Hotel 1, comprising 31.67% of the sample, followed by Hotel 2 and Hotel 3, both at 26.67%, and Hotel 4, which accounted for 15.00%.

**2. Basic Statistics of Scores from the Psychological Well-Being in the Workplace Scale:** The researchers analyzed the scores obtained from the Psychological Well-Being in the Workplace Scale, both for individual components and the overall scale, to derive basic statistics. These statistics included the maximum value, minimum value, mean value, and standard deviation for each item. The data were calculated based on the

responses from the sample group, and the results are presented in Table 2. These descriptive statistics provide a comprehensive overview of the distribution and variability of psychological well-being across the six dimensions in the workplace setting.

**Table2** Maximum, Minimum, Mean, Standard Deviation and interpretation of scores of the psychological well-being in the workplace scale of individuals

<b>Dimensions of Psychological well-being in the workplace</b>	<b>K</b>	<b>Max</b>	<b>Min</b>	<b>M</b>	<b>SD</b>
Self-acceptance	9	4.40	2.33	3.25	0.65
Personal growth	10	4.78	2.52	4.10	0.47
Purpose in life	10	4.33	2.38	3.48	0.71
Environmental mastery	10	4.63	2.48	3.26	0.72
Autonomy	9	4.67	2.48	3.32	0.66
Positive relations with others	8	4.38	2.56	3.64	0.52
<b>Psychological well-being scale in total (n=120)</b>	<b>56</b>	<b>4.78</b>	<b>2.33</b>	<b>3.51</b>	<b>0.52</b>

**Data Analysis Results (Table 2):** The analysis of the Psychological Well-Being in the Workplace Scale for hotel personnel in Hat Yai District, Songkhla Province, revealed an overall average score of 3.51. Among the six dimensions of psychological well-being, **Personal Growth** had the highest average score of 4.10, followed by **Positive Relations with Others** (3.64), **Purpose in Life** (3.48), **Autonomy** (3.32), **Environmental Mastery** (3.26), and **Self-Acceptance** (3.25), in descending order.

When examining the standard deviation (SD), the overall standard deviation for the psychological well-being scale was 0.52. For each dimension, **Environmental Mastery** exhibited the highest standard deviation of 0.72, followed by **Purpose in Life** (0.71), **Autonomy** (0.66), **Self-Acceptance** (0.65), **Positive Relations with Others** (0.52), and **Personal Growth** (0.47), in order. These findings reflect the variability and consistency within each dimension of psychological well-being in the workplace among the sample group.

### 3. Reliability of Scores from the Psychological Well-Being in the Workplace Scale:

The researchers assessed the reliability of the scores from the Psychological Well-Being in the Workplace Scale, both for individual dimensions and the overall scale, based on data collected from a sample of 120 participants. Reliability was evaluated using Cronbach's alpha ( $\alpha$ ) to measure internal consistency, as well as the standard error of measurement (SEm) to evaluate the precision of the scores. Cronbach's alpha reflects the degree to which the items in each dimension and the overall scale are consistent in measuring the same construct. The standard error of measurement (SEm) represents the degree of error in the measurement and reflects the variation in the observed scores for each dimension.

The reliability coefficients and standard error of measurement for each dimension were calculated separately and are presented in Table 3. These measures provide insight into the consistency and precision of the data, indicating the extent to which the psychological well-being scale accurately reflects the underlying dimensions in the workplace context.

**Table3** The reliability of the Psychological Well-Being in the Workplace Scale calculated separately for each component

<b>Dimensions of Psychological well-being in the workplace</b>	<b><math>\alpha</math></b>	<b>SE<sub>m</sub></b>
Self-acceptance	0.740	0.332
Personal growth	0.803	0.229
Purpose in life	0.769	0.280
Environmental mastery	0.744	0.307
Autonomy	0.759	0.273
Positive relations with others	0.760	0.316
<b>Psychological well-being scale in total</b>	<b>0.942</b>	<b>0.107</b>

**Data Analysis Results (Table 3):** The reliability analysis of the scores from the overall version of the Psychological Well-Being in the Workplace Scale revealed a Cronbach's alpha of 0.942, indicating excellent internal consistency. The standard error of measurement (SE<sub>m</sub>) for the overall scale was 0.104, suggesting a relatively low measurement error and high reliability in the results.

