

**HEALTH INITIATIVES PROGRAM IN CENTRAL FOOD
RETAIL ORGANIZATION**



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RETAIL ORGANIZATION**

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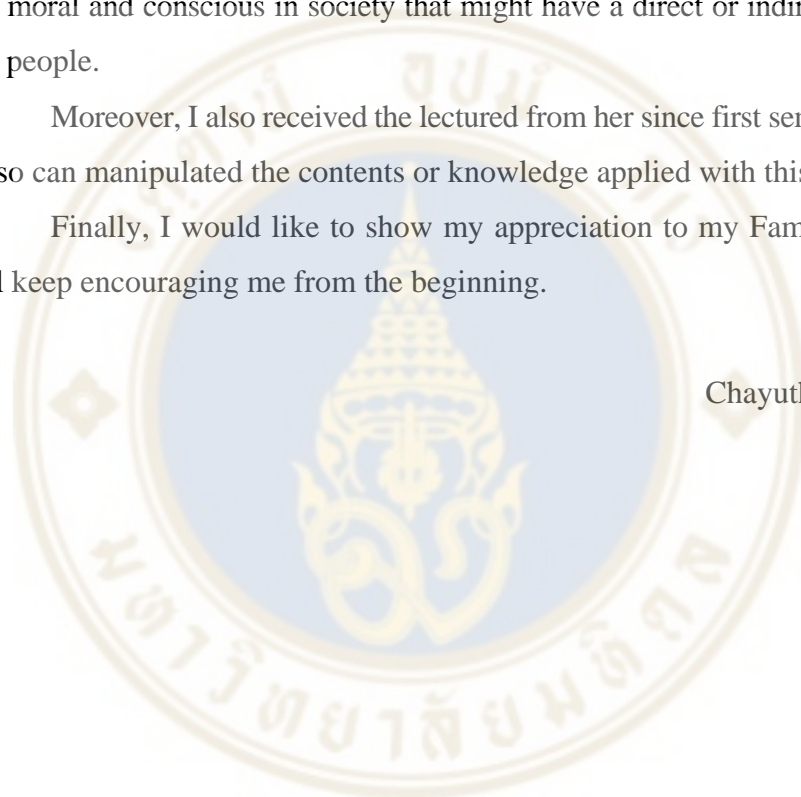
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Chayuth Suwanvongkij



HEALTH INITIATIVES PROGRAM IN CENTRAL FOOD RETAIL ORGANIZATION

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ABSTRACT

The purpose of this research is to explore more about the reasons of people who joining the health initiative program of Central Food Retail against people who never join the program. This research will also emphasized on the problems of concession in health of Thai's people especially focus on employees.

The result also revealed the reason based on people opinions of programs and activities that might need to improve. Mostly Thai people need more attention individually by set up private session to track the progress or session that provides the knowledge form nutrition. Moreover, employees should have a right to give opinion and select the activities that they prefer with support from their supervisor. The organizer or persons in charge of activities arranging should came up with varieties and incentives to avoid the tension and uninteresting atmosphere.

However, each department also consisted with much difference type of employees. So understanding employees is the most fundamental thing before launching new campaign.

KEY WORDS: Health Program/ Health Initiative Program/ Central Food Retail Health Program/ Health Improvement for Employee

32 pages

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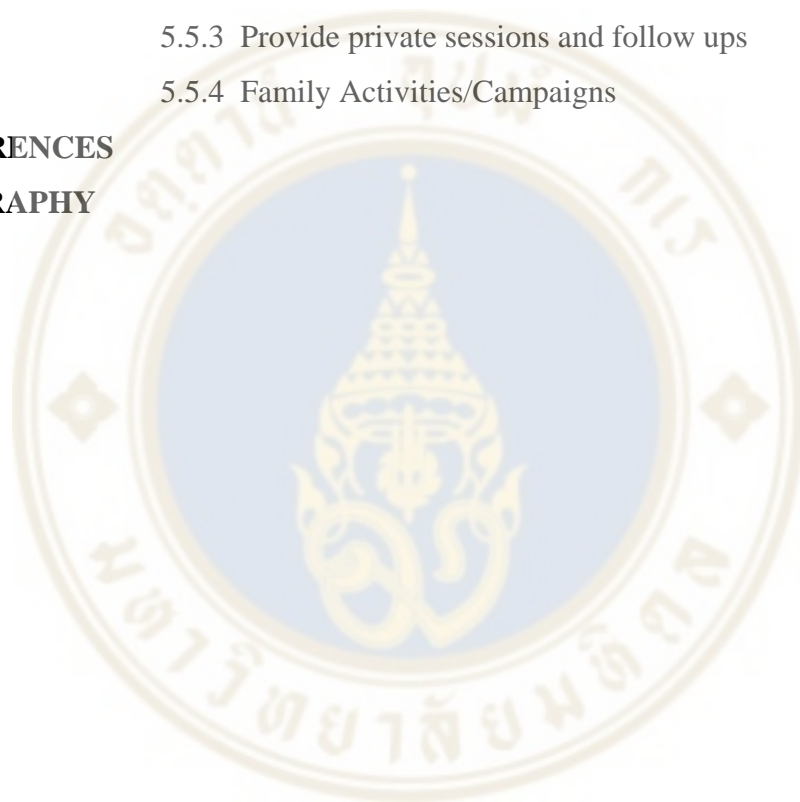
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CHAPTER I

INTRODUCTION

Nowadays, globalization has already converted our world and society to be completely different to the world we knew in the past. Technologies play the main role in improving our lives and brought us many new trends of services, including unhealthy food trend. Krushnapriya et al (2015) implied that the world was facing faster transition of nutrition and negative life style, and consumers of all age are consuming more fat, sodium and sugar. According to the World Health Organization (WHO), 3.4 million adults died every year due to overweight or obesity. Unexpectedly, the research showed that obesity is not only found in developed countries, but it is also widespread in developing countries. To improve health and well-being programs, the most effective target area is at the “Organizational level,” where people at the age of 23-55 years old spend most of their time every day.

