

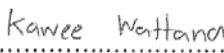
**WHAT DRIVES EMPLOYEE ENGAGEMENT IN 10 LEADING
PLACES TO WORK FOR: A REVIEW OF EMPLOYEES' VOICES
ON GLASSDOOR.COM**

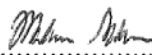
KAWEE WATTANA


**A THEMATIC PAPER SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE
OF MASTER OF BUSINESS ADMINISTRATION
(BUSINESS MODELING AND DEVELOPMENT)
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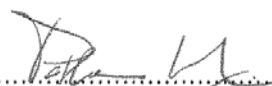
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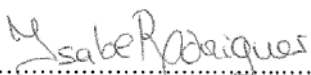
Thematic Paper
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Kawee Wattana

WHAT DRIVES EMPLOYEE ENGAGEMENT IN 10 LEADING PLACES TO WORK FOR: A REVIEW OF EMPLOYEES' VOICES ON GLASSDOOR.COM

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ABSTRACT

This research aims to study the factors that influence employee engagement. Researchers have created a conceptual framework to study 8 engagement factors including pay and benefits, recognition, manager or supervisor, colleagues, work/life balance, work itself, career opportunities, and learning opportunities. The findings are gathered from 1000 employees' reviews across 10 leading companies on Glassdoor.com. Those companies are the first 10 companies that are on the list of the best places to work in 2015, and also were the best places to work on 2013 and 2014 across North America and parts of Europe. Data analysis is done by measuring the frequency of words associated with each of the 8 engagement factors. The result showed that the priorities of the factors that the researchers studied are sorted in descending order as follows: pay and benefits, manager or supervisor, colleagues, work life balance, learning opportunities, work itself, career opportunities, and recognition, respectively. It can be clearly seen from the result that extrinsic rewards are more important than intrinsic motivators and this conflicts with some previous research mentioned in the literature review. In addition, it can be concluded that each employee has different needs and organizations should study and understand their employees' needs in order to manage their employees' motivation and engagement efficiently for the organizations' benefit.

KEY WORDS: EMPLOYEE ENGAGEMENT/ LEADING PLACES TO WORK FOR / REVIEW OF EMPLOYEES' VOICES / GLASSDOOR.COM

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WHAT DRIVES EMPLOYEE ENGAGEMENT IN 10 LEADING PLACES TO WORK FOR: A REVIEW OF EMPLOYEES' VOICES ON GLASSDOOR.COM

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บทคัดย่อ

งานวิจัยนี้มีวัตถุประสงค์เพื่อศึกษา ปัจจัยที่มีผลต่อการสร้างความผูกพันของพนักงาน นักวิจัยได้สร้างกรอบศึกษาซึ่งมีปัจจัยที่มีผลต่อการสร้างความผูกพันของพนักงาน ทั้งหมด 8 ปัจจัย ได้แก่ ค่าตอบแทนและผลประโยชน์ การยอมรับ หัวหน้างาน เพื่อนร่วมงาน ลักษณะเนื้องาน, ความสมดุลระหว่างชีวิตกับงาน, โอกาสในสายอาชีพ, และ โอกาสในการเรียนรู้ ผลการวิจัย รวบรวมจากการเก็บข้อมูลความคิดเห็นของพนักงาน ซึ่งเป็นข้อมูลทุติยภูมิ จำนวน 1000 ความคิดเห็นจากบริษัทชั้นนำ 10 บริษัทแรกที่เป็นสถานที่ที่พนักงานทำงานที่สุดในปี 2558 จัดอันดับโดย Glassdoor.com และยังคงจัดอันดับอยู่ใน สถานที่ที่พนักงานทำงานที่สุดในปี 2556 และ 2557 การวิเคราะห์ข้อมูลทำโดยการวัดความถี่ของคำที่เกี่ยวข้องกับแต่ละปัจจัยที่พนักงานจากบริษัทดังกล่าว ใช้ในการแสดงความคิดเห็น ผลการวิจัยพบว่าลำดับความสำคัญของปัจจัยที่ผู้วิจัยศึกษา เรียงจากมากไปน้อยได้ดังนี้ ค่าตอบแทนและผลประโยชน์, หัวหน้า, เพื่อนร่วมงาน, ความสมดุลระหว่างชีวิตกับงาน, โอกาสในการเรียนรู้, ลักษณะเนื้องาน, โอกาสในสายอาชีพ, การยอมรับ เห็นได้อย่างชัดเจนว่าโดยรวมแล้วสิ่งจูงใจภายนอกมีความสำคัญมากกว่าสิ่งจูงใจภายในซึ่งขัดแย้งกับงานวิจัยอื่นที่อยู่ใน บทบาททวนวรรณกรรม นอกจากนี้สามารถสรุปได้ว่า พนักงานแต่ละคน มีความต้องการที่ต่างกัน และองค์กรควรศึกษาและเข้าใจความต้องการของพนักงาน เพื่อที่จะสร้างแรงจูงใจ และ ความผูกพันของพนักงานต่อองค์กรอย่างมีประสิทธิภาพ ซึ่งเป็นประโยชน์ต่อองค์กร

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LIST OF ABBREVIATIONS

Career Opportunities	CO
Colleagues	COL
Learning opportunities	LO
Manager or Supervisor	MAN
Pay and Benefits	PAB
Recognition	REC
Work Life Balance	WLB
Work itself	WORK

CHAPTER I

INTRODUCTION

The first chapter provides information about background of the study, statement of the problems, importance of the study, objectives of the study, limitations, scope and benefits of the study.

1.1 Background of the Study

Nowadays human resource is one of the most important assets for companies. The changing nature of work, which can be differently named as: fast pace of change, intense pressure, constant deadlines, changing demographics, advance technology development, and virtual workplace, has impacted people management (Shankar and Bhatnagar, 2010; Gajdzik, 2013). This includes the external factors, like demands from the market and economic condition, as well. Every company needs employees that have talent and skills which can help them to improve and enhance the organization in term of performance, financial conditions, growth of business, and competitiveness. They want these employees to stay with the organizations as well (Abraham, 2012) because without them, organizations cannot build their competitive advantage through the simple main sources of achievement, including economy of scales, regulated markets, financial resources access, and technology (Hicks et al., 2014). However, it is not easy to get the employees to stay working with the organizations because there must be factors that influence employees on selecting the workplace and make them satisfied with their workplace.

For employees, they want companies to serve their needs in order to create satisfaction, motivation, environment, rewards, opportunities, and so forth. To engage these employees, many companies try to provide some facilities, promotion, rewards, and welfare. Human-resource departments have to come up with the practices that can create engagement (Kular et al., 2008). However, every company is different in its

cultures, environment, management, policy, human resource management strategy that can influence on engaging their employees, creating motivation, and building reputations for the company, so many companies try to achieve employee engagement in their own way. For example, Google offers a swimming pool, a beach volleyball, and a rock-climbing wall (Tapscott, 2009), whereas KPMG gives 5 weeks off to its first year employees (Twenge et al., 2010).

In every company, there is some employee diversity, like age, gender, race, and background. Actually, each of them must have different belief, ideas, passion, ambition, attitudes, behavior, needs and perspectives. This means organizations have to understand this point and apply the offer that matches with their needs because once diverse needs, interests, and values are met, individual employee engagement will increase (Schullery, 2013). Once an organization can achieve employee engagement, the following will be improved employee retention, job satisfaction, trust, performance, commitment, recruitment, innovation (Gallup, 2005; Kapoor and Meacham, 2012).

In order to understand factors that have effect on employee engagement, this research analyzes what are the factors that can be found in workplaces which make employees satisfied and dissatisfied by applying with theories.

1.2 Statement of the problems

Many companies have problems about turnover rate because they cannot engage their employee as many people change job very often, especially Generation Y employees that have average duration for 2-3 years before changing to new jobs (Canberra Times, 2006, p.1). Employee behavior in workplace is influenced by factors, such as: age, cultural heritage, upbringing, and societal value (Moorhead and Griffin, 2004). If any workplace does not serve what its employees need, they will become disengaged employees. Several journals show that in organizations, there are more disengaged employees than engaged employees. Disengaged employees may have many problems; for example: sick leave, poor staff retention, medication errors and psychological ill (Griffin, 2004; Longo 2007), lack of motivation, stress, job dissatisfaction, low job performance. Moreover, their behaviors, such as: hating commitment, distrusting others, resisting and blaming others, can create disadvantage to companies (Hicks

et al., 2014). It is really hard to retain disengaged employees because if they just intend to leave, then there will be a high chance for them to leave in the future (Tett and Meyer, 1993). When those employees quit their jobs and find another job instead, it causes the negative impact on organizations; such as, loss of productivity, recruit cost, training cost, and organization reputation, and so far. (Firth et al, 2004).

The problems about engagement seem to be serious and there is an evidence to support this point when Blessing White Inc., (2011), the well-known global consulting firm providing consulting, processes, tools and training, did the research about engaged employees around the world. The research shows that there are only 31% of engaged employees out of all the employees. Blessing White Inc. (2011) also provided the information of engaged employees in different countries. Moreover, Gallup (2013) the American well-known consulting firm also did the research about engagement by collecting data from 73752 participants among 141 countries. The comparison of the result about percentage of engaged employees in some areas between Blessing White Inc. and Gallup is shown in the table below.

Table 1.1: Percentage of the engaged employees in some areas (Blessing White Inc., 2011; Gallup, 2013)

Area	Percentage of engaged employee by Blessing White (2011)	Percentage of engaged employee by Gallup (2013)
India	37%	7 - 11%
China	17%	4 - 8%
Australia	36%	21 - 27 %
Southeast Asia	26%	12 %
Thailand	12%	12-16 %

The difference of percentage in each countries or regions is caused by the different cultures, for example: development in career path, challenging, and opportunities to do the work that they like are the most significant drivers for Indian managers (Blessing White Inc., 2011). The information in the table shows that although the percentage of engagement in each area is different due to the different

surveying process, the percentage of engaged employees in each area is less low which means that there are a high number of disengaged employees around the world.

1.3 Significance of the Study

Many researchers found the consequences of engagement in different ways and it becomes necessary for every company to be conscious of this point because engaged employees can provide many benefits to their companies. To start with, they will have the following conditions: high productivity, better performance, high flexibility, passion on the job, healthy physical condition, healthy mental condition and ability to share engagement to colleagues (Bakker et al, 2008; Gajdzik, 2013). As the result, they focus on their task in order to make it accomplished. In other words, they invest high level of their effort in work and that behavior is called 'organizational citizenship behavior' (Rich et al., 2010). This behavior can provide the benefits to companies in term of good quality of product or services, new innovation, cost leadership, profit, financial result, employee loyalty, customer satisfaction, competitive advantage, advocacy, customer loyalty, sales volume, and market share (Bakker et al., 2008, p.188; Cook, 2008; Paradise, 2008; Kumar and Sia, 2012; Schullery, 2013). Actually, every organization wants their employees to have good performance, flexibility, ability to get along with team members, creative ideas, and so far in order to gain the competitive advantages (Gajdzik, 2013).

Especially, in term of turnover, the company can retain and attract employees if they achieve employee engagement (Harter et al., 2002). For example, employees who have satisfaction will have a positive behavior, high performance, high commitment, and low absenteeism. Moreover, when employees would like to work happily in any workplace, they will cause positive effect on that organization (Yang et. al, 2011). Moreover, retention helps company to save the cost from turnover and recruitment process by having many engaged employees (Kular et al., 2008) because they will be loyal to their company as they do not think about working at other organizations (Halbesleben, 2008).

There are many positive consequences of engagement and the following table is the summary from the result found by researchers on benefits of archive engagement.

There is the statistic data supporting that engagement is very important for companies. This data is the study from ASTD which shows the opinions of the companies about the importance of engagement. More than 80 % of the data shows that engagement is important significantly.

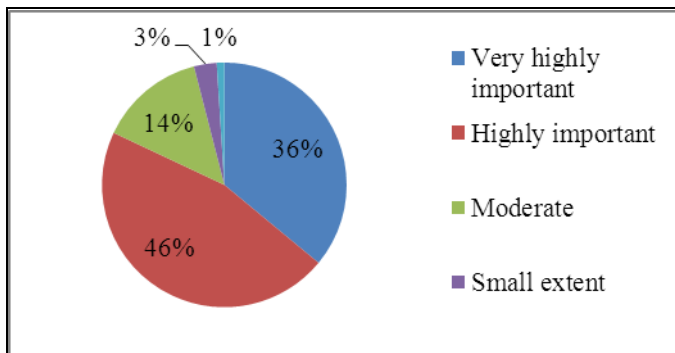


Figure 1.1: The important of engagement in organization (ASTD Employee Engagement Study)

Therefore, it seems to be important to find out the factors that have relationship with employee engagement in order to understand their needs and find the strategy for retaining them with the companies.

This research creates the conceptual framework to analyze engagement factors in the reviews on Glassdoor.com, which is the well-known website that employees can search for the jobs and share their information about jobs in their workplaces. This website allows employees to provide feedback about their companies in both positive and negative sides which promote transparency. It can help employees to find information that have impact on their decision and also help companies to find strategies to improve reputation based on employees' feedback as well. The following table shows some statistics done by Glassdoor.com which reflects how important of this website for both employees and companies.

Table 1.3: HR and Recruiting Statistic from Glassdoor.com (Glassdoor.com, 2015)

Statistic	Percentage
Job seekers say that it's important to work for a company that embraces transparency	96%
Job seekers say that ratings and reviews from those on the inside are influential when deciding where to work	78%
Glassdoor members agree their perception of a company improves after seeing an employer respond to a review	69%
Consumers trust reviews more when they see both good and bad reviews	68%

In order to find the answer of this research question, which is “What are the engagement factors that influence employee engagement from employees’ voice on Glassdoor.com?”, this research focuses on the 10 leading companies to work for. These companies are the 10 companies which are voted as the best places to work for in 2015 on Glassdoor.com and they are also ranked in the top 50 companies as the best places to work for in 2013 and 2014. The ranking is identified by the rating of the companies rated by their employees. Moreover, these companies are multinational companies and 5 out of 10 companies are located in Thailand. It means policies and cultures of their headquarters may be inherited to their branch companies in other countries as well. This study can provide examples of good practices to other companies.

1.4 Objectives of the Study

1. To investigate engagement factors that influence engagement in the 10 leading companies to work for on Glassdoor.com.
2. To analyze the critical details that have influences on employee engagement from Glassdoor.com.
3. Explore the relationship between employee engagement and employees’ opinions about their work places on Glassdoor.com
4. To provide recommendations for the organizations wishing to be known as ‘the Best Places to Work for’ on how to engage the employees.

1.5 Scope of the Study

The study focuses on the factors that have influence on employee engagement. The collected data is user-generated content (UGC). Normally, it is the content that is created when an individual wants to share their self-expression, or any individuals or groups want to share their knowledge (Krishnamurthy and Dou, 2008). This content is interesting because it motivates other employees to express their opinions. Moreover, the collected data is the secondary data which can save time and cost, as well. The researcher gathers the information from the employees who posted their reviews about the factors that can make them satisfied and dissatisfied in their companies. However, this study focuses only on the positive reviews that were given by the reviewers due to time and resource limitation. The target sampling focuses on the 10 companies that are the best places to work for in 2015 and these companies must be also ranked in the top 50 best places to work for in 2013 and 2014 on Glassdoor.com.

1.6 Keywords

Engagement, User-generated content, Employee, Glassdoor.com

1.7 Benefits of the Study

The researcher hopes that the research will help the organizations, academics, society and practitioners to have a better understanding of factors that have influence on engagement. This will present the important factors of engagement which can help workplaces to find the solutions to engaging their employees. Moreover, the findings of this study can be applied as the case study of human resource management which can be the reference for the further researches.

CHAPTER II

LITERATURE REVIEW

This chapter provides the definitions of different aspects and the explanations of different models related to engagement. The purpose is to build an understanding of the conceptual framework used in this study. This chapter consists of five parts. The first part provides various definitions of engagement. The second part focuses on the review of literature on framework related to engagement. The third part provides the information of studies which looks into the factors related to engagement. The fourth part indicates the conceptual framework of this study. Finally, the last one provides the review of literature on the proposed conceptual framework and the operational definitions of the study.

2.1 Defining Engagement

Nowadays one of the main issues in organizations is how to engage employees since they are the important human resources in organizations that help organizations to achieve the goals. It is necessary for organizations to understand the drivers and the threats that influence on engagement in order to achieve the benefits of employee engagement.

There are many meanings for engagement that researchers defined and the word ‘engagement’ can also be defined differently in various countries. For example in England, USA, and India the researchers may not define it in the same way (Kular et al., 2008).

First of all, Engagement can be defined as ‘positive fulfilling and work related of mind’ (Schaufeli et al., 2002, p.465). Truss et al. (2006) described that engagement is about creating something like environment and opportunities to employees so that they can work efficiently and can get along well with other people

in their organizations. Engagement is the positive relationship with the sense of meaning, competence, and impact (Macey and Schneider, 2008).

There are some researches describing the characteristics of engagement that engagement can be characterized by vigor, dedication, and absorption (Schaufeli and Bakker, 2004, p.265). Later there were some more details of the requirements of vigor, dedication, and absorption. First of all, high energy and mental resilience are the requirements of vigor (Bakker, 2011). We can see one example of vigor in the company when its employees love to work for many hours and they feel full of energy when they work (Karatepe et al., 2010). Next, strong involvement and reward for employees who have a sense of significance, enthusiasm, and challenge are the requirements for dedication (Bakker, 2011). The example of dedication is the situation when employees are inspired by their job, feel that their job is very challenging, and proud of everything they do at their workplaces (Karatepe et al., 2010). Finally, the word 'absorption' is the feeling happening when people are happily engrossed in their work (Bakker, 2011). We can see the example of absorption when the employees feel happy while they are working, feel fascinated in work, and do not care about the passing time, so mostly they will feel that time passes very fast during their work hours (Karatepe et al., 2010). Among these 3 dimensions of engagement, vigor and dedication seem to be the most important characteristics of engagement (Gonzalez et al., 2006); Later there are some studies that support partially when Siddiqi (2013) found that the strongest dimension of the engagement is dedication followed by vigor and absorption.

Whereas Kahn (1990) defined the word 'engagement' as "the harnessing of organization members' selves to their work roles" because in engagement the employed people express themselves physically, cognitively, and emotionally during their performance role. The belief in their organizations, leaders and working conditions can be considered as the cognitive concerns, whereas the feeling on belief about organizations, leaders and working conditions can be called as the emotional concerns. The physical energies exerted by individuals to accomplish their roles are regarded as the physical concern (Kahn, 1990). Moreover, Kahn (1990) also found that the engagement also relates to meaningfulness, safety, and availability as they are the conditions to indicate the engagement. Meaningfulness is about when employees

consider whether that value of work will reflect to their ideals of individual or not (Rothmann and Rothmann Jr., 2010). Safety is about feeling safe to their status without fear of negative things (Rothmann and Rothmann Jr., 2010). Availability is about when employees consider whether their work conditions can support engagement or not and those conditions are physical, emotional, and psychological (Rothmann and Rothmann Jr., 2010). Each condition has its own predictors. To start with, meaningfulness has positive relationship with the job enrichment and the suitable role as they are predictors of meaningfulness. In the same way, safety has positive relationship with supervisor relations and colleague relations whereas it has negative relationship with self-consciousness and adherence to colleague norm. Availability has positive relationship with resource and has negative relationship with outside activities.

There was a simple definition of engagement as well. For example, engagement can be defined as passion for work that can help employees to get along well with their colleagues and organizations where employees are motivated and satisfied so they really connect to their colleagues, workplaces, and jobs (Truss et al., 2006) while Ashforth and Humphrey (1995) defined the simple concept of engagement as three parts of the employee's body which work with high performance. Three parts of the body are hands, head, and heart. The word 'hands' means 'they put effort on perform their task', the word 'head' means 'they think about the new ideas and think positively to their work', and 'heart' means 'they have good feeling with their organization'. Ghadi et al (2010) defined that engagement can be characterized by energy involvement and positive interaction in the workplace. It also can be viewed as the degree that has effects on factors, like productivities, satisfaction on job, new ideas, retention, loyalty, and turnover when investigate the relationship between engagement and consequences (Harter, et al., 2002).

In organizations, there are 3 types of employees: engaged employees, disengaged employees, and highly disengaged employees (Kapoor and Meachem, 2012). Some researchers found that engaged employees are the employees who are more likely to work harder and put more effort for organizations, so they will have great level of productivity (Macey et al., 2009) whereas the disengaged employees will take sick leave more often than the engaged employees and they cannot improve

customer satisfaction, product quality, job performance. Moreover, they will not be loyal to organizations; as the result, they have higher turnover rate than the engaged employees (Kapoor and Meachem, 2012).

These show that the engagement has positive relationship with employee retention, product quality, achievement, organization loyalty, and satisfaction and once if any organization can achieve their employee engagement, the following will be improved employee retention, job satisfaction, trust, performance, commitment, recruitment, innovation (Gallup, 2005; Kapoor and Maecham, 2012).

According to the framework from the study of Kapoor and Meachem (2012) there are several ways that organizations can achieve the employee engagement; for example: putting the right man to the right job, offering awards, recognition, facilities, activities, and work life balance. It seems that employee engagement depends on the factors like people, work, opportunities, quality of life, company practices, and total rewards. Those factors need to be investigated in details about how they can influence on engagement and what the consequences of the engagement will be.

2.2 Review of Literature on Framework Related to Engagement

2.2.1 Scarf Model

The Scarf model has 5 domains, which are status, certainty, autonomy, relatedness, and fairness. According to Rock (2008) these 5 domains have relationship on engagement and the relationship can be either positive or negative depending on individuals. The benefit of using Scarf framework is that it can be easily implemented and can reduce negative cultures within the organization (Braithwaite et al, 2007; Lindy and Schaefer, 2010).

Elements of Scarf Model	Typical Emphasis
Status	Status can be the position that employees are recognized by others in their workplace so that employees feel valued.
Certainty	Employee expectations, which can generate a sense of reward, can be met by creating the certainty
Autonomy	Employee voice can be involved in the decision making process which mean they can share and discuss their ideas in order to come up with process for improve the organization.
Relatedness	Relation to colleagues and managers for example how employee trust their colleagues and managers and this can be improved by creating employee fairness, activities, and so forth. All employees are treated fairly and gossiping about staff is not tolerated. Monthly activities that create a sense of belonging could be implemented here
Fairness	Employee can feel fairness by encouraging transparency and this can be done in many ways for example open-management style.

Figure 2.1: Scarf: A brain-based model for collaborating with and influencing others

Source: Rock (2008)

2.2.2 Maslow's Hierarchy of Needs

Maslow hierarchy of needs can be applied to study employee's needs because each level of this hierarchy shows the needs that can motivate employees (Kapoor and Maecham, 2012).