When examining the reliability of each individual dimension, the scores for all dimensions exhibited Cronbach's alpha values greater than 0.700, indicating acceptable to excellent reliability. The reliability coefficients for each dimension were as follows:

- **Self-Acceptance:** 0.740
- **Personal Growth:** 0.803
- **Purpose in Life:** 0.769
- **Environmental Mastery:** 0.744
- **Autonomy:** 0.759
- **Positive Relations with Others:** 0.760

The standard error of measurement (SE<sub>m</sub>) for each dimension ranged between 0.229 and 0.332, reflecting the variation in the observed scores within each dimension.

These findings suggest that the scores from the Psychological Well-Being in the Workplace Scale, collected from a sample group of 120 hotel personnel in Hat Yai District, Songkhla Province, exhibit sufficient reliability. This supports the accuracy and precision of the research interpretations made in this study.

**4. Comparison of Psychological Well-Being in the Workplace Scale Classified by Gender:** The researchers analyzed the scores from the Psychological Well-Being in the Workplace Scale based on gender to examine potential differences in psychological well-being between male and female participants. Basic statistics were computed, including the mean ( $\bar{x}$ ), standard deviation (SD), t-value, p-value, and 95% confidence interval (CI). These statistical measures were used to compare the psychological well-being scores between males and females. The data derived from the sample group were analyzed and presented in Table 4.

This comparison provides valuable insights into whether gender plays a significant role in the psychological well-being of hotel personnel in Hat Yai District, Songkhla Province, and how the different dimensions of well-being may vary across genders.

**Table4** The Comparison of the Psychological Well-being in the workplace scale classified by gender

Gender	$\bar{x}$	SD	n	T - test		95% Confidence Interval
				T value	P - Value	
Female	3.48	0.49	77	<b>-0.912</b>	<b>0.364</b>	-0.30, 0.12
Male	3.57	0.57	43			

\*\*\*p > .05

**Data Analysis Results (Table 4):** The analysis of the Psychological Well-Being in the Workplace Scale, based on gender, revealed a statistically significant difference in psychological well-being scores between male and female hotel personnel in Hat Yai District, Songkhla Province, at the 0.05 level of significance. Upon examining the mean scores of both groups, it was found that there were no substantial differences in the psychological well-being scores between male and female participants. This suggests that gender did not have a significant impact on the overall psychological well-being in the workplace for the sample group.

These findings are summarized in Table 4, providing further insight into how gender may or may not influence workplace well-being within the context of the hotel industry in Hat Yai District.

**5. Comparison of Psychological Well-Being in the Workplace Scale Classified by Position in the Organization:** The researchers analyzed the scores from the Psychological Well-Being in the Workplace Scale based on the participants' positions within the organization. The objective was to compare the differences in psychological well-being across different levels of organizational hierarchy, including senior management, middle management, and operational staff. Basic statistical measures, such as the mean ( $\bar{x}$ ), standard deviation (SD), F-value, and p-value, were calculated to determine the significance of the differences in well-being scores across these groups. The results of this analysis, based on the sample group, are presented in Table 5.

This comparison aims to explore how position within the organizational structure may influence psychological well-being in the workplace, providing further insights into the potential variations in well-being across different organizational levels.

**Table5** The Comparison of the Psychological Well-being in the workplace scale classified by position in the organisation

Position	$\bar{x}$	SD	n	F - test	
				F value	P - Value
Senior Management	3.34	0.17	4	<b>0.565</b>	<b>0.570</b>
Middle Management	3.64	0.65	12		
Operational staff	3.51	0.51	104		

\*\*\*p > .05

**Data Analysis Results (Table 5):** The analysis of the Psychological Well-Being in the Workplace Scale, based on job positions within the organization, revealed a statistically significant difference in psychological well-being scores at the 0.05 level across the three job position groups: senior management, middle management, and operational staff. However, when examining the mean scores of each group, it was found that personnel in the hotel business in Hat Yai District, Songkhla Province, regardless of

their position within the organization, exhibited similar levels of psychological well-being in the workplace. This suggests that job position may not significantly influence the overall psychological well-being of individuals in the sample group.

These findings, detailed in Table 5, provide insights into the potential uniformity of workplace well-being across different organizational levels.

**6. Comparison of the Psychological Well-Being in the Workplace Scale Classified by Work Experience (Years):** The researchers analyzed the scores from the Psychological Well-Being in the Workplace Scale with respect to work experience, categorizing the sample group into different work experience intervals: less than 1 year, more than 1 year but less than 3 years, more than 3 years but less than 5 years, and more than 5 years. Basic statistics, including the mean ( $\bar{x}$ ), standard deviation (SD), F-value, and p-value, were calculated to examine the differences in psychological well-being scores across these distinct work experience categories. The results from the analysis of the sample group, as shown in Table 6, provide insight into how varying levels of work experience influence psychological well-being in the workplace.