Beate (2017) showed that, in United Kingdom, more than 80 % of the companies studied want to set up a well-being plan or a health initiative for workers, but in reality, only 10% of the companies had a real strategic plan for employees. The result showed most of the companies, even in developed countries, do not seriously pay attention to health initiative programs. The most valuable asset in a company is the “workforce”. If their workforces are in bad conditions, they will not be ready to carry out the company missions or activities, and it will cost more damages and future losses. Many organizations in Thailand adopted a healthcare policy and applied it to their mission to maximize the profit for the organization and employees. Many organizations are succeeding to maintain tasks and well-being, but some organizations are failing.

According to Vichitaksorn (2018), Thai people are facing NCDs which cause 300,000 deaths each year. From the number of death, 73% of them lived Bangkok and work as a full-time employee. Adulyanon (2012) explained that there are 3 main factors that could be considered as the key success for the health of Thai people in many companies, which are “Financial Security”, “Flexibilities”, and “Effective Strategies”.

To be effective in “Financial Security” for employee health care, we need to have better “strategies” and “understanding” to initiate the best program to help reduce the inflation on medical cost. In addition, this research aims to focus and study on the perspective of the “Management Executives” in contrast to the “Employees” to explore mutual benefits for both parties. We will emphasize on “Qualitative Research” by interviewing the sample company that has a policy to persuade and convey employees to have a better health.

The interviewees in this research are employees from “Central Food Retail”, which is quite a famous company in Thailand for many decades. An interesting point is that most Thai consumers believe in the core value of the supermarkets under the management of “Central Food Retail”, such as “Tops”, “Tops Daily”, and “Food Hall”, which operate under the motto, “Your satisfaction is our main intentions”.

Moreover, Central Group also organizes “Healthy Living Fair” that brings many start-up businesses in Bangkok to exhibit their products to customers. Based on Thai PR.NET. (2018), Central does not want to just promote healthy living to consumers, but to their employees as well. Another interesting point about Central Group’s health initiative program is the concern on increasing health issues caused by cigarette and tobacco (Diawkee, 2018). Thus, they intend to start changing their own organization by promoting and persuading employees to stop smoking.

Central Group is serious about health improvement in many perspectives, including health initiative programs from “Central Food Retail” that aims to improve the employee health by creating activities and competitions and motivating their employees to join the activities. However, there are some hidden problems that are blocking the success of health initiative programs. There are also keys that might be used to answer the questions for many companies in Thailand about the problems from many employees who tried to join healthcare initiative programs or methods that can lead to the greatest health benefit.

CHAPTER II

LITERATURE REVIEW

If we take a closer look and analyse deeper, we will discover that many people still lack the knowledge on the meaning of the word “Health”. Many people still view health only as a physical state without pain or diseases, but the real definition of “Health”, defined by WHO, is the state of complete well-ness, including physical, mental, and social health. Another serious problem nowadays is “Office Syndrome”, which is caused by incorrect postures while working. Some employees also mentioned joint and body pain due to the increase in weight and their work postures. Thus, preventive methods to prevent health symptoms and diseases are adopted by many organizations, because it is already proven that preventive methods are better than corrective methods. If we look back at offices in an organization, we will also find another common symptom called “Sedentary Behavior”. The word is derived from “Steady”, and it occurs when a person does something in the same posture for an extended period of time. This “Sedentary Behavior” is considered to be another important cause for “Non-Communicable Disease” (NCDs), such as “High Blood Pressure” or “Diabetes”. Furthermore, a good environmental set up can help employees build awareness and health consciousness.

Based on Chu et al (2000), European Union Network defines “Health Care” as the Strategy of behaviour prevention at the workplace (lifestyle approach), Part of extended occupational safety and health, Strategy to influence important health determinants at work, Strategy to reduce absenteeism, and Part of organizational development. Mosadeghrard (2013) also explained that even health care businesses with top quality management still face many failures due to ineffective of strategies, environment, and methods. This is why learning and studying from case studies will help us improve health care programs to be more efficient. An interesting healthcare initiative is based on the research from Boutwell et al (2011) that studied the possibility of setting up a campaign and help citizens avoid hospitalization in 4 states in United States. The result from this research showed that the early years of the initiative mostly focused on public awareness

and providing information. The initiative later extended its reach to communities and organizations.

More than 300 organizations gained impressive positive results from the program. The most valuable result of this program was the increase in public awareness and public knowledge on health. However, there were some limitations such as the method to broadcast the messages and the programs, which required leaders to guide and control. Giese & Cook (2014) attempted to prevent obesity in employees in manufacturing environment by inviting obese employees to join a 16 weeks lifestyle change. The program included 2 different time slots: Day shift and Night shift. Providing information of nutrition and calories makes up 70% of the program while another 30% are about providing advices on routine exercises to stimulate cardio vascular. The result revealed that 27 from 35 employees lost weight without affecting work performance. The key to the success was dietary knowledge and knowing which food fits different body types and lifestyle. Even though this framework was quite successful, but there were still limitations for some employees. The drawbacks and barriers of this activity were the exercise section, which not everybody can comply with, and the food consumption behaviour, which cannot be changed within a short period of time. Moreover, there was no incentive to motivate the employees to be healthier.