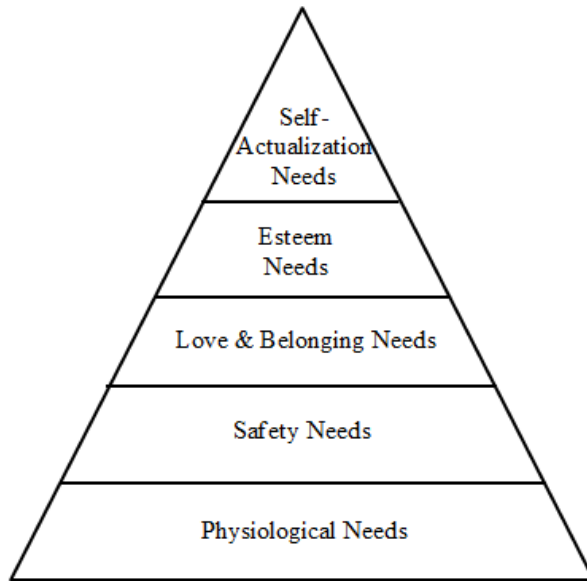


Figure 2.2: Maslows's hierarchy of needs

Source: Maslow (1943)

Human needs can be sorted in hierarchy of importance and once they are satisfied, their needs motivation will occur (Griffin, 1990). In Maslow's hierarchy of needs, model needs are classified into 5 levels of needs: physiological needs, safety needs, love and belonging needs, self-Esteem needs, and self-actualization needs (Maslow, 1943).

Start with the first level of hierarchy, the physiological needs can be things like food, air, water, sex, sleep, homeostasis, and excretion (Pulasinghage, 2010). There are many appearances of these needs in the reality; for example, in the organization views, many companies try to serve their employees with physiological needs by providing welfare, like wages, work environment, ambience, and so forth (Griffin, 1990).

The next level, safety needs can be classified into orders, laws, limit and stability, and protection from physical and emotional suffering, according to previous research (Griffin, 1990 ;Pulasinghage, 2010). There are many appearances for safety needs in real life; for instance, in the organization view, companies offer job continuity, grievance system, retirement package, and insurance to make their

employees feel that they have job safety, health safety, and financial safety (Griffin, 1990).

The third level of hierarchy, love and belonging need occur when humans want to seek for social needs, which can be love, relationship, friendship, family, belonging, social acceptability, and so forth. (Oleson, 2004 ;Čížek, 2012). For example, in family view, people want love from other members in their home or even in organization view, team awareness, workgroup and acceptance from their colleagues will be things that every employee wants (Griffin, 1990).

On the next level of hierarchy, esteem needs that will be occurred once the first 3 levels of needs are fulfilled. Esteem needs become significant when people want to be respected or accepted by members of social groups that they have already been the members, such as families, colleagues, friends, and so forth. (Oleson, 2004). In the reality job title, rewards, promotion, status, self-esteem, dominance, and responsibility may be things that many employees want because these can make them to be accepted and respected by others (Oleson, 2004 ;Čížek, 2012).

The fifth level and the highest level of hierarchy, self-actualization needs occur when all of the needs below this level have been already fulfilled and can represent the significant archive for individual person as well (Oleson, 2004). There are many appearances of self-actualization needs in real life; for example, company's decision making, opportunity for personal development, and growth chance. These are the things that some employees want to achieve and they can be defined as the self-actualizations needs (Oleson, 2004 ; Čížek, 2012).

Therefore, within this model there are 5 levels of needs starting from physiological needs, safety needs, love and belonging needs, esteem needs, and self-actualization needs. For this model, there is a condition that all of the needs before that level must be fulfilled before shifting to that level. For example, in order to make esteem needs occur, physiological needs, safety needs, and love and belonging needs must be met.

2.2.3 Aon Hewitt's Engagement Model

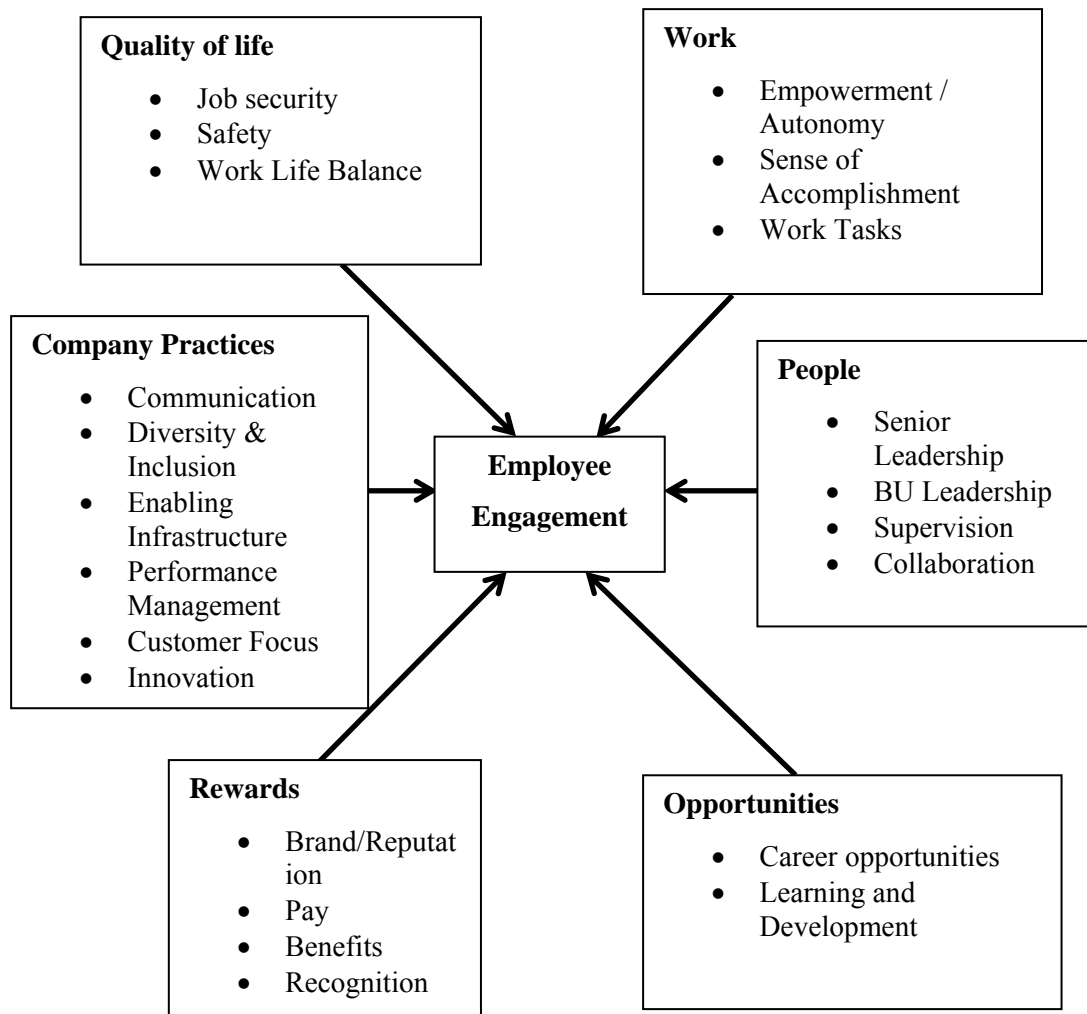


Figure 2.3: Aon Hewitt Engagement Model

Source: Aon Hewitt (2013)

In 2011 Aon Hewitt studied on drivers of engagement by focusing on the work experience indicators and those drivers were separated into 6 dimensions. There are quality of life, work, people, opportunities, rewards, and company practices. First of all, Quality of life dimension consists of work life balance and physical work environment. Next, work dimension consists of work activities, sense of accomplishment, resources, and process. Third, senior leadership, manager, colleagues, valuing people, and customers are grouped together in people dimension. Opportunities dimension consists of career opportunities and learning opportunities whereas rewards dimension consists of pay, benefits, and recognition. Finally,

company practices dimension which consists of policies and practices, performance management, brand alignment, company reputation, and diversity.

Later in 2013 Aon Hewitt’s model was changed; however, all factors were still based on 6 dimensions. First dimension in this model, quality of life consists of work life balance, safety, and job security. Next, work consists of empowerment/ autonomy, sense of accomplishment, and work tasks. Third, senior leadership, BU leadership, supervision, and collaboration are grouped together in people dimension. Next, rewards dimension consists of brand/reputation, pay, benefits, and recognition, whereas company practices dimension which consists of communication, diversity and inclusion, enabling infrastructure, performance engagement, customer focus, and innovation. However, there are the same factors as previous version of model in the opportunities dimension.

2.2.4 Herzberg Motivators and Hygiene Factors

Motivators	Hygiene
Work itself	Organization policy and administration
Responsibility	Supervision
Achievement	Working conditions
Recognition	Interpersonal relations
Growth	Salary
	Status
	Job security
	Personal life

Figure 2.4: Herzberg motivators and hygiene factors

Source: Herzberg (1968)

This model separates engagement factors into 2 groups and there are motivator factors and hygiene factors. According to Herzberg (1968) motivators factors are factors that have potential to satisfy the job whereas hygiene factors are factors that may lead into job dissatisfaction. Motivators can be work itself,

responsibility, achievement, recognition, growth while hygiene factors can be organization policy and administration, supervision, working conditions, interpersonal relations, salary, status, job security, and personal life.

2.3 Other Studies Which Looks into Factors Related to Engagement

In the following literature review, it can be observed that researchers who studied about employee engagement in Thailand mostly used questionnaires as tool for data collection. However, this research aims to study employee engagement by applying user-generated content concept in data collection and data analysis processes which is different from previous researches. Collected data consisted of employees' reviews from 10 multinational companies that are listed as best places to work in 2015 on Glassdoor.com. Moreover, 5 of them are also located in Thailand which means policies and cultures of their headquarters may be inherited to their branch companies. Thus, this study can provide useful information about employee engagement which may be good practices for Thai companies as well.

2.3.1 Thai Literature Review

Dechawattanapaisarn (2009) studied on the factors that have effect on motivation of Baby boomer, Generation X, and Generation Y. Data was collected from 203 participants in Bangkok via questionnaire which was developed after applying Repertory Grid technique. In this research, 101 out of 203 participants were Generation Y graduate students whereas 102 out of 203 participants were Baby boomer and Generation X executive from private companies. The result showed that salary, work challenge, workplace location, and working hours are the factors that can make Generation Y participants more satisfied than Generation X and Baby boomer participants.

Napompech (2011) studied on employee satisfaction with their welfare in both German companies and Japanese companies in Thailand. Data was collected via questionnaires from 90 employees. Collected data of 45 employees were from German companies and other half were from Japanese companies, both were analyzed and measured by applying Likert scale and 5-point scale. The result showed that the

employees that work in German companies are satisfied with more aspects of welfare than those work in Japanese companies. However, employees from both German companies and Japanese companies feel that income aspects and leave aspects of welfare are important. Income aspects can be annual bonus and profit sharing whereas leave aspects can be annual leave, errand leave, sick leave, and maternity leave.

Jinapant and Saratun (2014) studied on the factors that have effects on 3 dimensions of employee engagement which are personnel engagement, job engagement, and organization engagement. The factors that were focused on are feedback from supervisor, job resources, job characteristics, support from supervisor, support from colleagues, leadership, reward and recognition, procedural justice, and organizational support. They collected data from 2,065 employees from Faculty of Medicine in one university of Thailand through survey during data collection process. Collected data was analyzed by using multiple linear regressions which is quantitative method. The result showed that the most important factors for job and personnel engagements are job characteristics whereas the factor which is the most important for organization engagement is reward and recognition.

Sirisunhirun and Dhirathiti (2015) studied on the factors relating to job characteristics, such as task significance, career development, co-worker commitment, feedback from supervisor, organizational benefits, and organizational structure and the factors relating to happy workplace, such as happy body, happy brain, happy heart, happy soul, happy family, happy society, happy finances, and happy relaxation. Data was collected from 160 staffs at Faculty of Social Sciences and Humanities at Mahidol University via questionnaire. Data was analyzed by using basic statistic and advanced statistic. They found that feedback from supervisor, task significance, co-worker commitment, organizational structure, happy brain, and happy soul are all the factors that have effects on engagement.

2.3.2 Foreign Literature Review

SHRM(2012) studied on the relationship between factors that influence on engagement and relationship between factors that make employees satisfied with their job.

Table 2.1: Ranking of the factors that influence on engagement ordered by percentage of satisfaction (SHRM, 2012)

Factors	Ranking
Relationship with co-workers	1
Work	2
Opportunities to use skills and abilities	3
Relationship with supervisor	4
Contribution of work to organization goals	5
Meaningful job	6
Autonomy and independence	7
Variety of work	8
Organization's financial stability	9
Organization culture	10
Recognition of performance from management	11
Job training	12
Organization CSR program	13
Networking	14
Development in career path	15
Growth in career path	16

Table 2.2: Ranking of the factors which influence on job satisfaction ordered by percentage of satisfaction (SHRM, 2012)

Factors	Ranking
Job security	1
Opportunities to use skills and abilities	2
Organization's financial stability	3
Relationship with supervisor	4
Compensation and pay	5
Communication between employees and senior management	6
Benefits	7
Work	8
Autonomy and independence	9
Recognition of performance from management	10
Safety in work environment	11
Organization culture	12
Work life balance	13
Relationship with co-workers	14

Subramoniam (2013) did the experiment in order to find out ranking of the factors that drive employees. 8 factors which were investigated are fairness, recognition, growth, meaningful work, autonomy, collaboration, connectedness with colleagues and connectedness with leaders. The result shows in the following table:

Table 2.3: Ranking of the drivers in public sector banks (Subramoniam, 2013)

Rank	Factors	Definitions
1	Fairness	Employees receive equitable benefit and resources. Every member also acts in an ethical manner (Subramoniam, 2013).
2	Recognition	Colleagues and their leaders inspire all employees with the praise or they stimulate them with monetary compensation for their success (Subramoniam, 2013).
3	Connectedness with colleagues	Employees perceive an environment that colleagues and other members create trust and make an effort to interpersonally connect with employees (Subramoniam, 2013).
4	Growth	Employees perceive the environment that they gain the career advancements and they have chances to learn many types of skills, which lead to career growth (Subramoniam, 2013).
5	Collaboration	Employees understand the company's culture and environment, which enhance the cooperation between organizational members (Subramoniam, 2013).
6	Meaningful work	Employees are proud of their individual actions that they enhance and support the company for serving their customers. They also perceive working purposes and worth via the products and service (Subramoniam, 2013).
7	Autonomy	Employees have freedom in making decisions and the organizational environment supports them to make decisions, such as training and equipment (Subramoniam, 2013).
8	Connectedness with leaders	Employees perceive an environment that the leaders create trust and make an effort to interpersonally connect with employees (Subramoniam, 2013).

Bhaskar and Mishra (2014) studied about the impact of factors from organization learning on engagement. Those factors are continuous learning opportunities, empowerment, promoting inquiry and dialogue, strategic leadership, collaboration and teamwork, and connection to organization environment. They found that the connection to organization environment and empowerment are the most significant factors. This means that the employees want their organization to have power to think of new ideas, have power to make decisions based on their thought, and be able to get along well with the environment.

Hicks et al. (2014) studied on the factors that can drive engagement and he ranked the significant factors as shown in the following table:

Table 2.4: Ranking of driver in retail travel organization (Hicks et al., 2014)

Rank	Factor	Description
1	Continuation	Employees' desire to continue working with the company reinforced by the experience of positive work challenges and access to a career path, which fulfills individual's objective and desires (Hicks et al., 2014).
2	Senior leadership	The person-centered organization's leadership that concerns and takes care of their employees, considers their opinions and believes in their ability for proceeding the organizations (Hicks et al., 2014).
3	Reward	A fair and appropriate level of pay that is given to all employees to stimulate and inspire them for supporting the organization's objectives (Hicks et al., 2014).
4	Empowerment	Providing trust to employees and let them have power to make decision on their work (Hicks et al., 2014).
5	Customer focus	The organization's support for serving high-quality consumer service which is evident in its platform, strategy, resources and communication (Hicks et al., 2014).
5	Work demand	A proper and sustainable workload that allows for a suitable balance between work responsibilities and individual commitments (Hicks et al., 2014).
6	Work support	Adequate and continuing promotion through coaching for team members, which supports and enhances all employees' and company's success (Hicks et al., 2014).
7	Team leadership	The person-centered team leadership, which is basically collaborative, that he or she receives the employees' inputs while giving the sufficient and beneficial feedback, guidance and training to the team members for their work's success (Hicks et al., 2014).

From the different ranking and factors of both researches by SHRM(2012), Abraham (2012) conducted the research in order to find the linkage between job satisfaction and engagement because there is similarity of factors in both tables; for example, relationship with co-workers, work, recognition, and so forth. The result of this study showed that there is a linkage between job satisfaction and engagement and job satisfaction has the role as an antecedent. Since job satisfaction is the antecedent of engagement, so the factors that have the influence on job satisfaction like benefits, cooperation, fair treatment, company policies, teamwork, job, recognition, and performance management system also seem to be able to improve engagement as well (Abraham, 2012)

2.4 Conceptual Framework of the Study

Conceptual framework of this study is created based on the adaption of the factors that have been studied by previous researchers and the model or theory of previous researches that have also been reviewed in this chapter. This topic consists of 2 main parts. The first part is the summary of studies about factors which are used to construct of conceptual framework and the short review of each study. The next part is the conceptual framework and the operational definitions of each factor.

2.4.1 Summary of studies about factors

There are many researchers studying about factors that influence on engagement and the following table is the summary of the factors that some researchers studied on their relationship with engagement. Most of the researches have been retrieved from EBSCO database which is a reliable source and one of them has been retrieved from Aon website which is a well-known consulting firm for human capital and management.

Table 2.5: Summary of factors of previous researches

Factors	Herzberg (1968)	Montana and Petit (2008)	Joshi and Sodhi (2011)	Abraham (2012)	Subramoniam (2013)	Aon Hewitt (2014)	Hicks et al. (2014)
Company Reputation						/	
Health and Safety			/			/	
Customers / Customer Focus						/	/
Work itself	/	/	/	/	/	/	
Responsibility	/						
Job Security	/	/	/				
Work Life Balance / Work Demand	/	/	/			/	/
Resources						/	
Empowerment / Autonomy Choice					/	/	/
Pay / Benefits	/	/	/	/		/	/
Physical Work Environment						/	
Teamwork / Team leadership		/	/	/	/		/
Manager / Supervisor	/	/			/	/	
Learning and Development / Training	/	/	/		/	/	
HR Practices			/			/	
Brand Alignment						/	
Communication			/			/	
Organization Culture	/		/	/			
Diversity						/	
Valuing People						/	
Feedback				/			
Colleagues	/	/	/		/	/	
Sense of Accomplishment						/	
Recognition	/	/	/	/	/	/	
Managing Performance				/		/	
Senior Leadership	/	/			/	/	/
Career Opportunities	/	/	/		/	/	
Innovation						/	
Fairness		/			/		
Continuation							/
BU Division Leadership						/	

There are 7 authors who studied on engagement factors. The researchers selected the factors from the previous studies as follows:

Herzberg (1968) studied on the factors affecting job attitude and job development and he classified those factors into 2 groups which are hygiene factors and motivation factors. Motivation factors, or motivators, can be work itself, responsibility, achievement, recognition, growth while hygiene factors can be organization policy and administration, supervision, working conditions, interpersonal relations, salary, status, job security, and personal life.

Montana and Petit (2008) studied on the motivators in the workplace for generation X and generation Y employees. Data was collected by using Work Motivation Checklist that was developed by Gordon Lippitt (1970). In this checklist, there are 25 statements about motivators and each participant had to select only 6 out of 25. The participants were 200 generation X students and 200 generation Y students from various business schools. The result showed that for generation X employees their significant motivators can be ranked as the following: being respected by others, pay, chance for promotion, opportunity to do the interesting work, feeling that job is important, and opportunity for self-development and improvement, whereas for generation Y employees their significant motivators were ranked as the following: being respected by others, good pay, get along with others on job, chance for promotion, opportunity to do interesting work, and opportunity for self-development and improvement.

Joshi and Sodhi (2011) studied on the drivers of employee engagement in Indian organizations. Data was collected from 39,500 employees in 8 organizations in India by interviewing, using questionnaire, and discussing with the focused groups. Data analysis was done in a quantitative way because its mean score was used to measure and create ranking of the factors. The result showed ranking of the factors that are ranked statistically based on their mean. The factors are ranked respectively as the following : safety and security, job satisfaction/involvement, organization commitment, job content, team orientation/teamwork, communication system, mutual trust, work life balance, top management and employee relations/perceptions of top management, organization vision/mission/value/ethic, HR practices, interpersonal relations, management system, monetary benefits, welfare facility, training

development, discipline, recognition, objectivity and rationality, industrial relations, future growth, career advancement, working together, and grievance handling.

Abraham (2012) studied on the relationship between the factors that can lead to job satisfactions and employee engagement. Those factors are: job itself, benefits, cooperation, annual performance feedback, recognition, team, and company practices. The experiment of this study revealed that those factors enhanced employee engagement. Data was collected by using the systematic sampling technique to pick the 30 out of 120 employees in a private insurance company and collected data from the questionnaire. In data analysis processes, correlation analysis and regression analysis were done in order to find the relationship between job satisfaction and employee engagement. The result showed that job satisfaction related to employee engagement and the variables like benefits, the cooperation, job itself, team, company practices, annual performance feedback, and recognition all had linkage with engagement as well.

Subramoniam (2013) studied on employee passion of the employees in the public bank sectors. Passion is the superior level of engagement. The factors used in measuring the passion are meaningful work, fairness, recognition, connectedness with leaders, connectedness with colleagues, growth, autonomy, and collaboration. Data was collected from 100 participants that consist of 18 officers, 66 awarded staff, and 16 subordinate staff. Data was collected by using questionnaire and retrieved from bank's website, annual reports, and controlling offices. Data analysis was done by measuring the percentage of positive and negative responses from each factor. The result of this experiment shows ranking of the factors based on percentage of positive response and those factors were ranked respectively as the following: fairness, recognition, connectedness with colleagues, growth, collaboration, meaningful work, autonomy, connectedness with leaders.

Aon Hewitt (2014) did the survey on global engagement trends and this survey considers several factors which are organization reputation, safety, diversity, benefits, valuing people/people focus, customers, co-workers, work life balance, work processes, resources, sense of accomplishment, autonomy/choice, work task, pay, recognition, physical work environment, managing performance, senior leadership, learning and development, career opportunities, people/HR practices, customer focus,

brand alignment, innovation, communication, and BU leadership. The result showed that in 2014 the top drivers of employee engagements are ordered as the following: career opportunities, managing performance, organization reputation, pay, communication, innovation, and brand alignment.

Hicks et al. (2014) studied on engagement drivers in a retail travel organization with an international outreach. First of all, they identified the initial themes of factors by collecting the data in 3 methods which were investigating company documents, documenting engagement enhancing events, and interviewing 26 participants who were selected by stratifying and sampling techniques. After identifying the theme, the factors that were used in next steps were senior leadership, team leadership, work demands, continuation, customer focus, work support, rewards, and employee empowerment. These factors had been tested to find their correlation with engagement and the result was shown that these factors correlated positively with engagement. The result was also tested with confirmatory factor analysis in order to confirm their correlation with engagement. The significant factors were ranked by their correlation respectively as the following: continuation, senior leadership, financial reward, empowerment, customer focus and work demands, work support, and team leadership.