This comparison aims to determine whether work experience at the current hotel correlates with differences in psychological well-being, helping to identify potential trends and insights regarding the relationship between experience and well-being at work.

**Table6** The Comparison of the Psychological Well-being in the workplace scale classified by work experience (year)

Position	$\bar{x}$	SD	n	F - test	
				F value	P - Value
Less than 1 year	3.74	0.57	43	<b>6.100</b>	<b>0.001</b>
More than 1 year	3.37	0.43	43		
More than 3 years	3.61	0.57	14		
More than 5 years	3.28	0.31	20		

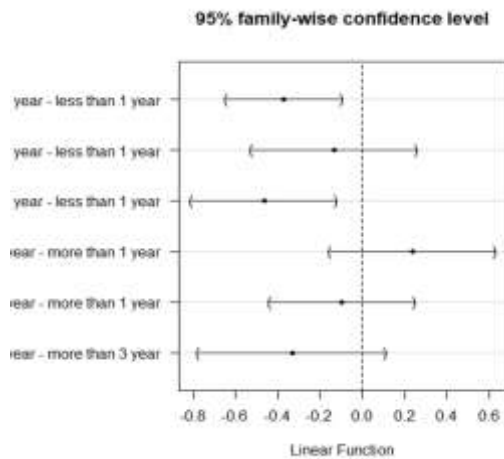
\*\*\* $p < .001$

**Data Analysis Results Table 6:** The analysis of the sample group of hotel personnel in Hat Yai District, Songkhla Province, revealed significant differences in the values of psychological well-being in the workplace across different levels of work experience, with a statistically significant difference at the .001 level. A comparison of the mean scores across the four groups based on years of work experience (less than 1 year, more than 1 year but less than 3 years, more than 3 years but less than 5 years, and more than 5 years) indicated that personnel with varying levels of work experience exhibited distinct psychological well-being scores. These differences were further explored through pairwise comparisons, as detailed in table 7

**Table7** Pairwise comparison of differences in Psychological Well-Being in the Workplace scale classified by work experience (year).

Comparative pair		Difference of means	95% confidence interval	
			Lower bound	Upper bound
More than 1 year	Less than 1 year	0.37	0.30	0.43
More than 3 years	Less than 1 year	0.13	0.07	0.20

More than 5 years	Less than 1 year	0.46	0.39	0.52
More than 3 years	More than 1 year	0.24	0.18	0.31
More than 5 years	More than 1 year	0.09	0.02	0.16
More than 5 years	More than 3 years	0.33	0.26	0.39



**Data Analysis Results Table 7:** A pairwise comparison of the sample group of hotel personnel in Hat Yai District, Songkhla Province, based on their years of work experience revealed significant differences in the Psychological Well-Being in the Workplace scores. The following comparisons were statistically significant at the .05 level: (1) less than 1 year versus more than 1 year, (2) less than 1 year versus more than 3 years, (3) less than 1 year versus more than 5 years, (4) more than 1 year versus more than 3 years, (5) more than 1 year versus more than 5 years, and (6) more than 3 years versus more than 5 years. These results highlight the varying levels of psychological well-being based on years of experience in the hotel industry.

### Discussion

The dimensional structure of the psychological well-being in the workplace consists of 6 dimensions: (1) Self-acceptance (2) Personal growth (3) Purpose in life (4) Environmental mastery (5) Autonomy and (6) Positive relations with others. Findings reveal that **Personal Growth** and **Purpose in Life** significantly impact job satisfaction, aligning with research emphasizing self-actualization as a workplace motivator (Diener, Sapyta, & Suh, 1998). **Autonomy** and **Environmental Mastery** show strong correlations with performance, highlighting the importance of workplace control and adaptability.

Contrary to expectations, **Positive Relations with Others** exhibited a weaker correlation with performance, suggesting that interpersonal factors may be secondary to intrinsic motivation in hospitality settings. This finding highlights the predominant role of **Personal Growth** in workplace psychological well-being.

The study results indicate that among the dimensions of psychological well-being, **Personal Growth** holds the greatest significance, serving as a fundamental driver of success. In professional settings, individuals aspire to advance in their careers, seeking opportunities for progression and achievement. However, sustained success requires a combination of motivation, skill development, and strategic planning.