Another case study of obesity prevention in a workplace was Ron et al. (2010) research on “Dow Chemical Company”. The research explained that the first year of this prevention program was emphasized only on observing the company’s 9 work sites. After announcing the obesity prevention program and providing the knowledge, only 3 sites succeeded on reducing the BMI, but another 6 sites failed. The research team revealed that the environment was considered to be the major key to obesity, and some sites were not capable of providing varieties of food. Other problems were the lack of follow up and the lack of advices received by the candidates in this program.

Another example was based on Glasgow et al (1993). Glasgow et al (1993) stated that we require the attendance of each “Participant” to be at least 50% of the sessions to follow up on the progress of “Changing the eating habit”, or even “measure the blood level”. But in reality, it was found that most of the time participants never came back for the second sessions and that was why many organizations failed to be healthier. Based on the studies and researches on US companies, they also found that the “size”

and “type” of the company were crucial factors that affect the possibilities of success. That’s why some companies try to set up different mechanisms such as “a committee” that are selected from the employees to represent them, or set up “Incentives” that can motivate changes.

Moreover, the research from Caperchione et al (2016) studied and measured the “Workplace Wellness Programs” in Canada. The qualitative research focused on 2 groups of employees, which are in the “Management” and “Non-Management” positions. Their main objective was to explore the factors or correlations that can improve the success rate. But this research also aimed to study companies that have over 100 employees within the period of 7 months. Most of the wellness program in Canada will usually have group meetings. Most of the employees around the world recognized the goal or the purpose of wellness programs from their organization, but not many were capable to generate effective feedbacks on “What the company can do for them?” After 7 months, the feedbacks such as better food options, better incentive programs, or even better work-time flexibility were run through the committee. But there were limitations, because there were only employee meeting sessions, and there were not any activities or follow up plans. If we analyze the cause and effect we will recognize many mistakes from many companies, and we can use the knowledge to compare with the culture in Asia in order to find out various differences that affect the changes. The prevention and correction attempts seem to be ineffective in Thailand, because many employees and labours still have an increasing rate of illness today. That is the main reason why we saw many organizations pay more attentions to their workforces by setting up “Health Initiative Programs”, which consisted of many activities and conditions for their employees.

The result from Health and Trend (2017) showed that most office workers in Thailand usually exercise for only 30 minutes per week, and some workers even exercise less. Moreover, the nutrition provided in workplace is still not distributed properly as beverages and food for office workers in Thailand nowadays contain an excess level of sugar and sodium than our body require per day. We can also assume that organizations also need to provide nutrition facts to remind employees about the importance of selecting a proper meal.

Based on the studied from Quintiliani et al (2010), an organization can set up the best practice model to praise the person that can maintain a healthy life while working in the organization. The results from above researches inspired my motivation to eliminate the barriers and achieve the result as in the developed countries.

For example, there are 2 famous companies, “Double A” and “SCG”, that implemented a notable company policy which uses “Body Mass Index” or “BMI” as one of the “KPI” criteria. Each employee is responsible for keeping their own BMI equal or less than 25 in order to receive high KPI. Based on Prachachat (2014), these companies will collect the data for 5 years and evaluate the health condition of each employee that will affect the chance of promotion and their future base salary. This was considered to have both “Advantages” and “Disadvantages”, because some employees believe that the information should be kept personal and should not be exposed to the public. Moreover, many employees feel like they have been humiliated in their workplace.

Organizations should decide how to persuade and improve their employee’s life without offending their feelings. Many activities were held by private or government sector to encourage exercises, such as “Running Event” or “Biking Event” that is quite popular nowadays. But further research and study revealed that achievements were based on the employee’s commitment to change for the better life, not by rules and regulations. The case studies and examples showed that most of the companies have good intentions and sincerely want to promote and encourage health care programs, but there seem to be some limitations they did not recognize. All of the studies from US and Thailand reached the stage of awareness raised. For the US case study, all of the companies initiated health programs by setting up sessions and followed up the results, but they never set up real activities. We can assume that the limitations in the US case was the lack of activities. In contrast, Thai companies have rules and policies that force employee to follow their rules, but they never set up group discussions or feedback sessions.