Basing on this summary, the researcher chose the factors that at least 4 out of 7 researchers have studied on their relationship with engagement in order to build the model. Among the chosen factors there are 10 factors that are qualified which are work itself, work life balance, pay and benefits, teamwork, manager or supervisor, opportunities for learning and development/training, colleagues, recognition, senior leadership, and career opportunities. However, some of these factors seem to overlap with each other. Senior leadership overlaps with manager because it is the behavior of manager or supervisor who concerns and takes care of their employees, considers their opinions and believes in their ability (Hicks et al., 2014). Teamwork also overlaps with manager because it is another behavior of the manager who has teamwork spirit (Joshi and Sodhi, 2011). Moreover, teamwork overlaps with colleagues because colleagues can support each other by providing information, caring to other employees, giving the feedback and teamwork (Eisenberger et al, 2002; Bakker et al, 2003; Schaufeli and Bakker, 2004; Hakanen et al, 2006; Korunka et al, 2009). From

these, senior leadership and teamwork are merged with manager and teamwork is also merged with colleagues. Moreover, the researcher used the word ‘learning opportunities’ to represent ‘learning and development / training’. So there are 8 factors in this study, which are work itself, work life balance, pay and benefits, manager or supervisor, learning opportunities, colleagues, recognition, and career opportunities.

2.4.2 Conceptual Framework

Researchers applied Aon Hewitt’s model concept in order to group these factors together in each dimension. Since pay and benefits are extrinsic rewards and recognition is an intrinsic reward, these factors are grouped together as ‘Total Rewards’. Manager or supervisor and colleagues are also grouped together as ‘People’. Work itself is grouped as ‘Work’ whereas work life balance is grouped as ‘Quality of Life’. Finally, learning opportunities and career opportunities are grouped together in the name of ‘Opportunity’.

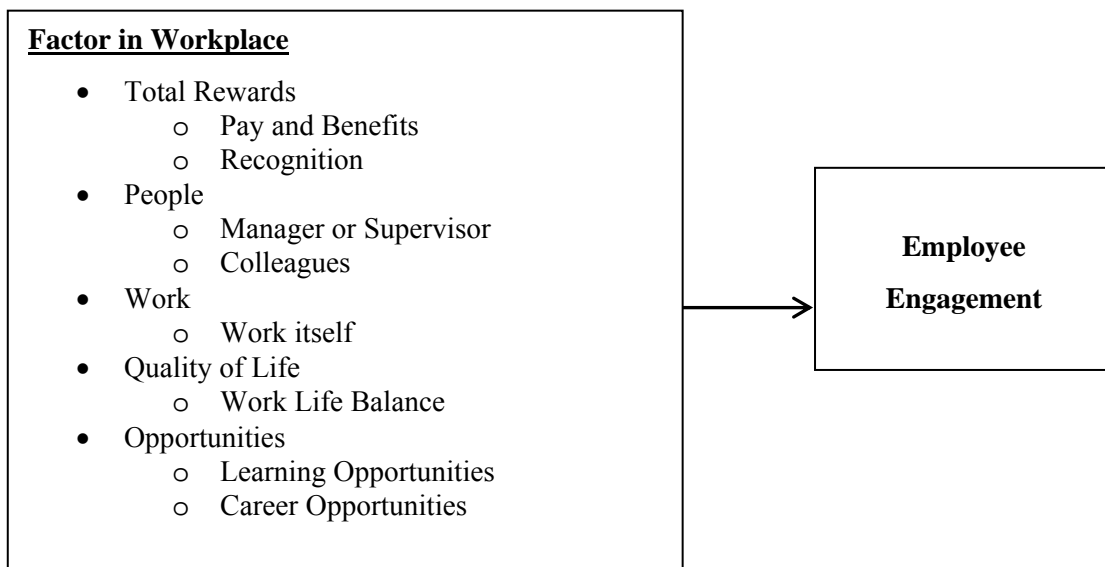


Figure 2.5: Proposed conceptual framework of employee engagement factors

First of all, this research aims to study on the relationship between the engagement factors that can be found in workplaces and the employee engagement. In this framework those factors comprise pay and benefits, recognition, manager or supervisor, colleagues, work itself, work life balance, learning development and training, and career opportunities. This research tries to find the engagement factors that employees need from their organizations. This research also aims to compare the factors that employees review on Glassdoor.com with their recommendation and outlook to their organizations. The definition of each factor is shown in the table of operational definitions below.

Table 2.6: Operational Definitions

Variables	Operational Definitions
Pay and Benefits	In this study, pay can be salary, bonus whereas benefits are welfare, wellness program, amenities, facilities, and so forth.
Recognition	In this study, this factor can be when employees are recognized by other people about their performance, their effort, and their status.
Manager or Supervisor	In this study, this factor concerns about behavior of managers or supervisors and employees' feeling to their managers or supervisors. These include senior leadership, teamwork, care their subordinates, management, mentoring, trust, feedback, coaching, and so on.
Colleagues	In this study, this factor concerns about behavior of colleagues and the feeling of employees to their colleagues. These include mentoring, trust, feedback, teamwork, and something like that.
Work itself	In this study, work concerns about the feeling of employees towards their work, task, and projects. For example, work that allows employees to feel valuable to themselves and other people, challenges and allows them to perform it with their full skills and abilities to it.

Table 2.6: Operational Definitions (cont.)

Variables	Operational Definitions
Work Life Balance	In this study, work-life balance is assumed as the balance between work and other activities in people's daily life, for example: workload, working hours, and working schedule.
Learning Opportunities	In this study, learning development and training is assumed as the learning opportunities or the opportunities for employees to learn new things and to develop their skills and knowledge.
Career Opportunities	In this study, career opportunities can be assumed as the opportunities for growth or advancement, career path, career development, and so on.

2.5 Review of Literature on the Proposed Conceptual Framework

Based on the models, all of the factors are grouped and separated into 5 main topics which are total rewards, people, work, quality of life, and opportunities. The literature reviews for conceptual framework are separated into 5 parts which are following this topic. The five parts of the reviews are about the relationship between total rewards and engagement, the relationship between people and engagement, the relationship between work and engagement, the relationship between quality of life and engagement, and the relationship between opportunities and engagement.

2.5.1 Relationship between Total Rewards and Engagement

There are many researchers studied about the relationship between rewards and employee engagement as rewards are all needed because when employees work for any organization, they make investment and they also want to get the return from their investment in term of intrinsic rewards and extrinsic rewards (Kahn, 1990).

Start with the definition, Total rewards can be defined as the value resulting from employment relationship and the representative of what the organization offers to its employees can also be defined as a reward (Chen and Hsieh, 2006). Total rewards comprise both monetary and non-monetary rewards (Manus, and Graham, 2003). According to De Gieter et al. (2006) total rewards can be classified as

financial rewards, material rewards with indirect monetary value, and psychological rewards. Financial rewards can be pay or salary. Material rewards and psychological rewards can be training, benefits whereas psychological rewards can be recognition. These types of rewards seem to have linkage with the Maslow hierarchy of needs as monetary rewards related to extrinsic rewards that act as the extrinsic motivators whereas non-monetary rewards related to intrinsic rewards that act as the intrinsic motivators.

There is a study found in many workplaces that total rewards are the factors that many organizations use to attract their employees, increase effectiveness, and support good behavior of employees (Heneman and Judge, 2000; Muse et al., 2008). Armstrong and Stephen (2005) found that combining different types of rewards into total rewards can make a greater effect than offering only single rewards, such as pay, or recognition. This finding shows that when an organization combines many kinds of rewards into total rewards, it can improve the employees' serving needs, which means that it can improve employee engagement as well. Later there is another study about monetary rewards and non-monetary rewards. This study wanted to find out which factor is more important to engagement. Peterson and Luthans (2006) studied on relationship between monetary rewards on outcome and turnover rate and relationship between non-monetary rewards on outcome and turnover rate and the result is that monetary rewards have the same significant level compared to each other. However, De Gieter et al. (2008) studied in a nonprofit organization and found that recognition is more important than pay level because it has more impact on turn over intention, job satisfaction, and affective commitment. After that, Scott and McMullen (2010) found that non-monetary rewards have a greater effect than monetary rewards on engagement. These studies show the different results about importance of monetary rewards and non-monetary rewards on engagement. For example, some employees may be satisfied with the organization which offers low pay and low benefits if they have training course and development possibilities (Nyman et al., 2012). These show that the different amount of the importance that each employee gives to monetary rewards and non-monetary rewards depends on each person's needs. However, mostly intrinsic rewards can motivate employees better than extrinsic rewards. For example, providing the reward 'the Best Employee of the Month' or 'an appreciation letter' can

make the employees feel that they are recognized from their effort and this can encourage them to continue better performance (Joshi and Sodhi, 2011).

2.5.2 Relationship between People and Engagement

Relationship between employees and their colleagues is very important for engagement as they will feel the sense of belonging, which is consistent with the third level of Maslow's hierarchy of needs (Kahn, 1990) as it influences on engagement for the intrinsic factors (Sinha, and Trivedi, 2014).

There is an experiment in order to find the relationship of support from co-workers on 3 dimensions of engagement and the result of this study showed that dedication has the strong linkage with co-worker support, vigor has some linkage with co-worker support whereas there is no relationship between co-worker support and absorption (Karatepe et al., 2010). Since vigor, dedication and absorption are the characteristics of engagement, social support seems to have linkage with engagement. There are many researchers studying about the antecedents of engagement and one of them is social support which is defined as the level of helpful interaction from colleagues on the job (Karasek and Therell, 1990). The examples of social support are providing information, caring to employees, giving the feedback, and teamwork (Eisenberger et al, 2002; Bakker et al, 2003; Schaufeli and Bakker, 2004; Hakanen et al, 2006; Korunka et al, 2009).

There are some examples of consequences of social support from many studies that can promote the importance of social support. First of all, teamwork is one of the engagement factors that may engage and disengage employees. For example, the organizations that let their employees have empowerment and good soft skill, work together and create new ideas together, and let the top management and the manager have teamwork spirit can engage their employees more than the organizations that do not have the conditions above (Joshi and Sodhi, 2011). Leadership is also important for promoting engagement because it is the reflection on the leaders' management style. For example, the feedback and the communication style can be perceived by employees (Rich et al., 2010) and the supervisor who shows caring by paying the attention can make employees happy (Kular, et al., 2008). Moreover, there is a study found that support from colleagues has an ability to get employees who have the same

age; as the result, they will have the same work direction and the same goals (Bjarnadottir, 2011) and they can enhance psychological safety as the employees have the confidence to share ideas, show opinions to one another because they do not worry about the negative consequences (Kahn, 1990).

When the importance between the supervisors and the colleagues is compared by considering their impact on engagement, the supervisors seem to be more important factors and there is a piece of evidence from many studies about the strong linkage of supervisor support and engagement. To start with, IRS (2004) found that relationship with supervisor is more important than relationship with colleagues because it has more power on engagement; as the result, it can create more satisfaction and more commitment to employees (IRS, 2004). Support from the supervisor is also the significant predictor of engagement because it has an impact on the employees' retention (Bates, 2004) and it can make employees have positive perception to their workplace. For example, they may view their workplace as the place where they can find chances along the supportive environment (Severinsson, 1996; Othman and Nasurdin, 2012).

2.5.3 Relationship between Work and Engagement

Job is another factor that should be investigated its relationship to engagement. According to Kahn (1990) in the job aspect there can be 3 conditions to consider about their job, which are psychological meaningfulness, psychological safety, and psychological availability. There is a strong relationship between meaningfulness, safety, and availability on engagement (May et al, 2004) and these 3 conditions have predictors. According to Kahn (1990) and May et al (2004) the predictors of meaningfulness are job enrichment and role fit and they have a positive relationship with meaningfulness. The predictors of safety are rewarding colleagues, supportive supervisors, adherence to colleague norms, and self-consciousness. Rewarding colleague and supportive supervisor have positive relationship with safety whereas worker norms and self-consciousness have negative relationship with safety. The predictors of availability are the resources which are the positive predictors and participation outside activities are the negative predictors. So from the relationship between meaningfulness, safety, availability and their engagement it seems that their

predictors can be linked to engagement, as well. For example, if job enrichment has a positive relationship with meaningfulness, then it should have a positive relationship with engagement too.

Engagement in work mainly focuses on the job that is meaningful which means that job can make employees recognize the consistency of their value so they feel that their job is helpful and valuable to themselves and others (Kahn, 1990). Moreover, that job also gives them the chances to perform their job and gain value from it (May et al., 2004). Especially, that job allows employees to learn the new things and feel the stronger involvement in their job.

When employees have the positive feeling with their job, they are satisfied with their job. This feeling is called 'job satisfaction'. The definition of job satisfaction is the feeling of employees about their job based on their own thought and perception (Ellickson M, 2002). Job satisfaction also has the linkage with engagement and according to some studies, it can be viewed as the component or the antecedent of engagement (Maylett and Riboldi, 2008; Tiwari, 2011).

2.5.4 Relationship between Quality Of Life and Engagement

Work life balance can be defined as the balance between work and other activities in people's daily lives, such as: eating, sleeping, playing sport, watching TV, playing games, having time with family, and so forth (Shankar and Bhatnagar, 2010). According to Kossek and Ozeki (1998) work life balance is important for human and it can be felt in many ways depending on each person which means that one person's work life balance perception may not be the exactly same work life balance perception for another (Poelmans et al., 2008; Muna and Mansour, 2009).

Work life balance is important for employees because it influences engagement positively and once employees are engaged, the organization and employees will both gain benefits like employee satisfaction, high productivity, financial performance, flexibility, information, and financial assistance (Perry-Smith and Blum, 2000; Konrad and Mangel, 2000; Lockwood, 2006). These show that work life balance is one of the engagement factors because it has positive relationship with engagement and engagement also has an influence on those benefits mentioned above.

According to Klun(2008) employees are satisfied with the company that provides them flexibility, innovative options, and controls in managing demands for work and family. Friedman and Greenhaus (2000) defined work and families as the enemy to each other, which means that work and family are conflicts in term of their roles. For example, in order to meet customer satisfaction and gain competitive advantage many organizations assign more work to their employees so they have to do more work (Poelmans et al., 2008). This example shows that when people have to do more work, they will spend more time on working and their personal time to do other personal life activities will be decreased. Therefore the problems will occur because people will have less time with their family and their family role will be replaced with the employee role instead. However, the workers who can manage this conflict well enough will not have problems with their family and their work (Klun, 2008).

2.5.5 Relationship between Opportunities and Engagement

Opportunity is one of the factors that may engage and disengage employees. Every employee needs opportunity to do interesting work, and opportunity for self-development and improvement, steady employment, and respect (Montana and Petit, 2008). Opportunities can be classified into learning opportunities and career growth opportunities (Joshi and Sodhi, 2011). Both opportunities are important for both employees and employers due to the globalization that leads higher competitive environment. For the learning opportunities, employees want to learn new things and develop their knowledge so organizations that provide more interesting training courses for their employees can engage their employees better than organizations that do not (Joshi and Sodhi, 2011). For the growth opportunities, employees want the policies that allow growth for the young talent, clear job description, support from manager, and clear career path (Joshi and Sodhi, 2011). These factors influence their decisions to apply for a job at any organizations because every single employee wants the career advancement and high position so it is the important issue that the organization should consider and think of the strategy to engage them.

Although companies have abundance of opportunities for employees, employees may not recognize them because of the unclear communication.

Communication is important in order to create awareness of opportunities to employees (Joshi and Sodhi, 2011).

CHAPTER III

RESEARCH METHODOLOGY

This research is the exploratory research that aims to explore the employees' engagement factors on Glassdoor.com, and to identify the factors which foster or hinder engagement in the 10 companies that are the best places to work for in 2015 from Glassdoor.com and these companies are also ranked in the top 50 best places to work in 2013 and 2014. The purpose of this study is to identify the engagement factors, such as work, people, rewards, opportunities, work life balance, and culture in order to find out practices that employees share their ideas about their companies.

This chapter includes the methods used to collect the data for analysis. It is comprised of 3 parts. First of all, the unit of analysis and the target population that expressed opinions about their jobs on Glassdoor.com are presented. The second part provides the process of the research. The third part provides the data collection and the techniques used in this study.

3.1 Unit of Analysis

This is a qualitative research about the engagement factors in companies that are the 10 companies in Best Places to Work in 2015 and also are Best Places to Work in 2013 and Best Places to Work in 2014 across North America and parts of Europe from Glassdoor.com. Those 10 companies are the first 10 companies that are consistent with the criteria. For example, Google is the first company chosen as the best place to work in 2015 and it is also ranked as the best place to work in 2013 and 2014. Bain & Company is the second company chosen as the best place to work in 2015 and it is also ranked as the best place to work in 2013 and 2014. From these, Google and Bain & Company will be selected. However, the third company in the list of the best place to work in 2015, Nestle Purina Pet Care, does not meet the criteria

because it was not ranked as the best place to work in 2013 and the best place to work in 2014. As the result, this company cannot be selected. The researcher does the same thing with the other companies which are also chosen as the best places to work in 2015 until 10 companies that meet the criteria are found. These 10 companies have 1,000 or more employees and their ranks were determined by the people who know these companies the best and their own employees. Moreover, these companies are ranked in the list of the top 50 Best Places to Work in 2013 and 2014 as well.

The researcher considered an individual level as a unit of analysis. The individual in all 10 companies shared their opinions and expressions about their workplaces and that data was based on engagement factors.

The participants for this research share their expressions through Glassdoor.com so 1 participant from each company gives 1 review. The number of participants in each company is 100 and this research aims to study across 10 companies. Target participants were selected from the company lists as shown in the Table 3.1

Table 3.1: Glassdoor Employees' Choice Awards 2015: Best Place to Work 2015 (Glassdoor.com, 2015)

No.	Company Name	Raking in 2015	Raking in 2014	Ranking in 2013
1	Google	1	8	6
2	Bain & Company	2	1	4
3	Chevron	6	14	13
4	Facebook	13	5	1
5	Qualcomm	14	13	38
6	Southwest Airlines	15	21	12
7	Slalom Consulting	16	15	25
8	Mathworks	19	22	36
9	Apple	22	35	34
10	LinkedIn	23	3	14

Table 3.2: Overview information of target companies (Glassdoor.com, 2015)

Company Name	Company Information	Multinational Company	Located in Thailand
Google	Website : www.google.com Headquarters : Mountain View, CA Size : 10000+ Employees Industry : Information Technology	Yes	Yes
Bain & Company	Website : www.bain.com Headquarters : Boston, MA Size : 5001 to 10000 Employees Industry : Business Services	Yes	Yes
Chevron	Website : www.chevron.com Headquarters : San Ramon, CA Size : 10000+ Employees Industry : Oil, Gas, Energy & Utilities	Yes	Yes
Facebook	Website : www.facebook.com Headquarters : Menlo Park, CA Size : 5001 to 10000 Employees Industry : Information Technology	Yes	Yes
Qualcomm	Website : www.qualcomm.com Headquarters : San Diego, CA Size : 10000+ Employees Industry : Information Technology	Yes	No

Table 3.2: Overview information of target companies (Glassdoor.com, 2015) (cont.)

Company Name	Company Information	Multinational Company	Located in Thailand
Southwest Airlines	Website : www.southwest.com Headquarters : Dallas, TX Size : 10000+ Employees Industry : Travel & Tourism	Yes	No
Slalom Consulting	Website : www.slalom.com Headquarters : Seattle, WA Size : 1001 to 5000 Employees Industry : Business Services	Yes	No
Mathworks	Website : www.mathworks.com Headquarters : Natick, MA Size : 1001 to 5000 Employees Industry : Information Technology	Yes	No
Apple	Website : www.apple.com Headquarters : Cupertino, CA Size : 10000+ Employees Industry : Information Technology	Yes	Yes
LinkedIn	Website : www.linkedin.com Headquarters : Mountain View, CA Size : 5001 to 10000 Employees Industry : Information Technology	Yes	No

Employees' reviews of these companies are used as the secondary data as it is used for investigating the factors which foster or hinder the engagement. This data is used to analyze and identify the engagement factors in these companies.

3.2 Research Process

3.2.1 Key Informants

The researcher chose the first 100 reviews in each company. Data was collected from the employees' reviews as they shared their opinions on pros and cons about their companies. This study focuses only on pros from the employees' reviews in order to find out the factors that can make employees feel positive at their companies. The following table shows the information about the employees' workplace countries.

Table 3.3: Overview information about the employees' workplace countries

Company	Country
Google	Anonymous (53) , US (36), Australia (2), Ireland (2), Switzerland (2), China (1), Hong Kong (1), India (1), Israel (1), Poland (1)
Bain & Company	Anonymous (44), US (28), China (5), India (4), UK (4), Korea (2), Singapore (2), United Arab Emirates (2), Australia (1), Canada (1), France (1), Germany (1), Italy (1), Malaysia (1) , Mexico (1), Poland (1), Spain (1)
Chevron	Anonymous (46) , US (38), Australia (2), Jamaica (2), Nigeria (2), Angola (1), Bangladesh (1), India (1), Kuwait (1), Mexico (1), Philippines (1), Singapore (1), Taiwan (1), Thailand (1), UK (1)
Facebook	US (51), Anonymous (39), India (3), Ireland (3), Argentina (1), Brazil (1), Hong Kong (1), UK (1)
Qualcomm	Anonymous (47), US (39), India (10), UK (2), Finland (1), Israel (1)

Table 3.3: Overview information about the employees' workplace countries (cont.)

Company	Country
Southwest Airlines	Anonymous (51), US (47), UK (2)
Slalom Consulting	US (70), Anonymous (30)
Mathworks	US (49), Anonymous (42), India (3), UK (3), France (1), Sweden (1), Switzerland (1)
Apple	US (52), Anonymous (39), Singapore (3), UK (3), India (1), Ireland (1), Turkey (1)
LinkedIn	Anonymous (43), US (40), Ireland (10), India (4), Canada (1), Singapore (1), UK (1)

3.3 Data Collection and Techniques

The qualitative information in this research is user-generated content (UGC). User-generated content is the digital information that is generated by users and provides its value to others (Garg et al., 2014). Normally, user-generated content is the content that is created when an individual wants to share their self-expressions, individuals or groups want to share knowledge among one another (Krishnamurthy and Dou, 2008). Moreover, user-generated content can be shown in many different types of information, such as financial information, photos, contact, personal data, videos, medical information, and geographical information (Garg et al., 2014). Thus, the information that each employee reviews about their company is classified as user-generated content as well. This allows the researcher to acquire the information about engagement factors by exploring the reviews from the employees in each company.

The analysis of data was based on the engagement factors, regarding pay and benefits, recognition, manager or supervisor, colleagues, work itself, work life balance, learning opportunities, and career opportunities. Content in each employee's review about their companies was collected to data entry spreadsheet, was interpreted, and was classified into each engagement factor. Classification of the factors was based on the coding of the qualitative data concept. For example, the content that relates to

work life balance contains words like work life balance, work load, flexible time, working hours and so forth.