**Personal Growth** encompasses the continuous process of enhancing knowledge, refining skills, shaping attitudes, and improving behaviors. Through self-awareness, individuals identify their strengths and weaknesses, fostering higher-quality competencies. Meaningful progress is achieved by setting clear goals, managing time effectively, engaging in problem-solving, collaborating with others, and developing expertise in one's professional domain.

Moreover, a commitment to lifelong learning and self-improvement is essential for both professional advancement and overall well-being. By cultivating a proactive mindset and embracing continuous development, individuals can achieve not only career success but also personal fulfillment. This underscores the pivotal role of **Personal Growth** in fostering resilience, adaptability, and long-term achievement in the workplace.

Additionally, **Personal Growth** also entails proactively creating opportunities for oneself. Opportunities—whether in education or career advancement—are highly sought after, yet they are neither guaranteed nor frequently available. As such, self-development becomes a crucial mechanism for generating opportunities rather than passively awaiting them.

For instance, professionals in the field of programming, whose primary role involves writing code in various computer languages, can expand their career prospects by acquiring proficiency in additional programming languages. A programmer initially skilled in C or Java, for example, could enhance their employability by learning C#, JavaScript, Kotlin, or Python. This continuous skill enhancement not only increases opportunities within their current organization but also makes them more competitive in the broader job market.

This perspective aligns with the research findings of Diener & Suh (Diener, Sapyta, & Suh, 1998), who emphasized that **psychological well-being** is achieved when individuals realize their full potential, actively engage in learning, and commit to personal development, ultimately leading to a more fulfilling and successful life.

This study also found that among the dimensions of **psychological well-being** in the workplace, **Purpose in Life** held the second highest significance. This finding aligns with the fundamental human desire to achieve success and live a meaningful life. Establishing a clear **Purpose in Life** and developing a strategic plan to fulfill one's goals are essential for attaining long-term success and overall well-being. Individuals who define and pursue their purpose experience a heightened sense of psychological well-being.

This conclusion is supported by Heidrich (1996), who emphasized that assessing psychological well-being must incorporate an evaluation of life goal setting. Similarly, Carol D. Ryff (1989) conceptualized psychological well-being as a multidimensional construct, identifying **Purpose in Life** as one of its six key dimensions. Further reinforcing this perspective, Brown and Steven, along with Recker & Peacock and Wong (Brown & Steven, 2000; citing Recker & Peacock, 1981; Recker, Peacock, & Wong, 1987), asserted that psychological well-being is inherently linked to having meaning and purpose in life.

Additionally, Ring et al. (2007) examined **quality of life** through the lens of **psychological well-being** or **subjective well-being**, proposing that an individual's mental well-being can be assessed based on six interrelated dimensions: **Self-Acceptance, Personal Growth, Purpose in Life, Environmental Mastery, Autonomy, and Positive Relations with Others**. These dimensions collectively contribute to an individual's ability to lead a fulfilling and psychologically enriched life.

### **Expanded Conclusion**

This study refines and applies Ryff's six-dimensional model to hotel personnel in Thailand, revealing key well-being determinants in the hospitality industry. Findings

suggest that fostering personal growth and autonomy can significantly enhance job satisfaction and performance.

#### **Practical Implications:**

- Employers should foster career development programs emphasizing personal growth.
- Job roles should allow for autonomy and decision-making to enhance well-being.
- Psychological well-being initiatives should be customized for different job levels.

#### **Limitations and Future Research:**

- Sample limited to one geographic area; future research should expand to multiple regions.

Longitudinal studies needed to assess long-term effects of workplace interventions

#### **Suggestions for implementation:**

- The Psychological Well-being in the workplace scale can be used as a tool to measure Psychological Well-being in individuals or population groups that are similar to the sample group due to the validity and reliability of the measure. For example, groups of students, groups of working people in other professions, or even groups of retired elderly people, etc. In addition, the content or questions can be adjusted to be appropriate or consistent with the context of different groups.

- From this research, it was found that the dimensional structure of the psychological well-being in the workplace consists of 6 key dimensions: (1) Self-acceptance (2) Personal growth (3) Purpose in life (4) Environmental mastery (5) Autonomy and (6) Positive relations with others. Therefore, to increase Psychological Well-being in an individual, it is necessary to strengthen all 6 key dimensions.

#### **Recommendations for Future Research:**

- Comparative studies between hospitality workers in Thailand and other regions.
- Intervention-based research to assess the effectiveness of workplace well-being programs.

By applying advanced statistical techniques and integrating theoretical perspectives, this research provides actionable insights for both academic study and industry application.

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