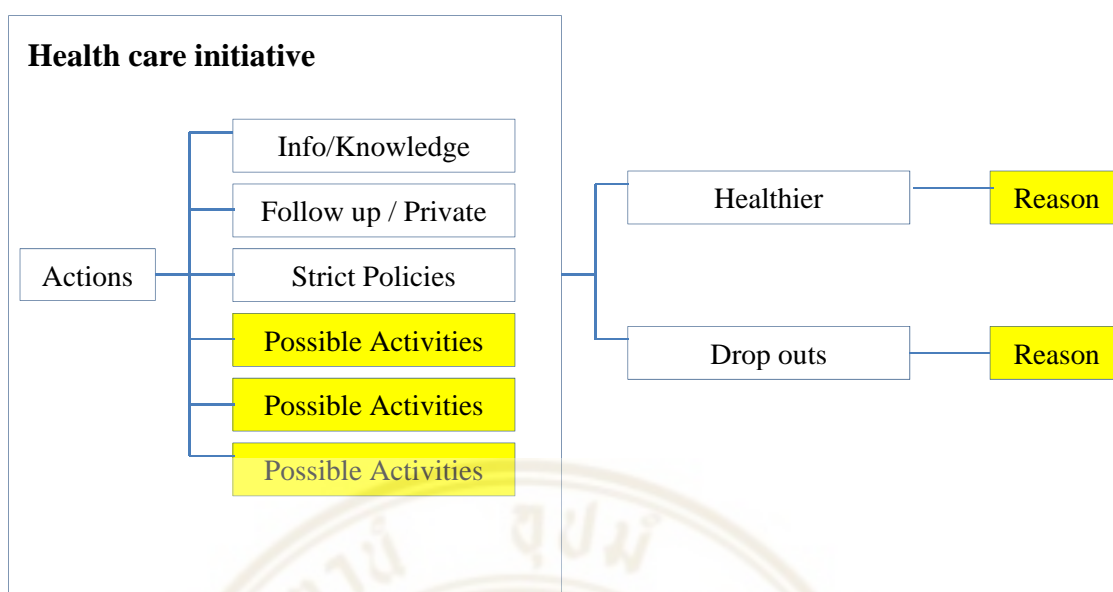


Figure 2.1 Knowledge acquiring system

As we recognized and perceived the idea from case studies, there were always employees who love to join and the “Drop outs”, which we can assume that some employees were happy, and some were not. Based on the case studies, the sessions for providing knowledge and follow ups lead to positive results in United States and Canada. But if we are trying to emphasize the idea of healthcare initiatives in Thailand, then we must try to find out more information due to the differences between cultures. In Thailand, most of the people grew up in “Collectivism” culture, which is quite easy for management to set up policies and improve their wellness and health together. But the results we usually see are worse health status. That’s why this critical national issue is the topic of this research in Thailand, since the results from the studies in Canada and US might not be applicable due to the differences between “lifestyle” and “culture”. The research aims to find the best practice between two groups of people, the policy maker or the executives in the “Management Level”, and “Employees” which can be further categorized into “Employee who join activities” and “Employee who never join activities”. The research will start by focusing on a smaller part of the Sample Company in Thailand, i.e. a department in the company. This research also aims to explore other perspectives, such as the activities and information, including the most effective ways to approach employees in order to make them understand and reach the level of health consciousness, not only in their workplace but also in their personal life as well. Moreover, we will

explore the reasons for dropping out, and we can use the results to avoid any activities that will offend employee's feeling.



CHAPTER III

RESEARCH METHODOLOGY

This chapter of the research comprises of the process of gathering the answers that are capable to close the gap we identified. The research will focus on “Qualitative Research” of sample organizations that were selected as the potential example to identify essential problems and methods to achieve the objectives.

The “Qualitative Research” is considered to be the main and only method for this research, since the research uses “Interviews” of the focus group from “Central Food Retail” as the main data collection method. Based on Bawden (1990), the main advantage of this type of data collection are:

3.1 In Depths and Details Analysis

Interviews provide opportunities for eye contact between the interviewer and interviewees, which can provide more information such as the attitude, emotion and ideas of the interviewees.

3.1.1 Openness

While interviewing the interviewees, interviewer is capable to encourage and generate relaxing atmosphere to acquire genuine and sincere answers from interviewees.

3.1.2 Simulate and Understand individual experience

It's easier to receive the information expressed by interviewees and picture it in real situation.

3.1.3 Avoid Pre-Judgements

Compared to “Quantitative Research” which will provide only numbers and answers that might mislead us, interviews allow us to understand the information more profoundly and lead to more accurate answers.

In this research, the benefits of interviewing the group of employees from “Central Food Retail” were quite interesting and useful because:

3.1.4 Face to Face Expression

Based on the first set of interviews, we have the opportunity to look in the interviewees’ eyes while they give the answers. It is crucial to receive facial expressions in order to evaluate the level of sincerity. It also gives us the opportunity to create a better atmosphere when situations go bad.

3.1.5 Open – Ended Question

Since this research will be interviewing both employees who love to join the activities and don’t want to join the activities. Thus, talking and sharing ideas are the best solution to recognize the feelings of others.

3.2 Research Design

Based on the explanation mentioned in Introduction and Literature Review, the research emphasizes on the aspects of problems that generate drawbacks to health initiative programs in Thailand, US, and Canada. From the case studies in the past, most of the organizations in US and Canada were already initiated health programs in various forms of campaigns and activities. However, the studies only consisted of interviews and discussion sessions that provide the knowledge and share opinions. None of them suggested any activities that employees can do to achieve the goal of the health programs. On the other hand, most companies in Thailand in the case studies have implemented policies and rules that emphasize only on individual result, and they overlooked employees’ perspective and feedbacks. That why this research will emphasize on one organization in Thailand. In this research, we will pick the company that considered to be well known for the people in the country.

3.3 Organization Case Study: Central Group – Central Food Retail

Central Group, or the company Thai people known as Central Holding, is a family-owned conglomerate in Thailand. Its businesses consist of merchandising, retailing, restaurants, and even real estate, which hire approximately 80,000 employees. Central Food Retail Group offers all household merchandises in extensive retail formats that suit the needs of all consumer segment. Most Thai will recognize many of the company's businesses, such as "Tops Supermarket" or "Tops Daily" that occupies an area of Central department store.

3.4 Sample Selection

3.4.1 HR Department (Public Relations) Group

Public Relations Team in Human Resource Department normally promotes activities via office e-mail to persuade employees to join the activities. Currently, the activities and health initiatives programs are free group exercise sessions, including "Yoga" on Tuesday and Thursday and "Body Combat" on Wednesday and Friday. Moreover, there are also a weight loss competition with incentives for all of competitors.

3.4.2 Advertising Department Group

Advertising Department also considered an interesting team that will interact with other teams and people outside company. Most of the employees in this department try to attend all activities as much as possible in order to summarize the company activities. Moreover, their comments and opinions are usually reflected in their tasks as well. Most of them love to join the activities as much as they could, because they are a part of their job. They must create the contents or footages on every campaign that was approved by the management, and that makes them the center of attention and influence others with their commitment to join the campaigns.