The following table is the example of the engagement factors' coding and the word in the review that is related to the factors conceptual framework is assumed to be the coding of that factor.

Table 3.4: Factors and Codes

Variables	Codes
Pay and Benefits	For example, salary, bonus, welfare, wellness program, amenities, facilities, and related words.
Recognition	For example, recognition system, recognizing performance, recognizing effort, being recognized by others, and related words.
Manager or Supervisor	For example, manager, supervisor, senior leadership, feedback, mentoring, transparent, teamwork, and related words.
Colleagues	For example, colleagues, feedback, mentoring, transparent, teamwork and related words.
Work itself	For example, work, task, project, case, and related words.
Work Life Balance	For example, work load, flexible time, working hours, and related words.
Learning Opportunities	For example, training, learning experience, learning resources, and related words
Career Opportunities	For example, growth opportunities, career development, career path, job rotation, and related words.

The following figure shows the data collection processes that are used for collecting data, interpreting data, and summarizing data.

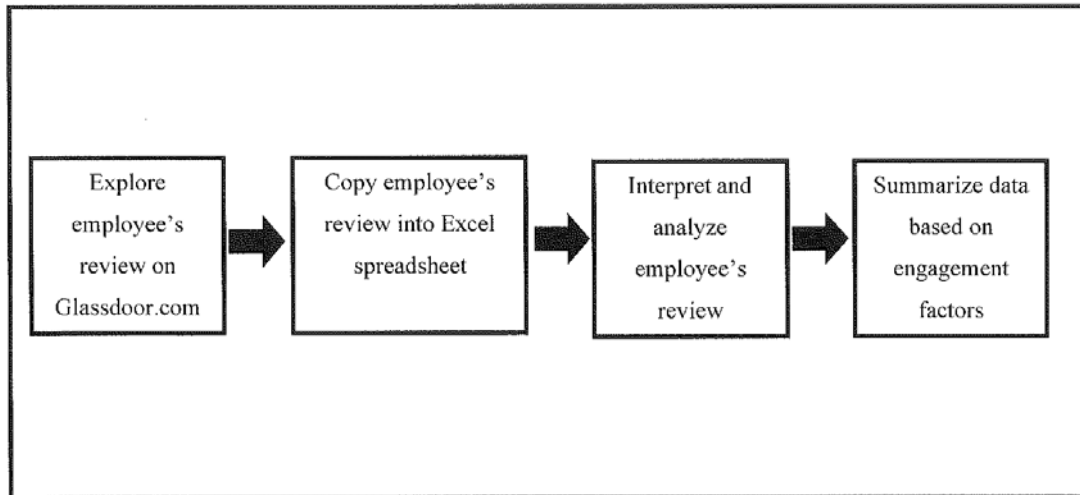


Figure 3.1: Flow of data collection process

First of all, the researcher explored the employees' reviews on Glassdoor.com and copied them into Excel spreadsheet as shown in Figure 3.2 below. The researcher copied the first 100 reviews from each company that represented the most recent reviews at the time the researcher explored this website. After that, the researcher interpreted each employee's review and classified it into each factor in this study based on the words that relate to each factor.

I	J	K	L	M	N	O	P	Q	R	S	T
5. Title	6. Review	7. Pay and Benefits	8. Recognition	9. Manager	10. Colleagues	11. Work itself	12. Work Life Balance	13. Learning Development and Training	14. Career Opportunities	15. Others	
"Account executive"	<p>I worked at Google</p> <p>Pros</p> <p>Good food, few amazing colleagues, extensive benefits plan</p> <p>Cons</p> <p>Internal politics/corporate culture, quality of people hired over the last 5 years, products dev</p> <p>Advice to Management</p> <p>Less mid management</p>	<p>Money</p> <p>Benefit</p> <p>Extensive, Food</p>			Amazing						
"good company"	Pros			Bright	Bright				Learn a lot		Creative atmosphere

Figure 3.2: Excel spreadsheet in data collection process

From figure 3.2, the researcher listed the excel columns which represent the factors in this study as shown in the following table.

Table 3.5: List of columns in Excel that represent factors in this study

Column	Factors
K	Pay
L	Benefits
M	Recognition
N	Manager
O	Colleagues
P	Work itself
Q	Work Life balance
R	Learning Opportunities
S	Career Opportunities
T	Others

The researcher also summarized all the words that were used by the employees and counted the frequency of using each word by using the function , called 'COUNTIF' in excel. This function is used for counting the number of cells that contain the words which meet the specified criteria. For example, the researcher used 'COUNTIF('Google Data'!L\$3:L\$102,"*Positive*")' to count the number of cells that contain the word 'Positive' in the column 'L' which represents benefits so the output of this example shows the frequency of using the word 'positive' to describe benefits positively. The following figure shows an example of the words that were used to review about each factor.

A	B	C	D	E	F	G	H	I	J	K	L	M
Pay			Benefit			Recognition			Manager			Colleagues
Adjective			Adjective			Adjective			Adjective			Adjective
Positive	2		Positive	8		Positive	1		Positive	4		Positive
Generous	1		Great	15					Amazing	2		Amazing
Fantastic	1		Good	5		Recognition			Bright	1		Bright
Handsome	1		Extensive	1		Recognition	1		Talented	3		Considerate
Good	2		Excellent	3					Smart	18		Talented
Base	1		Amazing	3					Great	12		Smart
			Best	1					Good	4		Great
Total	8		Top-notch	1					Kind	1		Kind
			Unmatched	1					Friendly	2		Friendly
			Awesome	1					Nice	1		Passionate
									Energized	1		Driven
			Food						Nice	1		Nice
			Food	17					Famous	1		Famous
			Activities						Driven	1		Best
			Game	2					Best	1		Best
			Amenities						Top-notch	1		Top-notch
			Amenities	1					Awesome	2		Awesome
			Nap pods	1					Interesting	1		Approachable
			Shuttle bus	2					Fun	1		Interesting
									Intelligent	1		Fun
			Facilities						Supportive	1		Intelligent
			Facilities	3					Professional	1		Supportive
			Gym	1								Professional
			Fitness	1					Management			Guidance
									Transparent	1		Mentoring
									Flexible	1		
									Great	2		
									Trust	1		
									Guidance			
									Mentoring	1		

Figure 3.3: Summary of words used in reviews

In order to count the number of the employees who reviewed about each factor, the researcher used the function called ‘COUNTA’ in excel. This function is used for counting each non-blank cell which represents the employee who reviewed about each factor. For example, the researcher used ‘COUNTA(‘Google Data!’Q\$3:Q\$102)’ in order to number the employees who reviewed about work life balance positively as column ‘Q’ represents work life balance. In this step, the researcher merged pay and benefits together by counting the frequency of using the word ‘benefits’ in column ‘L’, then counting the non-blank records in column ‘K’ and the blank records in column ‘L’ in order to avoid repeated counting. The following figure shows example of number of employees that reviewed about each factors positively.

Google			
Factors	Filled Cell	Blanked Cell	Ranking
Pay and Benefit	55	45	2
Recognition	2	98	8
Manager	53	47	3
Colleagues	58	42	1
Work itself	13	87	4
Work Life Balance	12	88	5
Learning Opportunities	7	93	7
Career Opportunities	9	91	6

Figure 3.4: Summary of ranking and frequency of each factor

The researcher repeated the data-collection process following the figure 3.1 until the researcher has done with all 10 companies. The findings of this study are shown in Chapter IV.

CHAPTER IV

FINDINGS

The topics in this chapter are organized according to the engagement factors in chapter II. The findings relating to engagement factors were gathered from reviews of employees across 10 leading companies on Glassdoor.com. Key factors consist of career opportunities (CO), colleagues (COL), learning opportunities (LO), manager or supervisor (MAN), pay and benefits (PAB), recognition (REC), work life balance (WLB), and work itself (WORK). The findings provide information about key factors in each company and overall.

4.1 Overall engagement factors by companies

In order to present overall information about engagement factors in each company, the researcher represents ranking of engagement factors by companies in the following table. Engagement factors are ranked by the number of employee reviewing about each factor positively (1 employee can review more than 1 factor positively) in the data collection sheet.

Table 4.1: Pattern of engagement factors used by each company

Rank in 2015	1	2	3	4	5	6	7	8
Google	COL	PAB	MAN	WORK	WLB	CO	LO	REC
Bain & Company	COL	MAN	LO	WORK	PAB	CO WLB	REC	-
Chevron	PAB	MAN	WLB	COL	CO	LO	WORK	REC
Facebook	PAB	MAN	COL	LO	WORK CO	WLB	REC	-
Qualcomm	PAB	WLB	COL MAN	WORK	LO	REC	CO	-
Southwest Airlines	PAB	COL	MAN	CO	WLB	LO	WORK	REC
Slalom Consulting	MAN	COL	WORK PAB WLB	CO	LO	REC	-	-
Mathworks	COL	MAN	WLB PAB	LO	WORK	CO	REC	-
Apple	PAB	MAN	COL	LO	WLB	WORK	REC	CO
LinkedIn	PAB	MAN	COL	CO	WLB LO	WORK	REC	-

The researcher also represents information about frequency of engagement factors and its percentage for each company as the following:

Table 4.2: Frequency and percentage of engagement factors for Google

Factor	Frequency	Percentage
Colleagues	58	27.75%
Pay and Benefits	55	26.32%
Manager or Supervisor	53	25.36%
Work itself	13	6.22%
Work Life Balance	12	5.74%
Career Opportunities	9	4.31%
Learning Opportunities	7	3.35%
Recognition	2	0.96%

The engagement factors for Google are ranked as the following: colleagues, pay and benefits, manager, work itself, work life balance, career opportunities, learning opportunities, and recognition. Their frequencies are 58, 55, 53, 13, 12, 9, 7, and 2 respectively.

Table 4.3: Frequency and percentage of engagement factors for Bain & Company

Factor	Frequency	Percentage
Colleagues	66	29.73%
Manager or Supervisor	59	26.58%
Learning Opportunities	32	14.41%
Work itself	20	9.01%
Pay and Benefits	19	8.56%
Career Opportunities	10	4.50%
Work Life Balance	10	4.50%
Recognition	6	2.70%

The engagement factors for Bain and company are ranked as the following: colleagues, manager, learning opportunities, work itself, pay and benefits, career opportunities and work life balance, and recognition. Their frequencies are 66, 59, 32, 20, 19, 10, 10, and 6 respectively.

Table 4.4: Frequency and percentage of engagement factors for Chevron

Factor	Frequency	Percentage
Pay and Benefits	54	28.27%
Manager or Supervisor	35	18.32%
Work Life Balance	32	16.75%
Colleagues	30	15.71%
Career Opportunities	15	7.85%
Learning Opportunities	14	7.33%
Work itself	6	3.14%
Recognition	5	2.62%

Ranking of the engagement factors for Chevron is shown as the following: pay and benefits, manager, work life balance, colleagues, career opportunities, learning opportunities, work itself, and recognition. Their frequencies are 54, 35, 32, 30, 15, 14, 6, and 5 respectively.

Table 4.5: Frequency and percentage of engagement factors for Facebook

Factor	Frequency	Percentage
Pay and Benefits	60	30.46%
Manager or Supervisor	51	25.89%
Colleagues	45	22.84%
Learning Opportunities	15	7.61%
Work itself	11	5.58%
Career Opportunities	11	5.58%
Work Life Balance	3	1.52%
Recognition	1	0.51%

Ranking of the engagement factors for Facebook is shown as the following: pay and benefits, manager, colleagues, learning opportunities, work itself, career opportunities, work life balance, and recognition. Their frequencies are 60, 51, 45, 15, 11, 11, 3, and 1 respectively.

Table 4.6: Frequency and percentage of engagement factors for Qualcomm

Factor	Frequency	Percentage
Pay and Benefits	49	26.92%
Work Life Balance	28	15.38%
Colleagues	27	14.84%
Manager or Supervisor	27	14.84%
Work itself	19	10.44%
Learning Opportunities	18	9.89%
Recognition	9	4.95%
Career Opportunities	5	2.75%

Ranking of the engagement factors for Qualcomm is presented as the following: pay and benefits, work life balance, colleagues and manager, work itself, learning opportunities, recognition, and career opportunities. Their frequencies are 49, 28, 27, 27, 19, 18, 9, and 5 respectively.

Table 4.7: Frequency and percentage of engagement factors for Southwest Airlines

Factor	Frequency	Percentage
Pay and Benefits	60	37.97%
Colleagues	36	22.78%
Manager or Supervisor	35	22.15%
Career Opportunities	13	8.23%
Work Life Balance	7	4.43%
Learning Opportunities	5	3.16%
Work itself	2	1.27%
Recognition	0	0.00%

Ranking of the engagement factors for Southwest Airlines is presented as the following: pay and benefits, colleagues, manager, career opportunities, work life balance, learning opportunities, work itself, and recognition. Their frequencies are 60, 36, 35, 13, 7, 5, 2, and 0 respectively.

Table 4.8: Frequency and percentage of engagement factors for Slalom Consulting

Factor	Frequency	Percentage
Manager or Supervisor	54	25.47%
Colleagues	50	23.58%
Work itself	23	10.85%
Pay and Benefits	23	10.85%
Work Life Balance	23	10.85%
Career Opportunities	21	9.91%
Learning Opportunities	15	7.08%
Recognition	3	1.42%

Ranking of the engagement factors for Slalom Consulting is shown as follows: manager, colleagues, work itself and pay and benefits, work life balance, career opportunities, learning opportunities, and recognition. Their frequencies are 54, 50, 23, 23, 23, 21, 15, and 3 respectively.

Table 4.9: Frequency and percentage of engagement factors for Mathworks

Factor	Frequency	Percentage
Colleagues	47	22.49%
Manager or Supervisor	45	21.53%
Work Life Balance	36	17.22%
Pay and Benefits	36	17.22%
Learning Opportunities	24	11.48%
Work itself	13	6.22%
Career Opportunities	8	3.83%
Recognition	0	0.00%

Ranking of the engagement factors for Mathworks is presented as follows: colleagues, manager, work life balance and pay and benefits, learning opportunities, work itself, career opportunities, and recognition. Their frequencies are 47, 45, 36, 36, 24, 13, 8, and 0 respectively.

Table 4.10: Frequency and percentage of engagement factors for Apple

Factor	Frequency	Percentage
Pay and Benefits	52	29.38%
Manager or Supervisor	45	25.42%
Colleagues	40	22.60%
Learning Opportunities	14	7.91%
Work Life Balance	9	5.08%
Work itself	8	4.52%
Recognition	5	2.82%
Career Opportunities	4	2.26%

Ranking of the engagement factors for Apple is presented like this: pay and benefits, manager, colleagues, learning opportunities, work life balance, work itself, recognition, and career opportunities. Their frequencies are 52, 45, 40, 14, 9, 8, 5, and 4 respectively.

Table 4.11: Frequency and percentage of engagement factors for LinkedIn

Factor	Frequency	Percentage
Pay and Benefits	55	28.95%
Manager or Supervisor	53	27.89%
Colleagues	44	23.16%
Career Opportunities	12	6.32%
Work Life Balance	10	5.26%
Learning Opportunities	10	5.26%
Work itself	5	2.63%
Recognition	1	0.53%

Finally, ranking of the engagement factors for LinkedIn is shown like this: pay and benefits, manager, colleagues, career opportunities, work life balance and learning opportunities, work itself, and recognition. Their frequencies are 55, 53, 44, 12, 10, 10, 5, and 1 respectively.

4.2 Overall engagement factors across companies

In order to find out the frequency of each engagement factor from collected 1000 reviews, the researcher used the function to count the filled cell of each factor in the Excel data collection sheets and the result is shown in the table below:

Table 4.12: Frequency of engagement factors over 10 companies

Ranking	Factors	Frequency	Percentage
1	Pay and Benefits	463	23.78%
2	Manager or Supervisor	457	23.47%
3	Colleagues	443	22.75%
4	Work Life Balance	170	8.73%
5	Learning opportunities	154	7.91%
6	Work itself	120	6.16%
7	Career Opportunities	108	5.55%
8	Recognition	32	1.64%

This table shows ranking and frequency of the engagement factors from 1000 reviews across 10 companies. In this view, pay and benefit seem to be the most important factors for employees as there are 463 employees out of 1000 reviewing this factor positively, followed by manager or supervisor and colleagues as they are reviewed positively by 457 employees and 443 employees respectively. Next, work life balance is ranked the fourth with the 170 positive reviews ahead of learning opportunities, work itself, and career opportunities as the number of positive reviews is 154, 120, and 108 respectively. Finally, the factor that seems to be the least important is recognition as there are only 32 employees reviewing positively about it.

In order to find out the information about each engagement factor in each company, the researcher summarized the information based on employees' reviews to compare words relating to the engagement factors that reflect what each company provides for their employees.

4.2.1 Career Opportunities

The information about positive words that were used to describe learning opportunities across 10 companies are shown in the Table 4.13

Table 4.13: Examples of positive words relating to career opportunities for 10 companies

Company	Examples of positive words relating to career opportunities
Google	Positive (1), Plenty (1), Growth opportunities (5) , Career mobility (1), Job relocation (1)
Bain & Company	Positive (3), Great(2), Growth opportunities(3), Job coaching scheme (1)
Chevron	Positive (1), Great (1), Plenty (1), Growth opportunities (6), Job rotation (2), Career Path (1), Diverse career options (1), Career development (2)
Facebook	Amazing (1), Growth Opportunities (5), Good career path (1), Job rotation (1), Job relocation (1)
Qualcomm	Great (1), Plenty (1), Growth opportunities (2)
Southwest Airlines	Amazing (1), Wonderful (1), Nice (1), Growth opportunities (7), Advancement options (1)
Slalom Consulting	Great (2), Variety (1), Amazing (1), Growth opportunities (9), Career development (3), Good career path (1)
Mathworks	Positive (1), Flexible (1), Plenty (1), Growth opportunities (4), (1), A lot of positions(1), Career development (1)
Apple	Fantastic (1), Growth opportunities (3)
LinkedIn	Positive (1), Fantastic (1), Plenty (1), Growth opportunities (6), Career trajectory (1)

Employees across 10 companies used words relating to positive feeling, growth opportunities, career path, job rotation, and job relocation to describe career opportunities. Starting with positive feeling words, employees use words, like positive, plenty, great, amazing, and flexible to describe career opportunities at their companies positively. Next, words relating to growth and advancement opportunities are growth opportunities, promotion, fast growing, and so on. For example, some employees from Google reviewed that there are tons of growth potential and room for growth which are the same as Chevron whereas some employees from Facebook reviewed about fast growing and growth encouragement. The employees from Facebook, Slalom Consulting, and Chevron also described and reviewed something about career path at their companies whereas other companies reviewed about career development, career options, career mobility, positions, and so forth. Moreover, employees from Google and Facebook also reviewed that they have opportunities to relocate or move to another location, which relates to job relocation.

From the examples of positive words relating to career opportunities, the researcher summarized the frequency of the words that are used to describe career opportunities as the following figures:

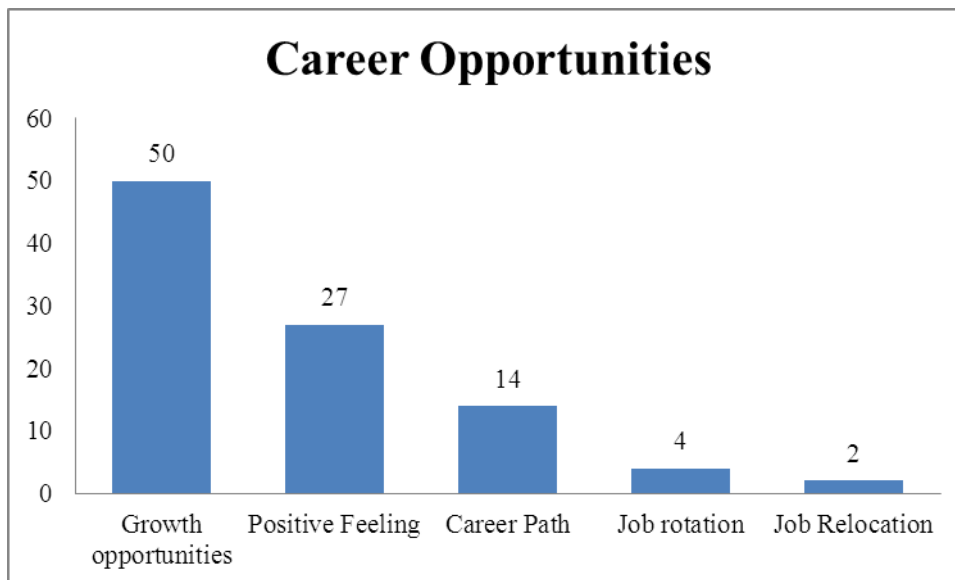


Figure 4.1: Frequency of examples words that are used in the reviews about career opportunities

This figure shows that growth opportunities have the most frequency for this example. Positive feeling words represent the words like positive, great, plenty, and so on whereas career path represents the words like career mobility, career development, and job coaching scheme. Frequency of using the words like job rotation and job relocation is low for this study. The following figure also shows the example of positive feeling words among employees from 10 companies about career opportunities.

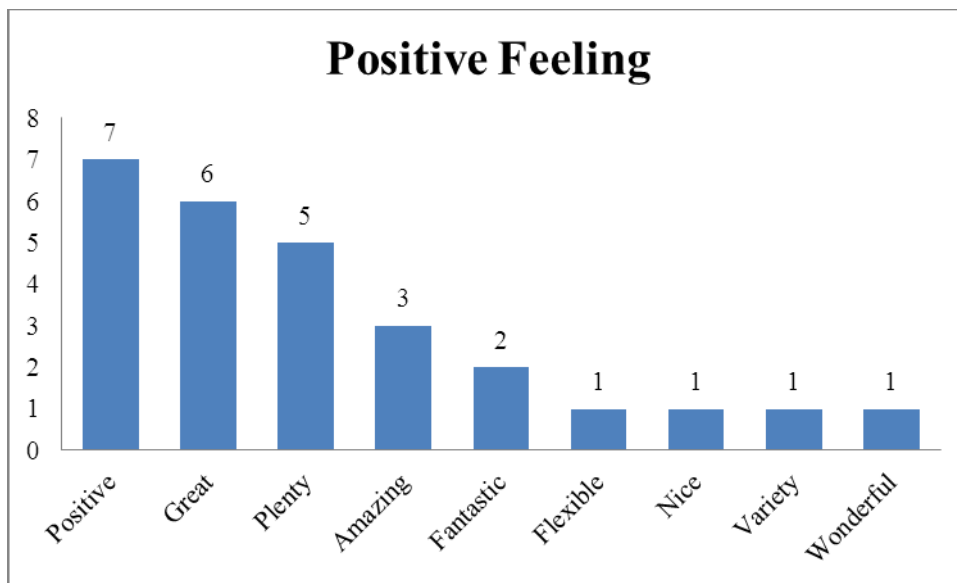


Figure 4.2: Frequency of exemplified positive feelings about career opportunities

4.2.2 Colleagues

The detailed information about positive words that were used to describe colleagues across 10 companies is shown in the Table 4.14

Table 4.14: Examples of positive words relating to colleagues for 10 companies

Company	Examples of positive words relating to colleagues
Google	Smart (20), Great (11), Amazing (4), Mentoring (2)
Bain & Company	Smart (15), Great (12), Fun (6), Great team (1), Feedback (4), Mentorship (4)
Chevron	Diverse (6), Great (4), Friendly (2), Great team (1), Respect amongst peers (2)
Facebook	Smart (13), Talented (7), Great (4), Spiritual team (1), Energetic team (1), Willing to help (1)
Qualcomm	Smart (10), Talented (5), Nice (3), Teamwork(2)
Southwest Airlines	Great(14), Positive (8), Friendly(4), Teamwork(2), Collaboration (1), Mutual respect (1)
Slalom Consulting	Smart (16), Great (9), Positive (6), Strong team atmosphere (1)
Mathworks	Smart (13), Great (7), Talented (5), Awesome team (1), Teamwork (1), Willing to help (1), Feedback (1)
Apple	Great (12), Best (4), Talented (3), Good team (3), Teamwork (1), Team mentality (1)
LinkedIn	Smart (7), Great (6), Friendly (4), Mentorship (1)

Employees across 10 companies used words relating to positive feeling, team, and guidance to describe colleagues positively. For positive feeling words, they used words, such as smart, great, amazing, talented, nice, and so on. Across 10 companies, smart is the most frequently-used positive feeling word as it has the highest frequency from the employees of 7 out of 10 companies. Next, there are employees from 8 companies reviewing about their team positively by using words like: great team, energetic team, spiritual team, awesome team, and good team. Some employees also used the words, like collaboration, team mentality, and team mentality to describe about team as well. Finally, they also reviewed about guidance from their colleagues that makes them feel positive and those words are mentorship, respect among peers, mutual respect, willing to help, and feedback.