3.4.3 Digital Content Department Group

Digital Content Department is also considered the representative of the group that is committed to deliver the company's message or contents to the public. People in this group is most likely to ignore health campaigns, and their concern is only on completing the tasks and that's why it was quite interesting to hear their stories as well. Based on the information received, this department explained that they always receive more workloads than the other departments. Moreover, the health and wellness of the Digital content team are not good, and most of the people in this team are likely to do less exercises. The illness rate in this department has increased, such as office syndrome. Thus, understanding this department is essential to develop the key methods in succeeding the health campaign.

3.5 Interview Structure & Questions

The interviews were interviewed with two different methods, face to face interviews with 3 employees who have subordinated, and telephone interviews of 7 employees from each department.

3.5.1 Questions for "Human Resource Group"

Table 3.1 Questions for "Human Resource Group"

No.	Questions
1	Based on your understanding, why has Central Group initiated Health Care Programs?
2	From your experience in Central Food Retail, how often are the programs and campaigns launched each year?
3	What is the top priority or expectation that your superior expect from the health care programs?
4	How well are the employees' feedback and cooperation in the health care programs? (Rate of attendance)

Table 3.1 Questions for “Human Resource Group” (cont.)

No.	Questions
5	What are the main drawbacks or obstacles you always find in the health care programs?
6	Are there any feedback sessions that is set up to acquire feedbacks from employees?
7	Are there any suggestion or request from your department that you want to raise to your superior or your group?
8	Are there any negative feedbacks or responses that you often receive from employees?
9	Are there any positive signs or feedbacks that you often receive from employees?
10	What is the most popular activity that employees talk about?
11	How do you promote the health care campaigns and activities, and why should employees join it?

3.5.2 Questions for “Advertising Department & Digital Content Department”

Table 3.2 Questions for “Advertising Department & Digital Content Department”

No.	Questions
1	Do you realize or acknowledge any health care programs in the company?
2	How well do the company promote the health care campaign?
3	How much you and your colleagues expect on health care programs or activities?
4	What are the limitations and your concern on every program from the company?
5	Are there any rules, styles, or regulations of activities that will make you feel uncomfortable?
6	What kind of activities that you think you and your colleagues will be interested in?

**Table 3.2 Questions for “Advertising Department & Digital Content Department”
(cont.)**

No.	Questions
7	How much will you and your colleagues commit to the program?
8	What activities that you and your colleagues usually do together?
9	What kind of sports or competitions that your department prefers?
10	Are you willing to invite and suggest other employees to enter the health care program?
11	Please share why you like the activities or never join the activities?



CHAPTER IV

FINDING AND ANALYSIS

In this chapter, we will discuss the data analysis and findings from the study. The interview questions used in this research were analyzed to ensure that the data are gathered correctly and answered clearly according to the research objectives. The overall objective of this research is to determine and explore the reasons that influence some employees to drop out of the health care initiative programs, and the reasons that influence some employees to join the activities, so that we can maintain and preserve current activities that are already effective. The research will also reveal future actions or activities that could be launch in the future. The interview questions consisted of 11 questions that are aimed to explore the stories or variety of scenarios from employees in 3 different departments.

4.1 Data Collection and Demographics

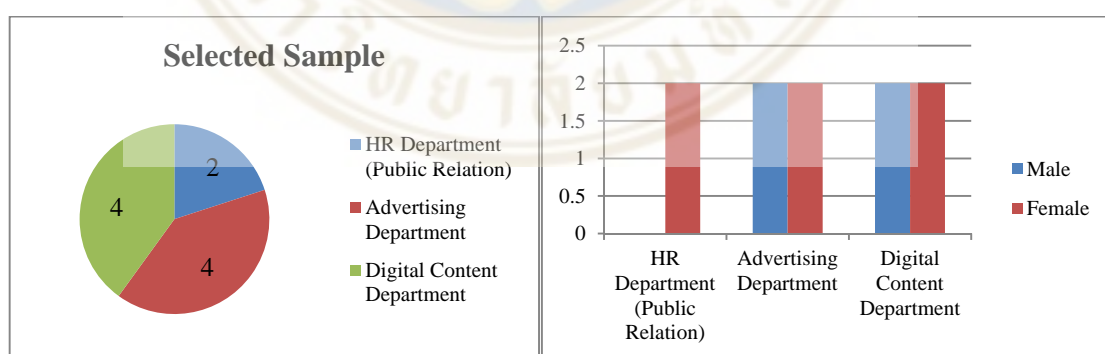


Figure 4.1 Demographic of selcted sample

Based from the focus group selection method, the total of 10 employees were selected for analysis and information and knowledge collection. Interviewee 1 and 2 were the representatives of “Management executive” from “HR Department” that were responsible for persuading employees to join the activities as much as possible. Interviewee

3, 4, 5 and 6 were the representatives of “Advertising Department”, and interviewee 7, 8, 9 and 10 were the representatives of “Digital Content Department”. The age of all of the interviewees were between 27-40 years old. The interview processes were arranged into 2 sessions, which were “Face to Face” conversations with 3 management executives at their offices, and “Telephone Interviews” with 7 subordinate employees. The interview sessions aim to ask the questions as described in Chapter 3, with the open-ended answers from interviewees.

4.1.1 Data Analysis

Central Group, a well-known organization in Thailand, recognizes the importance of being healthy. They organized many “Healthy Living Fair” to encourage better diet and lifestyles for the consumers in Thailand. Moreover, they also launched an anti-smoking campaign, which persuades their employees to stop smoking cigarette and tobacco.

“Central Food Retail”, the subsidiaries of Central Group, always launches interesting programs and campaigns that are interesting for their employees due to the rising popularity of health consciousness and awareness trends in Thailand. Furthermore, the increase in illness and obesity of office workers in their office were increasing dramatically as well. Moreover, based on information received from employees who left the group weight loss challenge, we realized that everyone has their own concerns and limitations that we need to research.

Based from the first session of “Face to Face” interview, only women from each department were interviewed and recorded for the purpose of research and studying. For the second session, we had a balance between women and men, and it gave us different perspectives of both men and women, which will create equalities and deeper understandings for this research.

4.2 Information from HR Department

Based on interviewee 1 & 2 who both work in HR Department, the department always promote the activities via official e-mail. The e-mail would have all of the details about each activity the organization is holding. Both interviewees expressed some common concerns on the activities and employees as shown below:

1. The announcements via e-mail might be uninteresting;
2. “Yoga” and “Body Combat” might not satisfy everyone;
3. The limitation of office space;
4. Some activities, especially competitions, consume a long period of time;
5. Unattractive incentives;
6. The workload in different business quarter.

4.2.1 Uninteresting e-mail announcement

From the point of view of the management executives, announcement e-mails or invitations might not be as important as the employee’s work-related e-mails. Interviewee 1 who is responsible for public relation task in HR Department admitted that there are fewer employees than she expected replied her e-mail or talked about the detail in the e-mail. That is why she is concerned that normal official e-mail announcements are not quite effective.

4.2.2 “Yoga” and “Body Combat” might not satisfy everyone

Another interesting concern was the free activities that the company provided. “Yoga” and “Body Combat” seemed to be more suitable for women, based on the perspective of interviewee 1 and 2. Both interviewees agreed that these 2 activities were amazing and interesting for a few times at the beginning, they soon were considered as a routine without interesting motivation or challenge for the men. Moreover, both interviewees also said that most of the men in the office, as well as men in general, always talk about the sports, such as football, basketball, or other team sports.

4.2.3 The limitation of office space

The office’s “Town Hall” area, which is normally used to organize big meetings, is not big enough to fit all of the employees for the “Yoga” and “Body Combat” sessions.

Interviewee 2 also said that employees who finish the job later than others will usually look through the windows of the “Town Hall” if there were a lot of attendants, and they would decide not to attend the activity. We can assume that if there are a lot of attendants and the space might not be big enough, then the employees will not feel comfortable to join the activity in the hall.

4.2.4 Some activities, especially competition, consume a long period of time

Interviewee 1 said that the company launched the “Group Weight Loss” competition that will measure the total body weight of the group before and after the competition, and the group that lost the most weight will be the winner. The duration of this activity was 6 months with the nutrition consultancy for each group. This activity was considered to consume a lot of time, and the attendants must face many obstacles, such as different workloads in each business quarter, which forced many attendants to drop out of the program.

4.2.5 Unattractive incentives

Sometimes better personal health might not be attractive enough. Other incentives must be used to motivate and encourage the employees to join the activities. The reward that interviewee 1 and 2 mentioned was a 1 week clean food package which wasn't as convincing to many attendants as they expected. Interviewee 2 also said,

“Personally, I never want this kind of reward too; especially if it will consume my personal time. I hope that the rewards should be more interesting and worthier”.

This information revealed to us later that the prize for winning was inexpensive and was affordable to the employees Interviewee 2 also informed us that this clean food package was cheap and easy to find. Based on the information she said, it means that everyone can afford this prize because this kind of clean food is easily found online.

4.2.6 The workload in different business quarters

Central food retail usually needs to change the workload strategies at different time of the year due to seasonal holidays and festivals, such as Thai New Year, Christmas, Chinese New Year, and International New Year. During this holiday period, most of

the employees will be recruited to set up and help pack “Gift Baskets” for the high season. Interviewee 1 also said,

“Tasks in hand plus gift baskets equal disaster, and most of us forgot all about the activities for sure.”

Interviewee 1 also mentioned that during the festivals, most of the employees will be working more than usual, because they must put together the gift baskets in addition to their current tasks. By the end of the day, they will be too exhausted to join any activities.

4.3 Information from Advertising Department

This department consisted of interviewee 3-6 whose responsible is to promote trends in the society to the organization and promote the organization’s activities to the public. It is quite common for all of the interviewees from this department to be committed to join most the activities launched by the company. But all of them have some interesting comments such as:

1. Activities in health care initiative were too boring;
2. The period of the competition was too long for someone to endure;
3. There are time limitations for someone who has family.

4.3.1 Activities in health initiative were too boring

Interviewee 5 and 6, who were male employees from the advertising department, love to attend and support the activities as much as possible in many ways. They are single and they don’t have to worry about a family member waiting for them, or it can be implied that they have a lot of time. However, they feel that “Yoga” and “Body Combat” were not exciting nor challenging for them. They also agreed that men love sports that can make them sweat, and it will be better if they can play together as a team, for example football, basketball, badminton, and team running.

4.3.2 The period of the competition was too long for someone to endure

Interview 6, who was the youngest, expressed that the group weight loss competition was too long. It will be a big upset if you cannot manage to lose weight and caused the team to lose. Interviewee 6 said,

“It was a huge responsibility and you need to control your weight for so long as a team.”