From the examples of positive words relating to colleagues, the researcher summarized the frequency of the words that are used to describe colleagues as shown in the following figures.

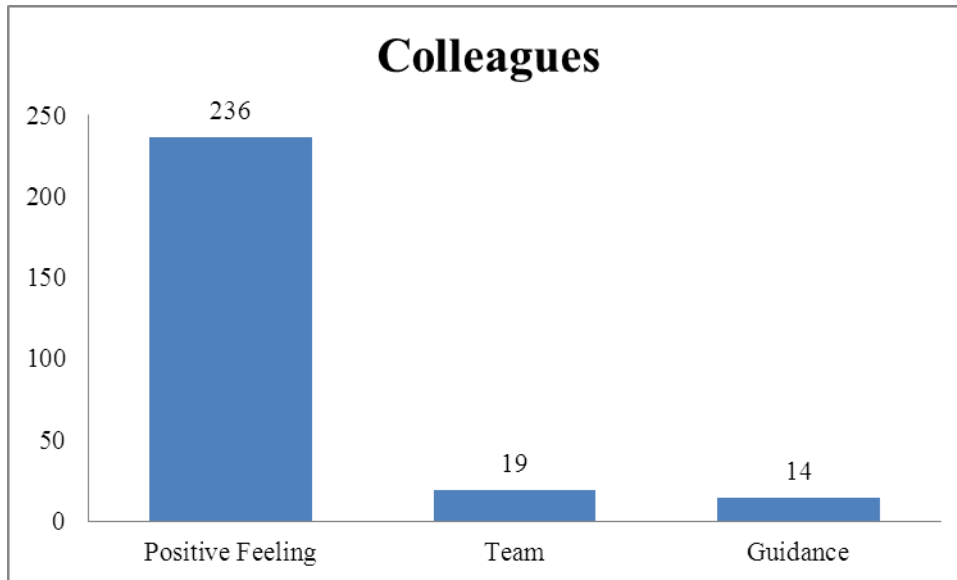


Figure 4.3: Frequency of exemplified words that are used in the reviews about colleagues

This figure shows that the positive feeling words that represent words like smart, great, talented, and so on are used the most frequently in this example, followed by team and guidance. Team represents words like great team, team work, and team mentality whereas guidance represents words like mentorship, feedback, and willing to help. The following figure below also shows the example of positive feeling words used among employees from 10 companies about colleagues.

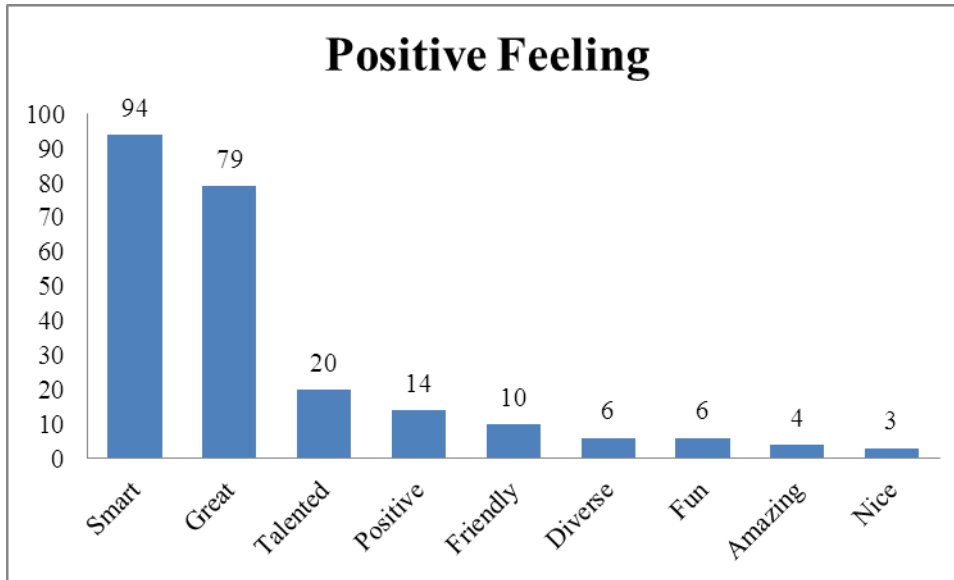


Figure 4.4: Frequency of exemplified positive feeling words about colleagues

4.2.3 Learning opportunities

The information about positive words that were used to describe learning opportunities across 10 companies are shown in the Table 4.15

Table 4.15: Examples of positive words relating to learning opportunities for 10 companies

Company	Examples of positive words relating to learning opportunities
Google	Great (1), Plenty (1) , Training (4), Awesome knowledge (1), Learn a lot (1)
Bain & Company	Great (8), Positive (3), Good (3), Training (7), Good platform (1), Learn a lot (8)
Chevron	Strong (1), Emphatic (1), Unbelievable (1), Training (5), Learn a lot (2), Best practice (1)
Facebook	Plenty (2), Endless (1), Amazing (1), Training (3), Learn a lot of things (4), Learn new things (1), Knowledge (1)
Qualcomm	Plenty (4), Great (2), Training (4), Learn new things (1), Learn a lot (1), Working knowledge (1), Resource to learn (2)

Table 4.15: Examples of positive words relating to learning opportunities for 10 companies (cont.)

Company	Examples of positive words relating to learning opportunities
Southwest Airlines	Nice (1), Plenty (1), Course (1), Program (1), Learning experience(1)
Slalom Consulting	Positive (5), Great (2), Variety (1), Training (2)
Mathworks	Plenty (5), Good (3), Positive (2), Training (8), Learn a lot (2)
Apple	Great (1), Excellent (1), Plenty (1), Training (6), Learn new things (3), Learn a lot (2), Resources to learn (1)
LinkedIn	Positive (2), Excellent (1), Plenty (1), Training (1), Program (1), Learn a lot (2)

Employees across 10 companies used words relating to positive feeling, training, learning resources, and learning experience to describe learning opportunities at their workplaces positively. Let's start with positive feeling words to describe learning opportunities at their workplaces, employees used words such as great, plenty, emphatic, amazing, excellent, and so on. Next, words relating to training that are provided by employees from every company in this study are training, program, and course. For example, employees from Google reviewed about fantastic programming practices whereas employees from Bain & Company reviewed about amazing training programs, best-in-class training programs and great regimented training program. There are also words relating to learning resources, for example, employees from Bain & Company reviewed that there is a platform to build up knowledge while Chevron provides resources such as online portal and library. Finally, employees reviewed their learning experience at their companies by using words such as learn a lot, learn new things and knowledge. Employees from Google, Bain & Company, Chevron, Facebook, Qualcomm, Mathworks Apple, and LinkedIn reviewed that they learn a lot of things from their companies, for example: at Chevron' employees learned a lot of safety tips whereas at Bain & Company employees learned a lot of business analysis tools and methods. Moreover, Employees from Facebook

and Apple also reviewed that they learn new things at their companies, such as new technology and coding knowledge.

From the example of the positive words relating to learning opportunities, the researcher summarized the frequently-used words for describing learning opportunities as shown in the following figures:

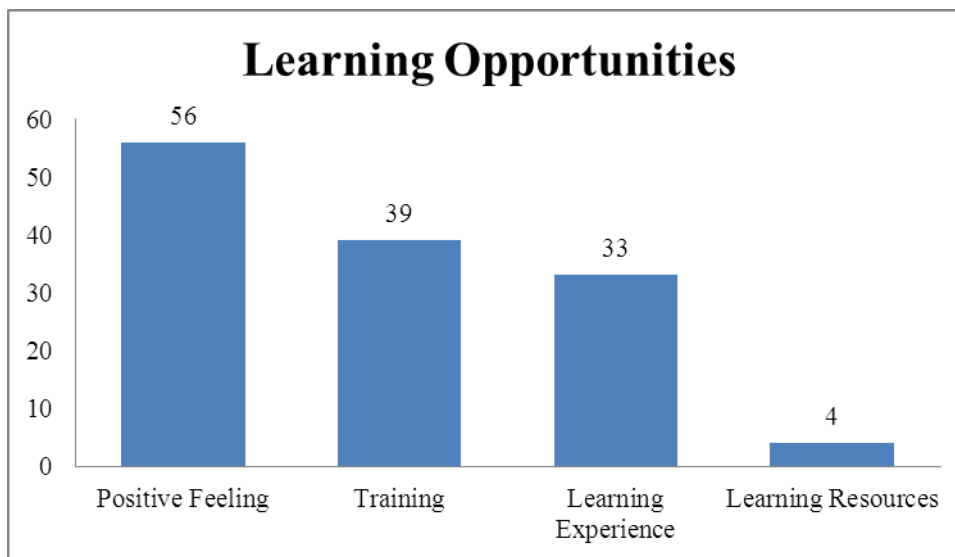


Figure 4.5: Frequency of exemplified words that were used in reviews about learning opportunities

This figure shows that positive feeling words that represent words like plenty, positive, great, and so on have the most frequency for this example, followed by training and learning experience. Training represents words, like training, course, and program whereas learning experience represents words, like learn a lot, learn new things, and so on. Another following figure below also shows the example of positive feeling words used among employees from 10 companies about learning opportunities.

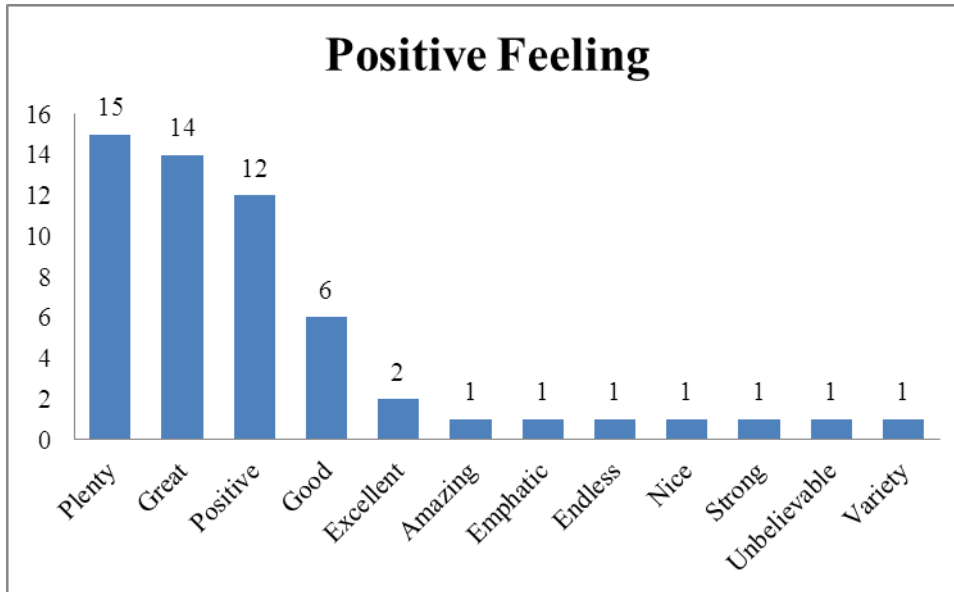


Figure 4.6: Frequency of exemplified positive feeling words about learning opportunities

4.2.4 Manager or supervisor

The information about positive feeling words that were used to describe manager across 10 companies are shown in the Table 4.16

Table 4.16: Examples of positive feeling words relating to manager for 10 companies

Company	Examples of positive feeling words relating to manager
Google	Smart (18), Great (12), Good (4), Great management (2), Flexible management (1), Mentoring (1), Trust (1)
Bain & Company	Smart (13), Great (11), Fun (5), Great team (1), Senior leadership (1), Intellectually stimulating (1), Feedback (4), Mentorship (4)
Chevron	Diverse (6), Great (6), Caring (3), Great team (1), Feedback (1)
Facebook	Smart (11), Talented (6), Great (5), Spiritual team (1), Energetic team (1), No micromanagement (1), Autonomy (1), Senior Leadership (1), Mentoring (1), Willing to help (1)
Qualcomm	Smart (10), Talented (5), Caring (3), Teamwork(2), Feedback (1)
Southwest Airlines	Great (14), Positive (7), Good (4), Teamwork (2), Collaboration (1), Mutual respect (1), Senior Leadership (1)

Table 4.16: Examples of positive feeling words relating to manager for 10 companies (cont.)

Company	Examples of positive feeling words relating to manager
Slalom Consulting	Smart (15), Great (8), Positive (6), Strong team atmosphere (1), Senior Leadership (2)
Mathworks	Smart (10), Great (6), Nice (5), Awesome team (1), Teamwork (1), Willing to help (1), Feedback (1)
Apple	Great (15), Good (6), Best (3), Good team (3), Teamwork (1), Team mentality (1)
LinkedIn	Smart (8), Great (8), Good (4), Empowerment (1), Senior Leadership (3), Mentorship(1)

Employees across 10 companies used words relating to positive feeling, team, management, senior leadership, and guidance to describe their manager positively. For positive feeling words, they used words such as smart, great, caring, talented, best, and fun. Across 10 companies, smart is the most frequently used positive feeling words as it has the highest frequency from 7 out of 10 companies.

They also described about team by using words, like great team, spiritual team, energetic team, teamwork, and so on, whereas the words used for describing about management of their managers are: great management, flexible management, no micromanagement, autonomy, and empower. Next, there were employees from 5 out of 10 companies using words relating to senior leadership to review manager, such as senior leadership, intellectual stimulating, and other related words. Finally, they also reviewed about guidance from their managers that makes them feel positive by using words, like mentorship, willing to help, mutual respect, and feedback.

From the examples of positive words relating to manager, the researcher summarized the frequency of the words used to describe manager as shown in the following figures.

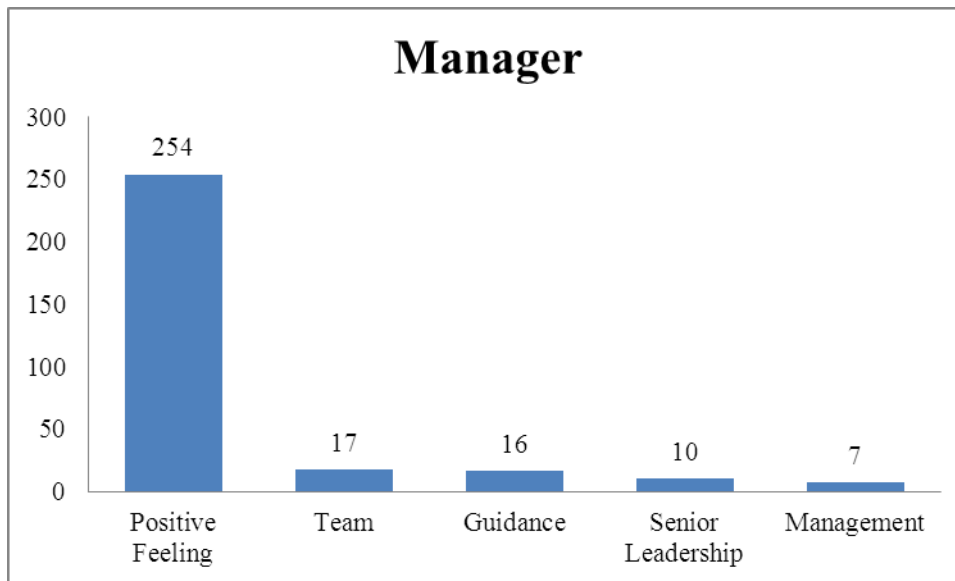


Figure 4.7: Frequency of exemplified words that are used in reviews about manager

This figure shows that positive feeling words that represent words like smart, great, good, and so on have the most frequency for this example, followed by team, guidance, senior leadership, and management. Team represents words like teamwork, strong team atmosphere, and so on, whereas guidance represents words like feedback, mentorship, and willing to help. Next, senior leadership covers the words like intellectually stimulating and senior leadership. Finally, management represents words like autonomy, transparent, empowerment, and so on. The following figure also shows the examples of positive feelings among employees from 10 companies about manager.

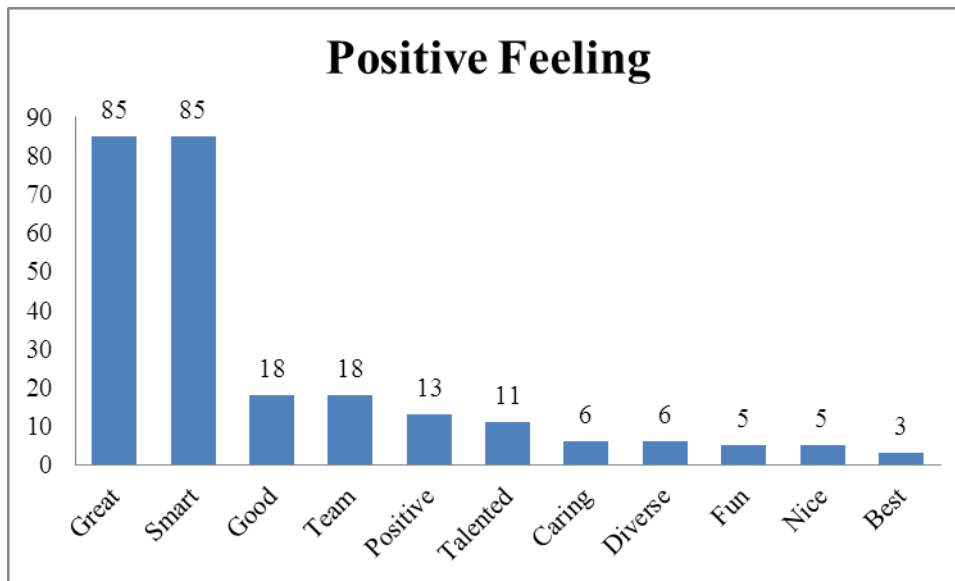


Figure 4.8: Frequency of exemplified positive feelings about manager

4.2.5 Pay and Benefits

Pay and benefits are separated into 2 parts. The first part shows positive words that describe pay in 10 companies (Table 4.17) and the second one shows positive words that describe benefits in 10 companies (Table 4.18).

Table 4.17: Examples of positive words relating to pay for 10 companies

Company	Examples of positive words relating to pay
Google	Positive (2) , Good (2) , Fantastic (1)
Bain & Company	High (2), Good (2), Excellent (2)
Chevron	Positive (6), Great (6), Good (6)
Facebook	Competitive (1), Good (1), Positive (1)
Qualcomm	Good (10), Positive (4), Great (3)
Southwest Airlines	Positive (2), Great (2), Good (2)
Slalom Consulting	Good (4), Great (1), Positive (1)
Mathworks	Good (5), Competitive (1), Decent (1)
Apple	Good (7), Great (7), Competitive (2)
LinkedIn	Good (3), Above average (1), Top of the line (1)

Employees across 10 companies used positive feeling words to describe about pay at their companies. Those positive feeling words are: good, great, high, decent, well, excellent, average, competitive, and so forth. These show that companies pay for their employees higher than other companies or pay at the rate that makes employees satisfied; as the result, employees feel positive about this factor at their workplaces.

From the examples of positive words relating to pay, the researcher summarized the frequency of the words that are used to describe pay as the following figures.

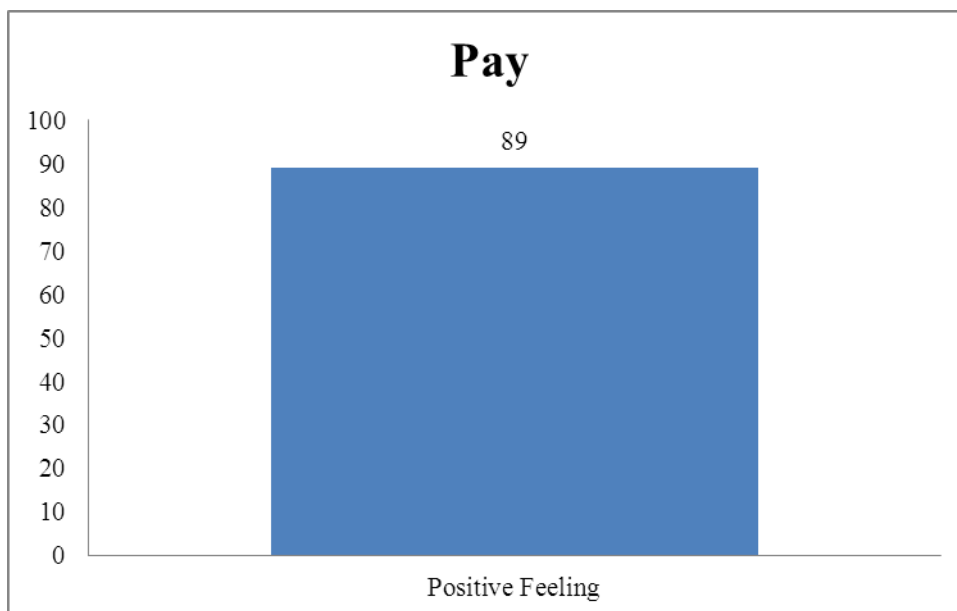


Figure 4.9: Frequency of example words that are used in the reviews about pay

This figure shows that employees used positive feeling words to describe about pay in this study. Some examples of these positive feeling words are good, great, positive, high, and competitive. The following figure shows the examples of positive feeling words used among the employees from 10 companies about pay.