4.3.3 There are time limitations for someone who has family

Another important thing that both women, like interviewee 3 and 4, concerned was their family; both of them are married with kids, and they are trying to balance their work and personal life. Even though both of them love to follow the world trends and attend most of the company activities, but they admitted that their top priority is their family and they prefer to leave the office after the working hours to be with their family. Interviewee 3 also revealed her idea about activities that can be combined with family,

“If there are any activities that allow us to bring family, I will be attending them all”

4.4 Information from Digital Content Department

Interviewee 7 -10 were representatives of the hard working Digital Content Department that carries out the duties of publishing and expressing message of organization to the public. They need to understand the requests from the management and convey them through many digital channels. They informed us that there are a lot of digital contents waiting to be published due to the competition in digital marketing. All of the interviewee mostly spends their time in front of the monitor, editing and creating advertising medias. After the healthcare initiative program was launched a few comments from the conversation session emerged, such as:

1. The lack of food selection at the workplace;
2. Fatigue from normal work;
3. Privacy concern issues;
4. Request for new methods of health consultation.

All of the employees in this department admitted that they usually work against time to publish medias to the public, and there are no meal more suitable than “Junk Food” that provides the convenience. They are used to having junk food and most of them are addicted to it. Employee 7 and 10 realized that diet and nutrition are the keys to weight lost, but the choices of food during lunch time were filled with many high-calories diet, and this habit will not lead to a better health. Another critical issue was the consequence of high workloads that causes high level of fatigue. All of the interviewees in this department expressed that they were quite exhausted after completing their tasks, and most of them will eat everything that was easy to find. Another interesting scenario was the habit of calling the food delivery service to eat at the office, which are mostly junk food or high calories food.

Another interesting detail that many companies was overlooking was the “Privacy Concern”. Some employees are offended in the “Group Weight Loss” competition when the members have to share their body mass index and weight, which might be used to make fun or joke in front of other employees. Interviewee 8 who was facing obesity expressed her feeling that,

“I’d rather disappear or deny to join this kind of activity than having people laugh at me”

That’s why the entire workforce in this department agreed that they need some private sessions to improve healthcare, such as private consultation sessions that continuously check the feedback monthly or weekly, rather than doing it in the group.

Based on the information from both sessions, we can fill in the questions in Figure 1 as the follow:

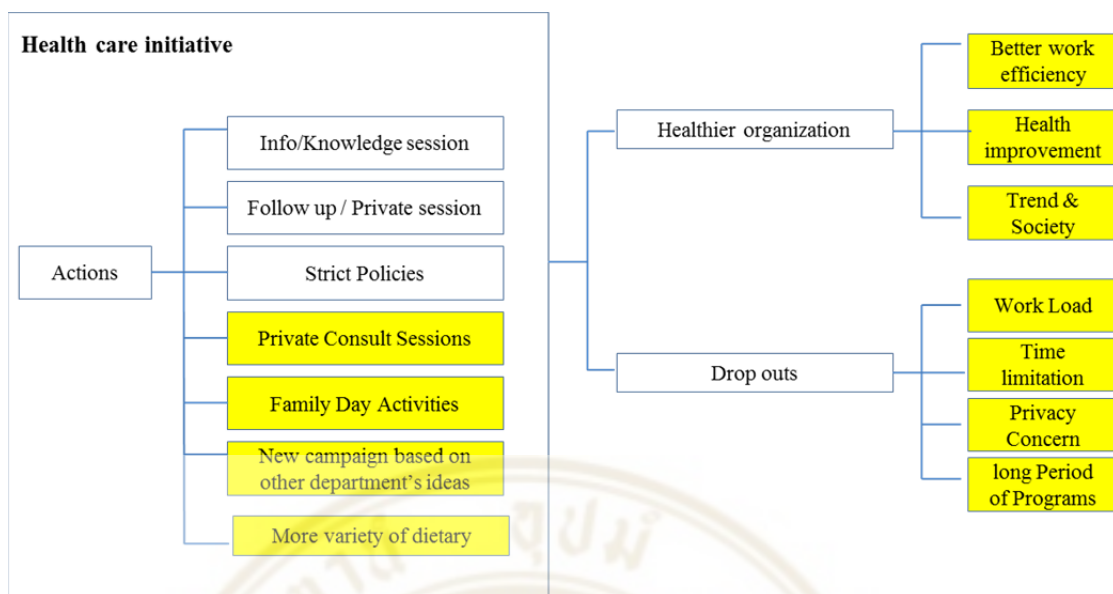


Figure 4.2 The answers for the research questions

4.5 Reasons to Join

Based on the information that we acquired from the employees in each department, we can summarize and explain in detail that there are 3 main reasons that influenced the employees to join the activities, which are:

“Better Work Efficiency” – Employees don’t join the activities just for fun and pleasure. They also believe that activities can strengthen the “Intimacy” and “Bond” across the entire organization. They also believe that, with fewer barriers, they can communicate easier than usual.

“Health Improvement” – At present, the trend of being healthy is quite popular among teenagers and adults. Many organizations and public sectors launched many campaigns with celebrities advising people to exercise more. The entire management team, such as interviewee 1, 3 and 7, also told that they sometime found out that some of their subordinates usually organize weekly private group exercises.

“Trend & Society” - most teenagers or younger employees, such as interviewee 5 and 6, mentioned that if the company activities were interesting and attractive, they normally share their pictures on social media to be trendy.

4.6 Reasons Not to Join

Another interesting dimension that pushed employees to “Drop out” or “Denied” the activities were expressed into 4 reasons as followed:

“Workload” - it is common that every company has some departments that do more work than other departments. Their work routine affects their endurance, and they prefer to rest rather than other activities.

“Time Limitation” - employees in the company have different status; some of them are not married, while some have family to take care of and spend time with after work.

“Privacy Concern” - another hidden agenda that was explored and considered to be the key element that can be used to avoid problems in the future is privacy. Some employees need the privacy on personal information, which can prevent them from being made fun of. That’s why new activities must consider this issue as the priority.

“Longtime Period of Program” - imagines that the competition was quite interesting, but the period was too long. It can make the program less interesting. Longer activity period might cause the lack of commitment to complete the activity. If the activity can be shortened according to the comments, it will be able to generate greater results.

4.7 Possible Future Activities

After we recognize the reasons for joining and not joining the activities. We can now focus on the comments and possible ideas from interviewees and categorize into the following points:

4.7.1 Private consultation session

Instead of the group competition, the company may set up private sessions for employees who require privacy but want to be healthy as well. The activity might include nutrition knowledge for each individual, and each attendant must report the result of their bodyweight or body fat monthly in order to track the efficiency as well.

4.7.2 Family Day Activities

Since “Collectivism” and “Family” are important factors in Thai culture, if we can merge the company activities with personal life, it will be one of the major key to success. By setting up activities that invite employees’ family members to join, such as CSR, Sport day and outing trips, the result will be more positive for the employees and their family members as well.

4.7.3 New Campaign from other ideas

It’s interesting to bring ideas together by assigning every department to propose new healthcare campaigns every month. This will create more intimacy in the departments and eventually increase health awareness. Moreover, the young employees from each department will also be able to share trendy ideas to everyone.

4.7.4 More variety of dietary

According to the information, nutrition is considered to be the key that directly affects weight loss. weight. Since the organization provides a lot of unhealthy food, it can change by offering or selling healthier food for employees at least 1-2 times per week.

CHAPTER V

SUMMARY AND RECOMMENDATIONS

From the research and study that aim to explore and improve the healthcare initiative programs and build a new standard that every company is capable of using as a criteria in the future. Most of the companies in Thailand adopted the healthcare initiative system and applied it to their employees, but the success rates are still lower than the goal. To investigate more deeply in details, “Central Food Retail” was selected for the study, which studied sample groups from selected departments. The scope of data collection was based on 10 employees from 3 departments, which are “HR Department”, “Advertising Department” and “Digital Content Department”.

The process consisted of 2 types of sessions as followed:

“Face-Face Interviews” and “Telephone Interviews”.

After obtaining the information, analysis was done to interpret and explain the data in detail.

5.1 The Results Were Shown In 3 Dimensions as Followed:

1. Reasons why employees “Drop Out” of the activities;
2. Reasons why employees “Join” the activities;
3. Possible Future Activities.

5.2 The Reasons Why Employees “Drop Out” of The Activities Were:

1. Time limitation;
2. Workload;
3. Privacy concern;
4. Long duration of each program.

5.3 The Reasons Why The Employees “Join” The Activities Were:

1. Better work efficiency;
2. Trend and Society;
3. Personal Health Improvement.

The causes and reasons are not the only interesting points. Employees’ request and suggestions on their desired activities are also useful in the future.

5.4 These Requests or Suggestions Are:

1. Private consultation session;
2. Family Day Activities;
3. New campaign of healthcare from each departments (Monthly);
4. More varieties of food selection.

Based on the information acquired from many interviewees, it seems like Central Food Retails have a great intention to promote healthier and better personal life to all of their employees. Learning from the mistakes described by the interviewees allows us to realize that managing more employees will lead to more variety of outcomes in the future.

5.5 Central Food Retails and Other Organization Should Follow The Following Steps:

5.5.1 Know your employees

There are no better persons, departments or colleagues that will know the real environment and atmosphere in the organization than the employees working in each department. That’s why communication is essential, and can be started by assigning the supervisor of each team to set up an internal meeting in department and list down the problems and the requests from each employee.

5.5.2 Grouping Similarity

There must be some common problems and requested activities from different departments. Sort out these common problems and requests from majority of the employees. The activities don't have to be organized only at the office, but they can also be organized outside the organization, which must be supported by the management level.

5.5.3 Provide private sessions and follow ups

Measuring the outcomes are considered to be the key which shows that the organization is on the right track or not. If some employees are not willing to join the competitions or activities, don't hesitate to organize special private consultation sessions to encourage them to do exercises or eat healthily, but they must report the result of change back monthly.

5.5.4 Family Activities/Campaigns

Since Thai culture is based on "Collectivism", which has a root in the bond between family members. Thai people always share their gentle side when talking about their family. Family is the most sensitive part for some people, and if the organization allow employee's family to join the activities, the healthcare initiatives might be more successful.

Most of the organizations in Thailand can launch health initiative programs as long as they know their employees and understand the employee's cultural and social norm. Most Thai people will have "Collectivism" mindset that will need to be directed in the same way. Based on the literature review, the success rate will increase if we spent time on discussion and share ideas or opinions with one another before initiating or adjusting something.

Central Food Retails was the only organization studied in this research. The information obtained might be useful for other organizations or companies to use. However, every management team should be aware of the differences in each company, such as the differences in company "Value", "Mission", and "Norm".

The management from every company should not ignore these comments. If the whole company share and care, the goal of the health care initiative should not be hard to reach.

Finally, if we compare the difference between “US”, “Canada”, and “Thailand”, we can recognize major differences in the perspective on “Attention” and “Follow up” between candidates and committees. Most of the companies in US and Canada showed great attention to follow ups, feedbacks, and requests from their candidates, which mean they appreciate and have the passion to support their employees. Most of the Thai companies assigned the committees to launch health initiative programs, but the committees never pay much attention to the importance of success. Following up on the results by talking or meeting will show how caring and sharing ideas can elevate the standard of health initiative programs in Thailand.



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