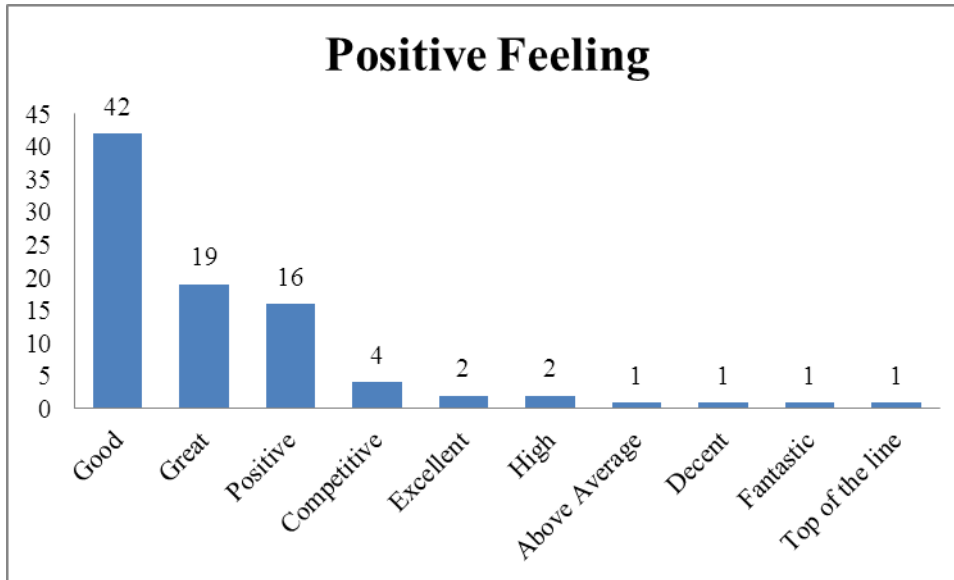


Figure 4.10: Frequency of exemplified positive feeling words about pay

Table 4.18: Examples of positive words relating to benefits for 10 companies

Company	Examples of positive words relating to benefits
Google	Great (15) , Positive (8), Good (5) , Food (17), Game (2), Shuttle bus(2), Fitness (1), Facilities (3), Gym (1)
Bain & Company	Positive (3), Good (2), Excellent (2), Food (2), Party (1), Hair dresser (1), Massage (1), Personal trainer (1), Canteen (1), Gym (1), Travel opportunities (2), General practitioner (1), Physiotherapists(1)
Chevron	Great (11), Good (10), Positive (4), Food (2), Transportation(1), Accommodation (1), Cafeteria (1), 401k match (8), Pension(5), 8% company match (1), Health benefit (2), Vacation leave (1), Welfare (1)
Facebook	Great (11), Good (7), Positive (5), Food(25), Friday events(4), Game centers(1), Shuttle bus (3), Laundry service (1), Kitchen (1), Gym(4), Facilities (2), Parking (1), Health care (1), Dental (1), Vision (1), Paternity leave (2), Travel opportunities (3), Free laptop (1)
Qualcomm	Good (16), Great (11), Positive (7), Food(3), Activities (1), Gym(2) Clinic (2), Cafeteria (1), 401k Match(2), Stock (3), Health care (2), Dental (1), Vision (1), Health insurance (3), Sponsoring Visa (1)

Table 4.18: Examples of positive words relating to benefits for 10 companies (cont.)

Company	Examples of positive words relating to benefits
Southwest Airlines	Great (17), Positive (7), Good (6), Food (2), Party(4), Events (2), 401k match (8), Profit sharing (6), Stock (3), Medical (5), Dental (2), Occupational Therapy (1), Free Flight (10), Flight privileges (2), Discount (2), Uniform(1), Union benefit(1), Health insurance (4)
Slalom Consulting	Good (3), Excellent (1), Food (1), Event (6), Outing (2), Sport (1), Book club (1), Facilities (1), Profit sharing (1), Monetary incentive (1), Minimal travel (1) , Personal time off (1), Sabbatical (4)
Mathworks	Great (7), Good (5), Nice (2), Food (6), Celebrations (1), Events (1), Outing (2), Café(1), Individual room (1), Gym(1), Parking (1), 401k match (1), Profit sharing (1), Health insurance (1)
Apple	Great (15), Good (7), Amazing (4), Food (2), Amenities (1), Fitness (2), Stock (8), 401K match (1), Health benefit (1), Product discount (10), Vacation leave (1), Sick leave (1), Free Mac book air (1), Free iPad (1)
LinkedIn	Great (8), Good (6), Awesome (4), Food (25), Events (3), Outing (1), Parties (1), Massage (3), Pantry (1), Transportation (1), Gym (4), Facilities (1), 401k match (3), Stock (2), Equity plan (1), Health benefit (2), Dental (1), Health insurance (1), T-shirt (1)

Employees across 10 companies used words relating to positive feeling, food, activities, amenities, facilities, health, travel opportunities, personal time off, financial, welfare, and so on to describe benefits. For example, employees used the words like great, good, positive, amazing, nice, awesome, and best to review about benefits positively. Food is the first benefit that every company provides for their employees and across 10 companies this kind of benefits covers free food, fresh fruit, snack, beverage, great food, and delicious food. Activities that were reviewed by employees from 8 out of 10 companies can be parties, events, outing, and games while facilities which were reviewed by employees from 9 out of 10 companies can be gym, canteen, hair dresser, accommodation, fitness, and so on. Words about financial

benefits used across 10 companies are 401K match, 8% company match, pension, financial aid, profit sharing, incentive, equity plan discount, and stocks while personal time off benefits were reviewed by words like personal time off, vacation leave, paternity leave, maternity leave, sabbatical leave, and sick leave. Next, there were employees from 2 out of 10 companies who reviewed about travel opportunities at their companies. Health benefit, such as health care, health insurance, physiotherapists, dental, vision, was also reviewed by employees from 8 out of 10 companies. Finally, there are also some reviews about benefit in term of stuff. For example, one of the Apple employees reviewed about free Mac book air and free iPad, while one of the LinkedIn employees said something about free T-shirts, and one of Southwest airlines employees also reviewed about free uniform. Other kinds of benefits that were also reviewed by employees are union benefits, flight benefits, welfare.

From the examples of positive words relating to benefits, the researcher summarized the frequency of the words that are used to describe benefits as the following figure.

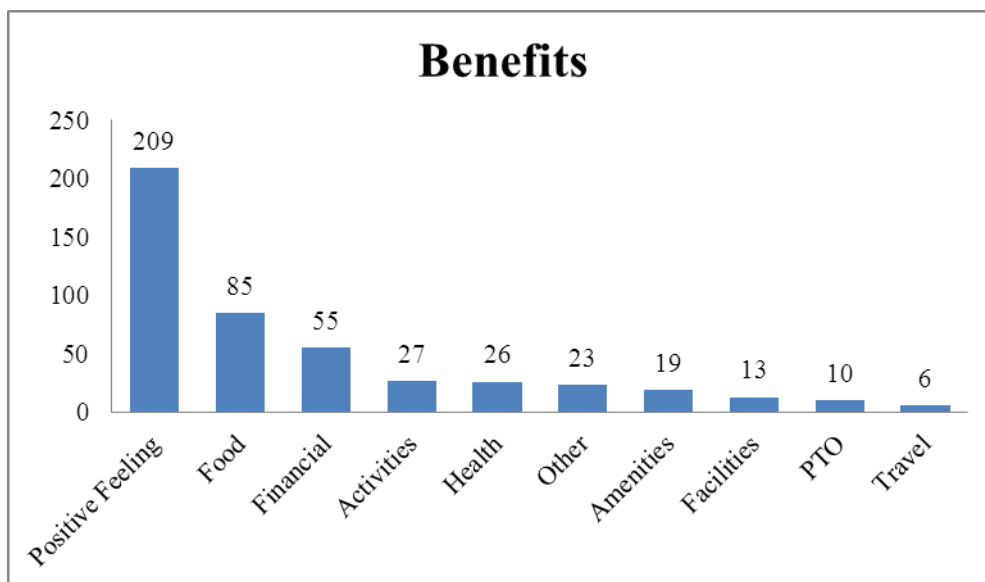


Figure 4.11: Frequency of examples words that are used in the reviews about benefits

This figure shows that positive feeling words that represent words like great, good, positive, and so on have the most frequency for this example, followed by food, financial, activities, health, others, amenities, facilities, personal time off, and travel. Financial is used to represent financial benefits, such as 401k Match, stock, profit sharing, pension, and related words while activities are used to represent game, sport, events, outing, and related words. Amenities cover laundry service, hair dresser, book club, café, and so on while facilities cover gym, clinic, parking, cafeteria, and other words relating to facilities. Next, PTO represents words that employees used to review about personal time off which are vacation leave, paternity leave, sabbatical, sick leave, and personal time off. Finally, free Mac book air, free iPad, flight privileges, discount, free laptop, sponsoring visa and other benefits that are specific in each company are represented as ‘others’. The following figure also shows the examples of positive feeling words used among employees from 10 companies about benefits.

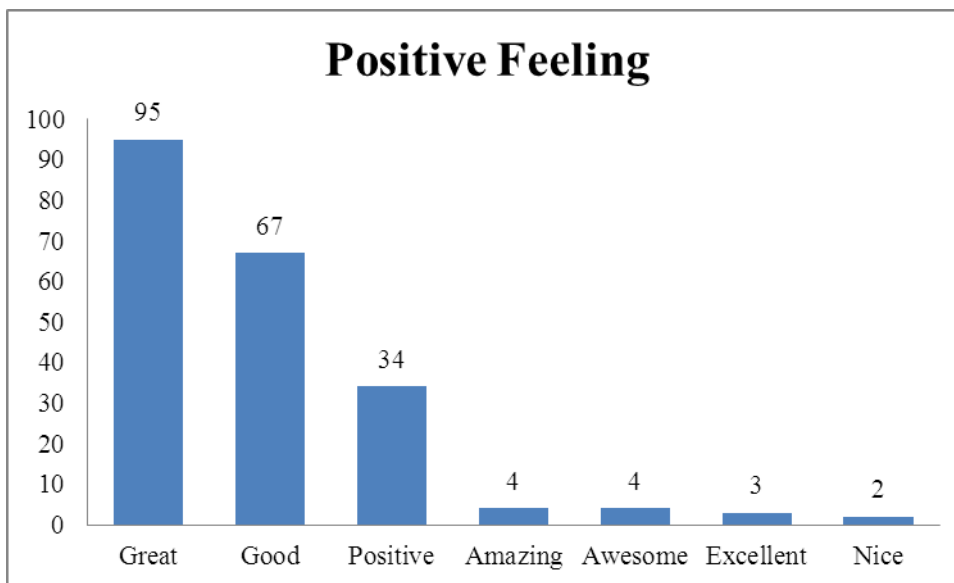


Figure 4.12: Frequency of exemplified positive feelings about benefits

4.2.6 Recognition

The information about positive words that were used to describe recognition across 10 companies are shown in the Table 4.19

Table 4.19: Examples of positive words relating to recognition for 10 companies

Company	Examples of positive words relating to recognition
Google	Positive (1), Recognition (1)
Bain & Company	Positive (1), Excellent (1), Awesome (1), Recognition for hard work (1), Recognition for performance (1)
Chevron	Positive (1), Great (1), Well (1), Recognition for hard work (1), Recognition System (1)
Facebook	Reward effort (1)
Qualcomm	Good (3), Great (2), Positive (2), Recognition for performance (1)
Southwest Airlines	-
Slalom Consulting	Good (1), Great (1), Reward after job done (1)
Mathworks	-
Apple	Positive (2), Great (1), Fair (1), Lots of name recognition (1)
LinkedIn	High (1)

Employees across 10 companies used words relating to positive feeling and recognition to describe recognition positively. From the reviews about recognition, the positive feeling words about this factor can be positive, excellent, awesome, great, good, and so forth. For the specific information about recognition, performance recognition was reviewed by employees from Bain & Company and Qualcomm whereas recognition for hard work was reviewed by employees from Bain & Company and Chevron. At Facebook employees were rewarded for their effort which is similar to Slalom consulting where their employees were rewarded after job done. Moreover, one of Apple employees reviewed that there are lots of name recognition while Chevron has its internal recognition system. These recognitions

seem to make employees satisfied. As the result, they were encouraged to work with high performance, work hard, put more effort on work and want to share the positive things at their workplaces with others.

From the examples of positive words relating to recognition, the researcher summarized the frequency of the words that are used to describe recognition as the following figure.

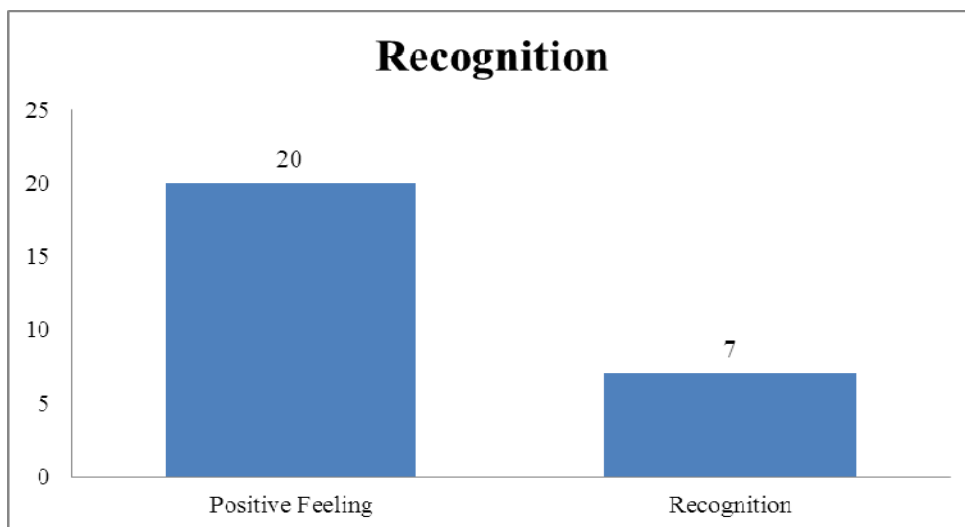


Figure 4.13: Frequency of exemplified words that are used in the reviews about recognition

This figure shows that positive feeling words representing words like positive, good, great, and so on were the most frequently used for this example, followed by recognition which represents hard work recognition, performance recognition, name recognition, and related words. The following figure also shows the examples of positive feeling words used among employees from 10 companies about recognition.

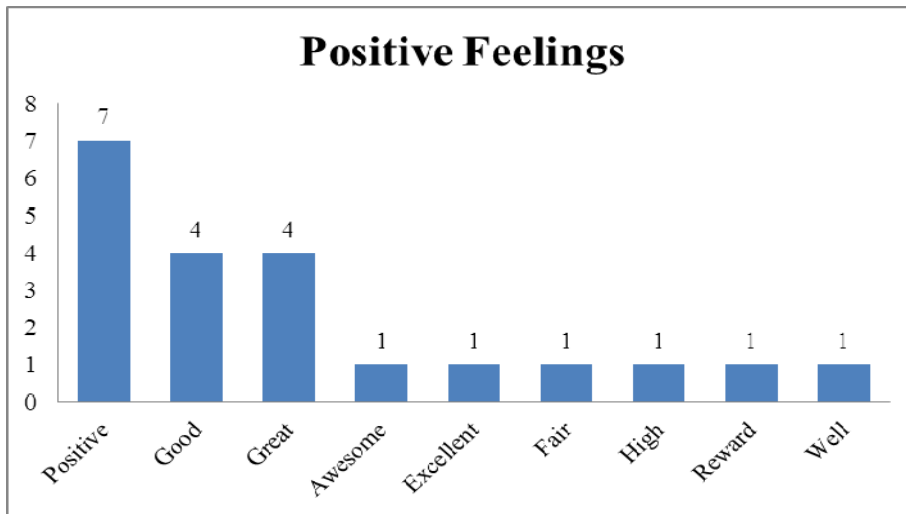


Figure 4.14: Frequency of exemplified positive feeling words used about recognition

4.2.7 Work Life Balance

The information about positive words that were used to describe work life balance across 10 companies are shown in the Table 4.20

Table 4.20: Examples of positive words relating to work life balance for 10 companies

Company	Examples of positive words relating to work life balance
Google	Positive (4), Great (4), Healthy (1), Flexible time (2)
Bain & Company	Positive (4), Good (3), Great (2), Flexible time (1)
Chevron	Positive (6), Great (1), Friendly (1), Flexible time (5), 9/80 schedule (8)
Facebook	Good (2), Top-notch (1)
Qualcomm	Positive (6), Good (6), Awesome (2), Flexible time (9)
Southwest Airlines	Flexible time (7)
Slalom Consulting	Positive (7), Great (4), Good (4), Flexible time (2), Happy hour (3)
Mathworks	Good (14), Great (7), Positive (7), Flexible time(5), Less work (1)
Apple	Second to none (1), Rewarding (1), Flexible time (6)
LinkedIn	Positive (4), Great (2), Healthy (1), Flexible time (1)

Employees across 10 companies used words relating to positive feeling, time, and workload to describe work life balance at their workplaces positively. From the reviews about work life balance, employees reviewed their positive feeling on this factor by using positive feeling words like positive, great, healthy, friendly, and rewarding. Next, there were 9 out of 10 companies whose employees reviewed about flexible time which covers flexible working hours and flexible schedules. Moreover, one of the employees from Mathworks used the word 'less work' to review about workload. These words are related to work life balance because they are the factors that affect the balance between work and other activities in people's daily life. This seems to show that employees want work life balance from their workplaces, so they can arrange their personal schedule to match with their working hours in order to allow them to enjoy the time between their work and their personal life as much as they can.

From the examples of positive words relating to work life balance, the researcher summarized the frequency of the words that are used to describe work life balance as the following figure.

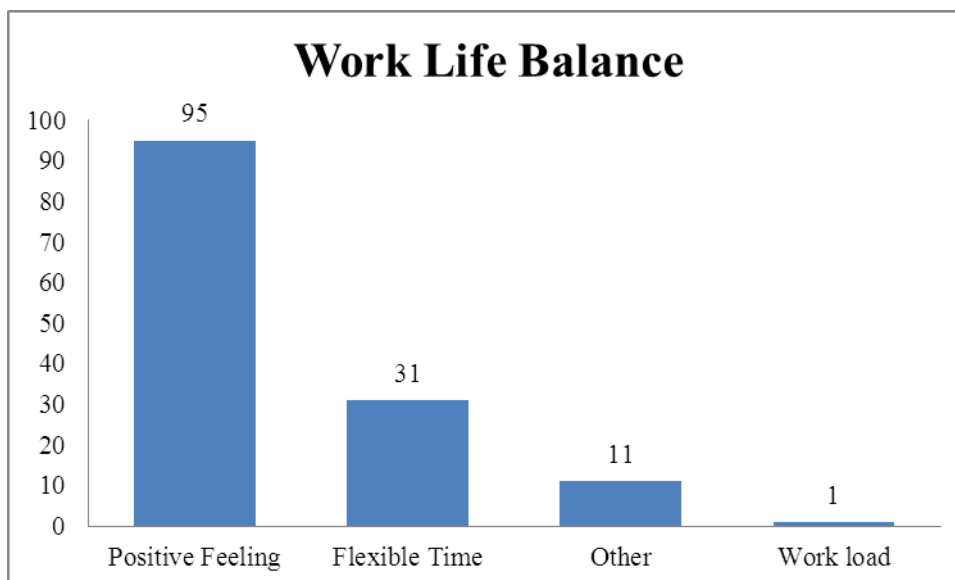


Figure 4.15: Frequency of examples of words that are used in reviews about work life balance

This figure shows the positive feeling words that represent words like positive, good, great, and so on. These words are used the most frequently for this example, followed by flexible time, others, and work load. In this example, ‘others’ was used to represents 9/80 schedule and happy hour whereas work load was used to represent less work. The following figure also shows the example of positive feeling words used among employees from 10 companies about work life balance.

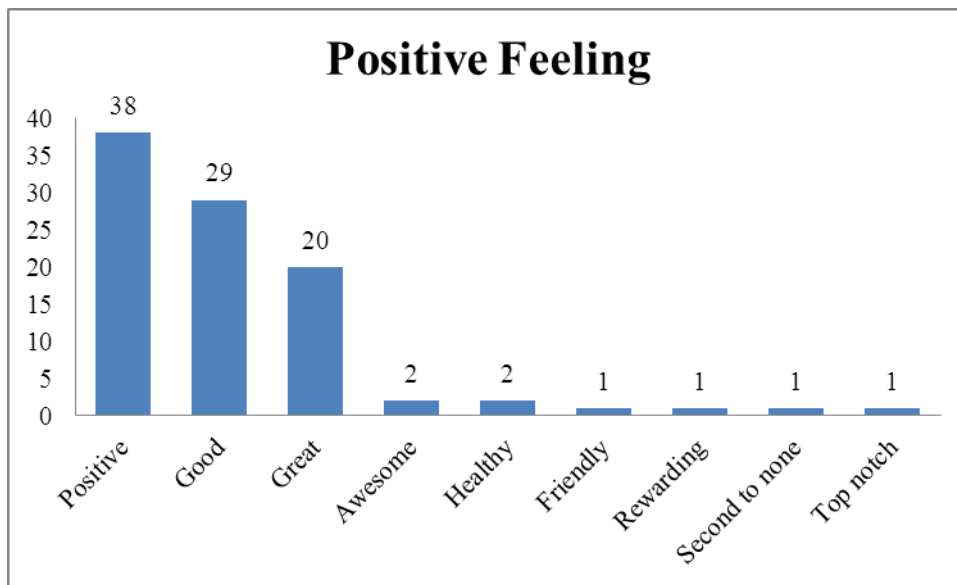


Figure 4.16: Frequency of exemplified positive feeling words used about work life balance

4.2.8 Work itself

The information about positive words that were used to describe work itself across 10 companies are shown in the Table 4.21

Table 4.21: Examples of positive words relating to work for 10 companies

Company	Examples of positive words relating to work
Google	Exciting (2), Interesting (2), Impactful (2)
Bain & Company	Interesting (6), Great (3), Fun (2), Impactful cases (1), Big problem(1)
Chevron	Interesting (3), Challenging (2), Rewarding (1), Upstream project(1)
Facebook	Impactful (4), Challenging (2), Exciting (1)
Qualcomm	Interesting (6), Great (2), Good (2), Technologies Application(3), Leading product (1)
Southwest Airlines	Valuable (1), Fun (1), New things (1)
Slalom Consulting	Interesting (4), Challenging (3) , Valuable (2), Solution based (1)
Mathworks	Interesting (5), Exciting (2), Challenging (2), Do great things(1), Do important things (1), Work with great tools (1)
Apple	Challenging (3), Exciting (2), Rewarding (1), Work on cool stuff (1), Work with data sets or rates (1),
LinkedIn	Meaningful (2), Exciting (1), Good (1), Work on stuff that really matters (1)

Employees across 10 companies used words relating to positive feeling and work to describe work content at their workplaces positively. For positive feeling words, they used words such as exciting, interesting, impactful, challenging, fun, valuable, and so on. The employees of the companies that have well-known product or well-known service like Google and Facebook feel that their work impacts the world and their work is exciting. In the same way, employees at Apple and LinkedIn also feel that their work is exciting because their products, like iPhone, iPad, LinkedIn website, have been used around the world. In consulting firms like Bain & Company and Slalom Consulting, employees feel that they do the cases that are very interesting because they have to deal with problems that allow them to find out the solutions to many kinds of problems. In the same way, employees at big energy corporations, like

Chevron, feel that their work is interesting because they have opportunities to do upstream projects while employees from Qualcomm and Mathworks also feel that their work is interesting but because they have a lot of chances to work with new technology applications, leading products, and great tools. Finally, employees from Southwest Airlines feel that their work is fun, valuable, and they always have something new to do.

These show that products and services from companies are the important factors in their employees' opinions because they reflect work for employees. Moreover, they also have influence on employee's satisfaction. We can see the evidences of these factors from the reviews that employees made about their work at their companies.

From the examples of positive words relating to work itself, the researcher summarized the frequency of the words that are used to describe work itself as the following figure.

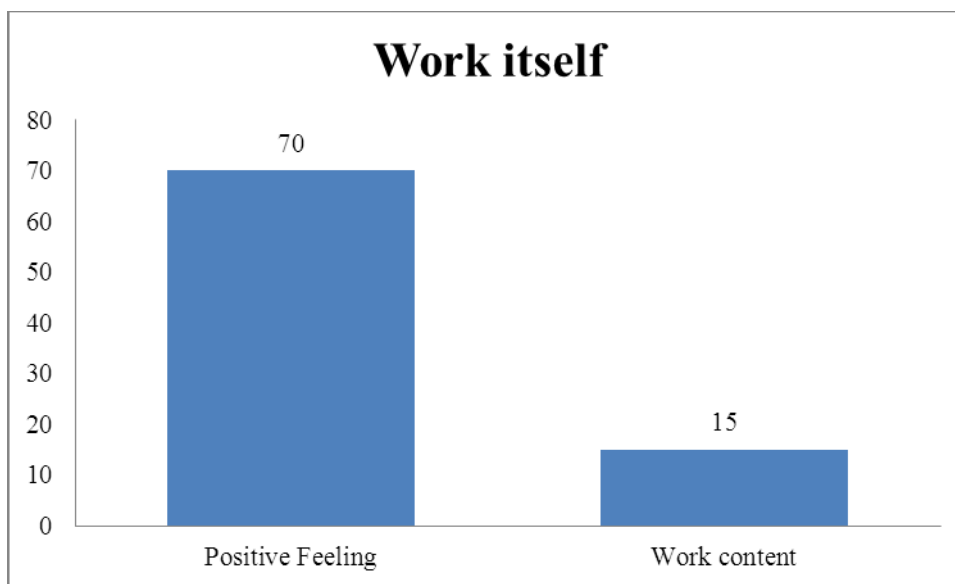


Figure 4.17: Frequency of example words that are used in the reviews about work itself

This figure shows that positive feeling words like interesting, challenging, exciting, and so on have the most frequency for this example, followed by work content which represents words like: do great things, work on cool stuff, and use technology application. The following figure also shows the examples of positive feelings among employees from 10 companies about work itself.

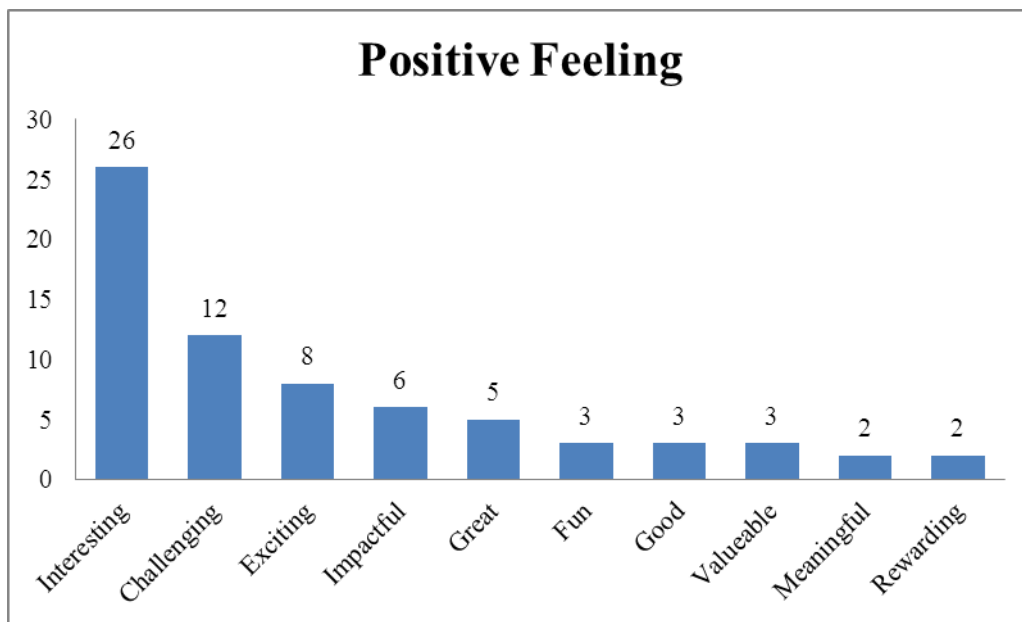


Figure 4.18: Frequency of exemplified positive feelings about work itself

CHAPTER V

DISCUSSION

This chapter discusses eight engagement factors found in this study which are career opportunities (CO), colleagues (COL), learning opportunities (LO), manager or supervisor (MAN), pay and benefits (PAB), recognition (REC), work life balance (WLB), and work itself (WORK). The mainly-discussed topics in this chapter are extrinsic factors and intrinsic factors within the engagements factors that can lead to employee engagement across 10 companies and other engagement factors that are not in the conceptual framework.

5.1 When Extrinsic Rewards Supersede Intrinsic Motivators: Perceptions from Employees

There are 2 main topics relating to extrinsic rewards and intrinsic rewards in term of engagement factors found in the reviews. The first topic is about frequency of extrinsic factors and intrinsic factors found in this study. The second topic is about the comparison between the result of extrinsic factors and that of intrinsic factors against the literature reviews.

According to Herzberg (1968), motivators are factors that have potential to satisfy the job whereas hygiene factors are factors that may lead into job dissatisfaction. Motivators can be work itself, responsibility, achievement, recognition, growth while hygiene factors can be organization policy and administration, supervision, working conditions, interpersonal relations, salary, status, job security, and personal life. (Herzberg, 1968). Moreover, from Maslow's hierarchy of needs (1943) in literature reviews physiological needs, safety needs, and love & belonging needs are extrinsic factors whereas esteem needs and self-actualization needs are intrinsic rewards. Based on these theories above, the researcher classified the engagement factors in this study into 2 groups which are extrinsic factors' group and

intrinsic factors' group. Extrinsic factors' group covers pay and benefits, manager or supervisor, and colleagues while intrinsic factors' group for this study covers work life balance, learning opportunities, work itself, career opportunities, and recognition.

From table 4.12 in chapter 4, the researcher summarized frequency of extrinsic rewards and that of intrinsic rewards as shown in the following figures:

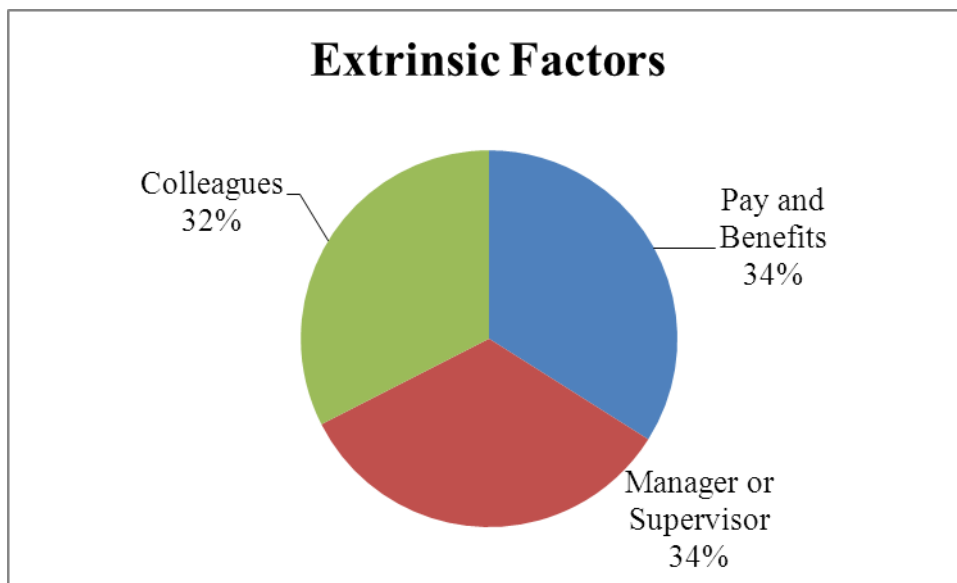


Figure 5.1: Frequency of extrinsic factors

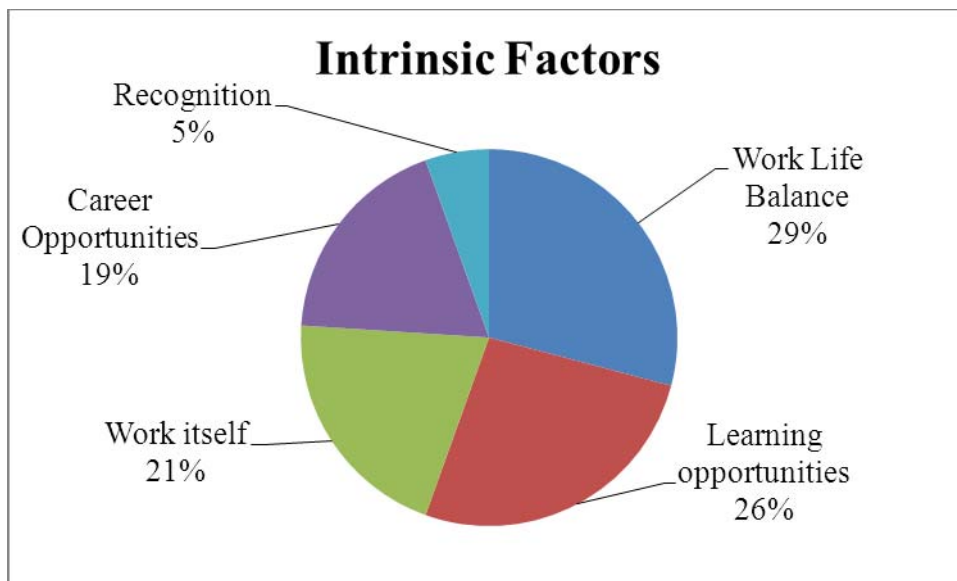


Figure 5.2: Frequency of intrinsic factors

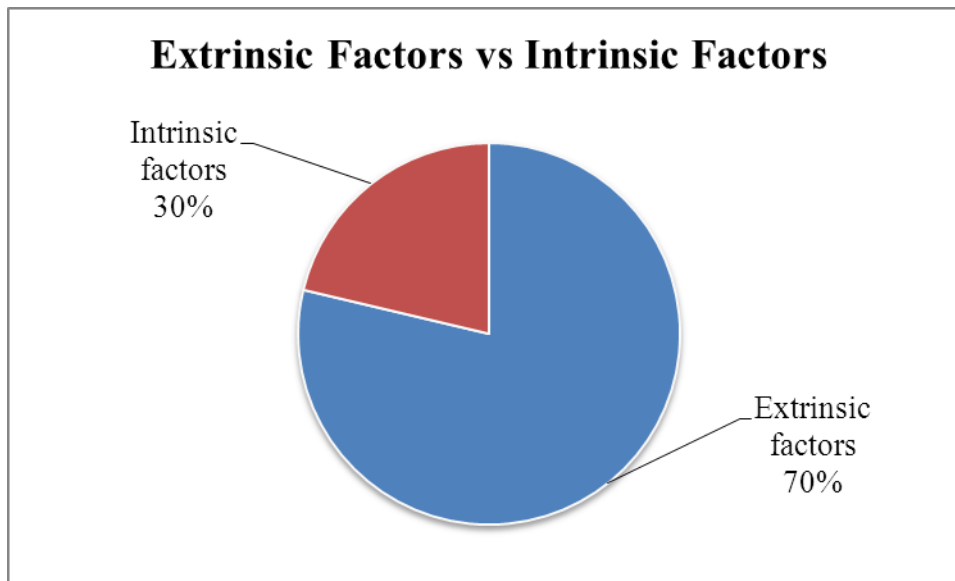


Figure 5.3: Total frequency of extrinsic factors and intrinsic factors

These figures show that frequency of extrinsic factors like pay and benefits, manager or supervisor, and colleagues is higher than that of intrinsic factors like career opportunities, learning opportunities, recognition, work itself, and work life balance in this study. From this result, it can be implied that most of employees feel that extrinsic engagement factors are more important than intrinsic engagement factors.

According to most of the literature reviews of previous researches in this study, intrinsic factors are more important than extrinsic factors since they can create more and better satisfaction to employees than extrinsic factors can. However, the result of this study conflicts with some theories and studies in the literature reviews. First of all, Herzberg (1968) found that motivators are factors that have potential in making the job satisfying whereas hygiene factors are factors that may lead into job dissatisfaction. This means the intrinsic factors should be more important than extrinsic factors in this study. Next, Joshi and Sodhi (2011) found that intrinsic rewards can motivate employees better than extrinsic rewards. For example, providing a reward, called 'the employee of the month' or an appreciation letter can make employees feel that they are recognized from their effort and this can encourage them to continue better performance (Joshi and Sodhi, 2011). From these examples, they can be implied that recognition is very important. There is another finding that

supports the examples above when Degieter et al. (2008) found that recognition is more important than pay level. However, Table 4.12 shows that recognition is the factor which has the lowest frequency. It means that the result shown in this table conflicts with the previous findings. Nyman et al. (2012) also found that training course and development possibilities can make employees feel more engaged than high pay and high benefits. This finding also conflicts with the result of this study because pay and benefits are the engagement factors that have the highest frequency in Table 4.12

Overall in this study, there are 1,363 reviews about extrinsic factors whereas there are only 584 reviews about intrinsic factors. We may be able to explain from the fact above that extrinsic rewards can be more easily described when compared with intrinsic rewards. In other words, extrinsic rewards are more concrete than intrinsic rewards and hence they are easier to review than intrinsic rewards. Since the reviews from employees are counted as ‘user-generated content’, there is an evidence to support the result of this study when Krishnamurthy (2008) found that the user-generated content is interesting because it can motivate other employees to express in the similar ways. This also can be implied that when employees saw that the reviews about extrinsic factors can be described more easily than the reviews about intrinsic factors, they firstly thought about extrinsic factors at their companies and reviewed them automatically.

5.2 How the Top Ten Leading Companies of 2015 Engage Their Employees

5.2.1 Give Them Opportunities And Options To Grow, Grow and Grow

In this study, there are reviews about career opportunities from employees across 10 companies that include growth opportunities, career path, job rotation, and so on. There are 50 reviews about growth opportunities at their workplaces and the following quotes are the examples of some reviews.

“Great room for growth and development throughout entire organization”. (Employee1, Google, 2015)

“Plenty of opportunities for growth and to explore various opportunities within the Organization” (Employee2, Mathworks, 2015)

These reviews can be implied that employees want to have ‘opportunities for growth’ or ‘opportunities to advance’ which include chances of being promoted and room for promotion. However, growth opportunities seem to depend on other factors as well, for instance, employees who have opportunities to do the right project with right people may have the better chance to be promoted than employees who do not.

“If you're on the right project (especially if it's a manager's pet project), work is great and you'll get the opportunity for advancement.” (Employee3, Qualcomm, 2015)

Although, growth opportunities may depend on different factors in each company, companies which provide plenty of career opportunities can attract employees better. There are also reviews about career path as they want companies that can help them grow along the career path.

“The firm genuinely cares about professional development of individuals and designs best-in-class training programs as well as on-job coaching scheme to help people grow along the career path.” (Employee4, Bain & Company, 2015)

Moreover, job rotation can make employees grow along their career path better because they can gain experience and knowledge from different job functions or different roles. Sometimes moving to other roles may lead into job relocation, especially for the companies that have multinational enterprises which allow employees to gain experience from people in different locations as well. There are 3

employees from 2 out of 10 companies who reviewed about job rotation and the following quote is the example about job rotation within a company.

“Ability to change careers without changing employers and losing benefits” (Employee5, Chevron, 2015)

5.2.2 They Want To Work with Good Colleagues

In this study, there are 443 reviews about colleagues. There are 98 employees who feel positive about their colleagues because of their smartness. This can be implied that some employees have good skills and can get along well with others. As the result, those smart colleagues can motivate other employees and make them feel positive.

“The people that I work with are all experienced, smart and motivated. They are a consulting company, but do not require travel as my prior employers have.” (Employee6, Slalom Consulting, 2015)

Employees also need help and support from their colleagues as there are 28 employees across 10 companies who reviewed about supportive colleagues and guidance from them. Support is defined as the level of helpful interaction from colleagues on the job, (Karasek and Therell, 1990) for example, providing information, caring to employees, giving the feedback, and teamwork (Eisenberger et al, 2002; Bakker et al, 2003; Schaufeli and Bakker, 2004; Hakanen et al, 2006; Korunka et al, 2009).

“Rarely do you encounter egos, people are generally nice, expectations are high, but your coworkers want you to succeed. And people who do good work are singled out and appreciated” (Employee7, Bain & Company, 2015)

Moreover, friendly employees can create good relationship to others as there are 20 employees from 10 companies who reviewed about their friendly colleagues. Friendly employees promote teamwork because they seem to get along well with other employees; as the result, they can work with other people easily.

“Very friendly workforce - people are easy to work with and willing to help; you can phone a senior manager directly asking about coding issues anytime” (Employee8, Mathworks, 2015)

5.2.3 Give Them Opportunities To Learn And Develop Knowledge

In this study, there are 154 reviews about learning opportunities from employees across 10 companies. The reviewed learning opportunities include training, learning resources, and learning experience. For the learning opportunities, employees want to learn new things and develop their knowledge (Joshi and Sodhi, 2011). Training is important as it has impact on employee engagement (Joshi and Sodhi, 2011) and there are employees from 9 out of 10 companies reviewing about training; for instance, providing many training courses for their employees in order to develop knowledge and skills which help improve their performance.

“Very systematic about people's development -- provides useful training on campus.” (Employee9, Google, 2015)

However, it is not necessary that employees must take training only to gain the knowledge and skills. The company can provide other things for their employees that also help them gain knowledge and develop their skills as well. Learning resources, such as library, courses, and tuition, also seem to be useful as there are 5 employees from 3 out of 10 companies reviewing about resources for employees to learn and develop their skills and knowledge better.

“Ample access to Professional development: classes, library, tuition, online portals” (Employee10, Qualcomm, 2015)

Moreover, employees can learn many useful things from their workplaces. For example, they can learn from their jobs, their colleagues, and their company's culture as well. There are 34 reviews relating to learning experiences by employees from 9 companies. The following review shows the knowledge that employees learn from company's culture as Chevron has safety culture.

“I learned a lot of safety tips when working. I learned how to handle the safe. I got a great experience out of it.”
(Employee11, Chevron, 2015)

This can be implied that employees can be attracted by companies that have plenty of learning opportunities as they can gain knowledge and skills from their work, training, learning resources, and so on; as the result, they can develop themselves continuously.

5.2.4 How about Manager That They Like To Work with?

In this study, there are 457 reviews about manager. Similar to colleagues, from the reviews of this study employees feel positive about their managers because of smartness as there are 89 employees describing the smartness of their managers. Moreover, employees also feel positive about managers who have high skills and care about their subordinates. For example, managers can ask about their subordinates' well-being, help their subordinates to develop skills, care about their subordinates' future, give them the feedback, the mentor, and so on.

“You will be surrounded by people who are absolutely brilliant. Your bosses and tech leaders care very much about your success as an individual. I never felt any animosity towards my colleagues and always felt like upper management really cared about me.” (Employee12, Qualcomm, 2015)

Senior leadership from manager can make their subordinates support them as well There are 8 employees from 5 out of 10 companies reviewing about this.

Normally, senior leadership is the behavior of managers or supervisors who concern and take care of their employees, consider their opinions and believe in their abilities to proceed in the organizations (Hicks, O'Reily, and Bahr, 2014). This also includes vision of senior leadership because it can make employees support them if they agree.

“You are surrounded by great people who are fun to work with. The senior Leadership has a great shared vision that I agree with and support” (Employee13, Southwest Airlines, 2015)

Manager can create good relationship with their employees according to the 18 employees' reviews from 10 companies about their friendly managers. Friendly managers seem to work with their subordinates easily. For example, they can make their subordinates feel free to ask them any time, share ideas without fear of negative consequences, and consult about personal or private matters.

“Very friendly workforces - people are easy to work with and willing to help; you can phone a senior manager directly asking about coding issues any time” (Employee14, Mathworks, 2015)

5.2.5 Not Just Pay, They Want These Benefits Too!

Pay and benefits seem to be the most important factors for this study because there are 463 employees across 10 companies reviewing about this factor positively. From the literature review, pay and benefits are total rewards that can be defined as the value resulting from employment relationship. And the representative of what the organization offers to its employees can be defined as reward (Chen and Hsieh, 2006) which can be implied that providing pay and benefits for their employees can make employees feel positive. This seems to be true as there are positive reviews about pay and benefits by employees found in this study.

Pay or salary is one kind of total rewards that are used by any company in order to attract employees, increase employees' effectiveness, and support employees' good behavior (Heneman and Judge, 2000; Muse et al., 2008). There is an example about pay that was reviewed positively by one employee in this study and it can be implied that pay level can affect employee's satisfaction.

“The salary and benefits are above the industry average and that's about it.” (Employee15, LinkedIn, 2015)

Benefits are another kind of total rewards that can attract employees, increase effectiveness, and support good behavior of employees, as well (Heneman and Judge, 2000; Muse et al., 2008). In this study, there are several kinds of benefits found; for example, financial benefits, personal time off, health benefits, facilities, amenities, activities, and so on.

In this study, there are 59 employees who reviewed about financial benefits which include 401K match, company match, pension, and stock. There are previous findings showing that monetary benefits and financial rewards are important because they have an effect on employee engagement (Joshi and Sodhi, 2011; Hicks et al., 2014) so it seems that companies can use this kind of benefits to attract their employees. The following exemplified reviews can show that companies attract employees by helping them in term of financial plan and monetary incentives.

“Market average base salary with an up to a 8% of your base salary to your 401 K from the company match and a more than 10% of your base salary to your pension plus a usual more than 10% of your base salary as your normal annual bonus” (Employee16, Chevron, 2015)

“Company benefits, good stock options, good salary, closer to the bay, free food, lots of fun events , good PR management” (Employee17, LinkedIn, 2015)

Health is also important for employees as there is a previous study found that health is one of the critical factors that can lead into engagement (Kapoor and Meachem, 2012). Employees are concerned about health benefits as there are 43 employees across 10 companies reviewing on this. In this study, health benefit includes healthcare, health insurance, dental, vision, medical, and so on. Although this

kind of benefit seems to be general in most companies, it can make employees feel that their company cares about their health. Moreover, it can save employees' health expenses since their company paid for them.

“The benefits are amazing. Great healthcare paid in full by Qualcomm. They have a free health clinic and great cafeterias.” (Employee18, Qualcomm, 2015)

Some companies provide specific benefits for their employees. The specific benefits mean the benefits that may not be found in other companies. For example, in this study there are 13 employees of Southwest Airlines reviewing about flight benefits. This specific benefit which seems to create differentiation to other companies can attract employees.

Flight privileges, profit sharing, ESOP, generous 401(k) matching, good medical insurance program. (Employee19, Southwest Airlines, 2015)

There are 14 employees reviewing about personal time off benefits positively, which include vacation leave, sick leave, sabbatical leave, paternity leave, and maternity leave. The following example of reviews can be implied that employees feel positive about personal time off as the company allows them to take their time off while the company still pays them even they do not work.

“Great experience to build your resume 4 month paternity/maternity leave fully paid” (Employee20, Facebook, 2015)

“Sabbatical after 6,000 billed hours (75% of pay for 4 weeks; This should be changed to 100% or 100% for 3 weeks; who wants to take a 25% pay cut for a month?)” (Employee21, Slalom Consulting, 2015)

In this study, it can be implied that companies have many kinds of benefits to attract their employees. Some kinds of benefits are generally provided, such as 401k match, pension, sick leave, vacation leave, healthcare, facilities, amenities, and so on. However, some kinds of benefits, such as: flight privileges, free products, product discount, can be found only in specific companies or specific industries. Since employees have diverse needs, they want to work in the company where they can find the right match between what they need and what the company provides (Schullery, 2013).

5.2.6 Don't Forget To Recognize Them!

Recognition is the least significant factor in this study as there are only 32 employees across 10 companies who reviewed about this factor even though this factor seems to be very important in the literature review. For example, it has more impact on turn over intention, job satisfaction, and affective commitment than pay level (De Gieter et al., 2008).

Employees that reviewed about recognition, in term of performance recognition and hard work recognition, seem to have the same feelings; they believed that their efforts never go to waste and will be rewarded after they finish their work so they are encouraged to get their jobs done completely. For instance, Bain & company recognizes employees' performance, the same as Chevron does.

“Bain truly values and invests in their employees. While everyone works hard and is held to high standards, performance is recognized and feedback is always helpful and constructive”
(Employee22, Bain & Company, 2015)

“Chevron offers a competitive performance based on promotion system that encourages high performance and rewards hard work.” (Employee23, Chevron, 2015)

Internal recognition system can be used to promote recognition and encourage employees within a company. For example, Qualcomm has 'ShareIt!', the

peer performance reviews and ‘QualStar nominations’ that can help employees be recognized more easily.

“ShareIt! Peer performance reviews & QualStar nominations make it easy for peers to recognize distinguished contributions” (Employee1, Qualcomm, 2015)

Moreover, being an employee of the well-known company can make him/her be recognized by other people more easily. For example, there is one employee from Google who reviewed about being recognized by family and friends. This can be considered as pros of working at Google.

“Recognition among family and friends” (Employee24, Google, 2015)

5.2.7 Let Them Balance Their Work And Their Life

There are 170 reviews from employees about work life balance which is the balance between work and other activities in people’s daily lives, for example, eating, sleeping, playing sports, watching TV, playing games, having time with family, and so forth (Shankar and Bhatnagar, 2010). It can be implied that employees feel positive with their companies if they can find balance between their work and their private time. Especially, people who have families prefer to leave office on time so they can have time with their families after working hours.

“Work life balance: If you have a family, probably one of the best companies to work for. 9-5 job and almost everyone leaves the office by then (in most departments).” (Employee25, Mathworks, 2015)

However, ‘work life balance’ does not mean ‘working in office hours’ only. There are 38 employees reviewing about flexible time which allows employees to have freedom to come to work at any time they want. For example, if the normal

office hour is 9 AM to 5 PM, they can work from 10 AM to 6 PM or 7 AM to 3 PM, instead. This can help employees to balance work and private time as well.

“Flexible work schedules are available to employees who are interested in less than 40 hours of employment, which is key to my demographic” (Employee26, Slalom Consulting, 2015)

Moreover, some companies have policy on promoting work life balance to their employees as well. For example, there are 8 employees in this study who reviewed that their company promotes work life balance by using 9-80 work schedules. Normally, 9/80 schedule allows employees to work 9 days over 2 weeks and have a free day.

“9/80 work schedule (every other Friday off). Performance management and reviews are, for the most part, fair and generous as long as you're a top performer.” (Employee27, Chevron, 2015)

5.2.8 Does Work Have Value to Them?

For work itself, there are 120 employees who reviewed about this factor. From the literature review, employee engagement occurs when the work can make employees recognize the consistency of their value, so they feel that their job is helpful and valuable to themselves and others (Kahn, 1990). This can be implied that employees feel positive when they have chances to do work that can create value to themselves and other people, like work that has high impact, or work that can solve great problems. In this study, there are reviews about companies like Google, Facebook, Mathworks, Apple and LinkedIn which create the well-known products or services that are used by people around the world.

“You get to work on large scale, real-world, high impact problems” (Employee28, Google, 2015)

“We work on amazing projects that add value to both our organization and the world (yes, the world)” (Employee29, Facebook, 2015)

“Impactful product - pushing the automation tools to a new boundary; it's always cool to work with MATLAB/Simulink” (Employee30, Mathwork, 2015)

“Rewarding, challenging, well-known products, exciting to be a part of something big, working on unreleased products, fast-paced for a large company” (Employee31, Apple, 2015)

“Exciting projects, initiatives and things to work on that have or will have material impacts on people's livelihoods” (Employee32, LinkedIn, 2015)

These employees seem to have the same positive feelings; they believed that their work has impacts on the users around the world or everything they do can change the world. For example, Google website, Gmail, Google map, Google translate, Facebook website, iPhone, iPad, Macbook, MATLAB, and LinkedIn website are the products and services that many people use. As the result, every change of products and services can make the users change too.

5.3 Surprise Surprise! What More Can Engage Employees?

In this study, the researcher interestingly found that there are other engagement factors that were not in the conceptual framework but were described by the respondents as important. They are company reputation, company culture and company environment. The following part analyzes these three factors and their impact on employee engagement.

5.3.1 It's about Being Proud To Be Here!

Company reputation seems to be a factor that can engage employees as well. There are previous findings that studied about engagement factors and their result shows that company reputation is important for engagement. Poland (2011)

found that non-monetary rewards, job, work life balance, learning opportunities, good communication, work conditions and company reputation are the effective engagement factors. Later, Aon Hewitt (2014) also found that company reputation is one of the engagement factors for employees around the world. This can be implied that employees can be attracted by the company which has reputation because it can help them on building profile and can help them be recognized easily (Employee24, Google, 2015). For example, there are exemplified reviews about company reputation as the following:

*“Strength of the Google brand to open doors”
(Employee39, Google, 2015)*

*“Great people, fun learning new tech, working for the
leading company in the world” (Employee40, Apple, 2015)*

These employees seem to have the same positive feelings; they believed that reputation is the advantage of their companies. Especially, Google employees' reviews can be implied that the name of Google can help employees gain good opportunities: recognition, reputation, career opportunities, and profile, for instance.

5.3.2 A Great Culture Wins It All

Company's culture seems to be the factor that has effect on employee engagement and there was a previous study supporting that when employees have positive attitudes to culture, especially the culture that suits them, their motivation, job involvement, and commitment will be improved (Russo, 1998; Forgarty, 2000; Woodruffe, 2006). For example, one of the employees from Facebook reviewed that culture is great because there is transparency and the company also invests in employees whereas another employee from Slalom reviewed that company's culture makes employees enjoy in their office.

*“Great culture, transparency amongst the company and
deep investment in the individual, caters to personal strengths.”
(Employee33, Facebook, 2015)*

“Culture- the company has a positive energy and it is enjoyable to be in the office. I love playing shuffle board and having a drink with colleagues in our kitchen at the end of a hard day.” (Employee34, Slalom, 2015)

There is a review about the company’s mission and vision from one employee from LinkedIn. This can be implied that the mission and vision can help any company to create impact on the world. Moreover, this also seems that mission and vision can drive the creation of products and they can also impact on people’s livelihoods (Employee32, LinkedIn, 2015)

“Bold mission and vision that literally impact on global economics around the world” (Employee35, LinkedIn, 2015)

Communication from company is also important for employees because it can provide information about the company’s culture and employees consider about the company’s communication in term of feedback style, the reliability of communication, quality of communication, organizational integration, communication channel, communication style between supervisor and subordinates, and information about the organization’s policy (Clampitt, 1977; Downs, 1993). Company structure seems to have effect on communication as there is a review showing that flat structure has effect on communication style as it helps employees work and communicate with others effectively.

“Google's organization is now very structured and hierarchical. Facebook is having more layers, but the working style is still flat and in social-network style. Speaking to people in different teams, forming an idea, leading a virtual team and completing it, these styles are still valued. My boss is more like a mentor helping me navigate through the ideas, rather than an authority telling me what to do”. (Employee36, Facebook, 2015).

5.3.3 Who Doesn't Want a Nice Office?

From the literature review in Chapter 2, Bhaskar and Mishra (2014) studied the impact of the factors from an organization's learning on engagement and one of the factors that have effect on engagement is connected to a company's environment. This can be implied that employees can be engaged if they can get along well with environment at their companies. There was a support from previous studies that employee engagement can be created by the right match between employees and environment (Leiter and Maslach, 2004). In this study, there are also positive reviews about company environment from employees, as the following:

“Dynamic environment giving opportunity to work in different companies and industries” (Employee37, Bain & Company, 2015)

“Professional, human being, nice, good education background, facility, office deign” (Employee38, Google, 2015)

According to Truss (2006), engagement is about creating something like environment and opportunities to employees so that they can work efficiently and can get along well with other people in organizations. Supportive environment like the office design, facility, and environment that supports work opportunities seem to be the factors that their companies used in order to make their employees have positive feelings.

CHAPTER VI

CONCLUSIONS AND RECOMMENDATIONS

6.1 Engagement factors from employees across 10 companies

Employee engagement is important for every company since it can improve both the company and the employees in term of market share, productivity, retention, performance, financial condition, reputation, satisfaction, and so on. Thus, each company provides several things to serve their employees' needs and to engage the employees in many ways, like pay, benefit, opportunities, facility, rewards, for instance. Factors that are focused on the exploration of employee engagement in 10 leading companies from Glassdoor.com include career opportunities (CO), colleagues (COL), learning opportunities (LO), manager or supervisor (MAN), pay and benefits (PAB), recognition (REC), work life balance (WLB), and work itself (WORK).

The result in Chapter IV shows that pay and benefits are the most important for this study, followed by manager or supervisor, colleagues, work life balance, learning opportunities, work itself, career opportunities, and recognition respectively.

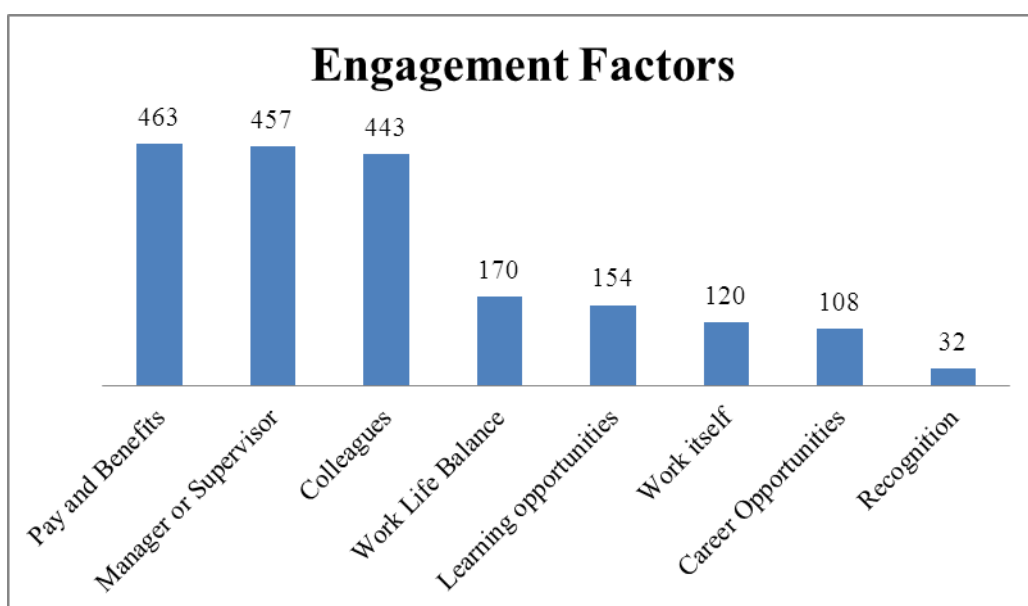


Figure 6.1: Frequency of each engagement factor in this study

Let's start with pay and benefits, employees are satisfied with good pay at their companies, which means high salary, or at least better salary than other companies that are in the same kind of industries. Benefits that can engage employees in this study should cover financial benefits, personal time off, health benefits, facilities, amenities, activities, and so on. Examples of financial benefits can be 401K match, company match, pension, stock, financial plan and monetary incentives while examples of health benefits can be healthcare, health insurance, physiotherapist, dental, vision, medical, and so on. Next, facilities and amenities that can provide convenience to employees may cover, gym, canteen, accommodation, fitness, parking, hair dresser, laundry service, and so on whereas activities which can make employees fun can be parties, events, outing, and games. Employees are also satisfied with many kinds of personal time off benefits: vacation leave, paternity leave, maternity leave, sabbatical leave, and sick leave, for instance, as they are still paid during their taking their personal time off. Moreover, the company can attract employees by providing specific benefits that can be found only in some companies or some particular industries, for example, flight benefits from Southwest Airlines, whereas other kinds of benefits, like discount, free laptop, and sponsoring visa, can attract employees, as well although there are few employees who reviewed about each of these specific benefits.

Employees feel positive about their managers who have good skills and care their subordinates, especially about well-being and success in career. The support from managers in this study can cover feedback, mentoring, helping their subordinates to develop skills, and so on. Senior leadership and management, such as: no micromanagement, autonomy, transparency, and empowerment, can reflect the manager's behavior and employees usually feel positive with the managers who have high senior leadership and good management style. In addition, employees prefer the friendly managers who can create good relationship with subordinates and promote good teamwork.

Employees also feel positive with their colleagues who have good skills and can get along well with them because they can support one another. The support from colleagues in this study can be feedback, mentoring, helping each other, and so on. Moreover, good team can have an effect on engagement as well. From positive

reviews about colleagues, these can create good relationship among employees in any company; thus, employee engagement can be improved.

Work life balance, which is the balance between work and other activities in people's daily lives, is one of the factors that can engage employees. Employees want to work for the company that can offer them the balance between their work and their private time, especially the company that has the policy about promoting work life balance to their employees. This also includes flexible time that allows employees to arrange their own working hours.

Employees are satisfied with the company which has plenty of learning opportunities. In this study, learning opportunities include training, learning resources, and learning experience. They want the company to provide many useful training courses for them in order that they can develop their knowledge and their skills. Employees can develop themselves from learning resources, such as library, online portal, and class, as well which means that the company can also engage its employees by providing these resources. Furthermore, creating good learning experience to employees is important, now that it can make employees feel that they can learn a lot of useful knowledge and skills from the company; accordingly, employee engagement is improved.

Work itself can engage employees if they feel that they do something valuable, challenging, impactful, interesting, and exciting. This can cover either work that can create value to people around the world or problems that are difficult to solve. In this study, there are many employees reviewing about working on the products or services that have a lot of users around the world. It means their work can have an impact upon the world. Additionally, employees may feel themselves successful and valuable when they can solve any difficult problems happening during their work.

For career opportunities, employees are satisfied with the company that has plenty of career opportunities, especially growth opportunities. The employees will usually consider working for the company that has a high chance for promotion, room for growth, and career path that they can grow. Furthermore, they want to gain experience and knowledge from job rotation and job relocation. These allow them to work in different roles, different functions, different cultures, different norms, and so on.

Finally, employees want the company to recognize their performance and their hard work so as to make employees feel that their effort never goes waste. Recognition can motivate employees to put more effort into their work so as to improve their company, in term of performance, financial conditions, growth of business, and competitiveness. Besides, being recognized by other people about working in a well-known company is also important which means company reputation can make employees be recognized more easily, especially the companies like Google, Facebook, Apple, and LinkedIn in this study.

In summary, the result in chapter IV has some points that are different from the literature reviews in Chapter II. This study found that extrinsic factors, like pay and benefits, manager or supervisor, colleagues have more importance than intrinsic factors, like work life balance, learning opportunities, career opportunities, work itself, and recognition. Nevertheless, this result conflicts with the previous study that intrinsic factors are more important than extrinsic factors. This difference may be the result from the more concreteness of extrinsic factors than intrinsic factors; hence, extrinsic factors may be easier to review than intrinsic factors. Moreover, the contents that were reviewed by previous employees may motivate other employees to express their feelings in the same way.

6.2 Recommendations

Understanding factors that have an impact on employee engagement is very important. Every company can learn from their employees in order to understand their motivation and find strategies to create employee engagement efficiently, for example, providing both extrinsic and intrinsic factors that are suitable for their employees in order that they can attract their employees and make them feel positive about their workplaces.

- Career opportunities

Each company should have plenty of career opportunities for their employees and should communicate many kinds of these opportunities: career path, chances for promotion, chances for rotation into different functions, for instance, to

their employees in order to create awareness about career opportunities to employees (Joshi and Sodhi, 2011). In the future, the company should have policy that allows growth for the young talent, clear job description, supports from the manager, and clear career path (Joshi and Sodhi, 2011). Furthermore, the company should have policy that supports young employees because new-generation employees will enter the workplaces.

- Colleagues

It is important for any company to recruit high-skilled employees because they can support and motivate other employees, and can make other employees feel positive about their colleagues at workplaces. Thus, the company should implement a strategy to attract these high-skilled employees. In addition, the company should have policies that build good relationship among employees, for example, team building, outing, parties, and so on. Good relationship among employees can make employees support each other as the result, they will have the same work direction and the same goals (Bjarnadottir, 2011).

- Learning opportunities

It is good for employees to have opportunities to learn useful things as employees want to develop their knowledge and their skills. The company can help employees by providing training courses that are useful and interesting for them in order to develop themselves so that they can make use of their knowledge and their skills in work. Learning resources like library, online courses, and other materials, are also important for employees' development as well. However, it is also important for the company to create awareness of learning opportunities to employees in order to make employees feel that there are various opportunities to develop themselves within their workplace.

- Manager or supervisor

The manager should support their subordinates since it can make employees have positive perception of their workplaces. For example, they may view their workplaces as the places where they can find chances along the supportive

environment (Severinsson,1996; Othman and Nasurdin, 2013). Leadership is also important because it can reflect the manager's behavior; thus, the company should provide a training course to develop good leadership. In addition, the company should have policies, like team building, outing, and parties, to build good relationship between employees and their managers since relationship with managers is more important than relationship with colleagues; besides, it has more power on engagement; as the result, it can create more satisfaction and more commitment to employees (IRS, 2004).

- Pay and Benefits

For pay, the company should pay its employees at the acceptable rates for both company and employees but this depends on the financial conditions of each company. Surveying about salary rates, based on other companies which are in the same kind of industries, can help the company to adjust its salary rate to satisfy its employees.

For benefits, the company can provide various types of benefits to attract their employees. It is also important to understand employees' needs. This can be done by surveying and finding the information about benefits from other companies to see how other companies provide benefits for their own employees. This might help the company to come up with the suitable type of benefits that really serves the employees' needs; consequently, the company can create employees' satisfaction and employee engagement in their workplace.

- Recognition

The company should promote recognition among employees by: sending appreciation letters to the employees after they can achieve their work, giving awards to the high-performance employees, announcing the name of 'the employee of the month' in each division, for instance. These can make employees feel that they are recognized by other people; therefore, they are encouraged to perform their work more efficiently. Moreover, these might motivate other employees to improve themselves if they want to be recognized too.

- **Work life balance**

The company should have policies that can promote work life balance which allows employees to find the balance between work and their life. For example, managing work-load can support work life balance. Sometimes the company has to assign more work to their employees, which means that employees have to work overtime. In this case, the company should return the overtime hours to the employees by giving them extra personal time off. Furthermore, flexible time can allow employees to have freedom to set their own working schedules but it must not have any negative impact on work.

- **Work itself**

It is important for employees to do something that can create values to themselves and others; consequently, the company must do something, like describing about the impact of each work, or explaining about how important and interesting that work is, in order to make its employees recognize about the value of their work. The company should also be able to put the right man into the right job. This way can allow employees to do work that they are expert in and the company can gain values from their work when they finish it. In addition, the company should know when and how to adapt new things, especially technology and innovation, into work in order to make employees feel that they work on something modern, interesting, challenging, exciting, and so on.

6.3 Limitations of study

There are some limitations in this study. First, the researcher focuses on only 10 companies from Glassdoor.com by using some specific criteria; for example, the companies must be the first 10 companies which are Best Places to Work in 2015 and also were Best Places to Work in 2013 and Best Places to Work in 2014 across North America and parts of Europe from Glassdoor.com. Next, there are 450 out of 1000 employees provided information that they come from U.S. and 434 out of 1000 employees did not provided information about their workplace countries so the results might not be able to reflect the feeling of the employees across different nations

clearly. Moreover, this study focuses only on pros from the employees' reviews about their companies, which means that the results will show only the employees' positive feelings and will not include their negative feelings about their companies.

Finally, this study used only the qualitative research method to gain information from the employees' reviews and the tool used for data analysis is Excel spreadsheet. However, for the best results in the future, measuring employee engagement in an organization could be derived from software for qualitative data analysis, such as Nvivo and Leximancer.

6.4 Further research opportunities

There are many factors that affect employee engagement in the workplaces. This study covers only 8 factors of engagement factors which are career opportunities (CO), colleagues (COL), learning opportunities (LO), manager or supervisor (MAN), pay and benefits (PAB), recognition (REC), work life balance (WLB), and work itself (WORK). Each factor can be more focused in the future in order to gain deeper information and understand them better. Additionally, some factors, like company reputation, company culture and company environment, were not included in this study but they also seem to be important for employees. These factors may be more important than some of the factors in the conceptual framework; hence, this study could be used as a guideline for any further studies about engagement factors.

Factors relating to company like company reputation, company culture and company environment that are discussed in Chapter V also affect engagement in the workplace. This study only explored the employees' reviews in 10 leading companies from Glassdoor.com. Therefore, the conceptual model for this study can be applied and used for studying of employee engagement in other workplaces.

In the literature review of this study, most of the researchers studied about employee engagement in several countries but they rarely studied it in Thailand. Thus, future studies may make use of this conceptual framework to study on employee engagement in Thailand in order to understand the motivation to work for Thai people which may be different from the result of this study.

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