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# STRATEGIC MANAGEMENT AND EMPLOYEE ENGAGEMENT IN ORGANIZATION

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## Abstract

The objectives of this study were (1) to study the elements and strategies for building employee engagement in the organization; (2) to examine the factors affecting the employee engagement in the organization; and (3) to generate the strategies for building employee engagement in the organization. This study is a mixed methods research design between quantitative and qualitative research with following research methodologies, namely, 1) Studying and synthesizing elements and strategies for building employee engagement in the organization 2) Surveying the factors affecting employee engagement in the organization, and 3) Generating strategies for building employee engagement in the organization. The results were found that (1) the elements and strategies for building employee engagement in the organization consisted of several factors, namely, HCM strategies, human management, human development, and HCM environment. (2) The HCM strategies, human management, human development, and HCM environment had impact on the employee engagement in the organization at the statistical significance level of 0.05. (3) The strategies for building employee engagement in the organization consisted of 4 strategies: strategy 1: organizational culture improvement, strategy 2: compensation and benefit management, strategy 3: upgrading proactive human resources department, and strategy 4: improvement of quality of life in safety, occupational health, and working environment, which are appropriate and consistent and can cover the elements of employee engagement, and each factor was related and can clearly explain the said elements.

**Keywords:** Employee Engagement, Strategic Management, Human Capital Management

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## **Introduction**

At present, organizations are highly competitive which leads them to develop knowledge, skills, abilities to produce technology and changes in the organizational structure to keep up with the modern era (Pattanasamphan, 2021) to manage the organization to achieve its objectives and operations. Moreover, human resource management is vital and challenging in the organizational management as the organization needs human resources to fully work for their organizations, which human resources are the most valuable resource in the organization. Employee is an important factor in driving the organizational operations and creating competitive advantages (Chan-ngam, 2016) If the organization possesses effective human resource management systems, namely, human capital management strategy (HCM) supporting the organizational directions, manpower management in line with current and future missions, providing employees with returns, benefits, and incentives for personnel development in accordance with business changes, technologies, and competitions, value creation, organizational culture, and instilling ethics and codes of conduct in the organization, and many others.

Employee Engagement is the key to keeping employees connected with their work and organization and is an important driving force resulting in the organizational efficiency (Ammarit, 2021). The employee engagement toward the organization has gradually evolved but remains stable, and employees' duties will motivate them to devotedly work for the organization. Therefore, the organization should generate strategies for building employee engagement in the organization by planning, recruiting, training, and motivating employees to feel satisfied with the organization. Furthermore, employee engagement affects efficiency and effectiveness in sustainable organizational operations. Building motivation must be consistent and appropriate for the employees' needs which can make them feel engaged with their organization and work, resulting in employee loyalty in the organization.

There are standardized approaches to human capital management, good practices, and mechanisms of actions in the state enterprises. According to State Enterprise Policy Office (2019), State Enterprise Assessment Model (SE-AM) focuses on organizational engagement by creating a good employee experience through operations/activities provided by the organization, as well as working, way of life, recruitment, employment, starting work, engagement building, performance management, potential development, to resigning from the organization in order for employees to have a good relationship with the organization and work more happily and efficiently.

Thus, it can be seen that the employee engagement in the organization is important for the organizational operation and management, which is considered one of the factors of organizational success and objective achievement if the organization can build sustainable employee engagement. Consequently, the study on strategic management and employee engagement in the organization was carried out to achieve effective and suitable employee engagement strategies and be used as a guideline to strengthen the employee engagement in the organization.

## **Research Objectives**

- (1) To study the elements and strategies for building employee engagement in the organization
- (2) To study the factors affecting employee engagement in the organization
- (3) To generate the strategies for building employee engagement in the organization

## **Literature Review**

### **Strategic Management**

Strategic management refers to activity organization in any organization and delegating tasks to employees to achieve its objectives or goals (Bartlett, 1996), consisting of 7 elements such as (1) Strategy meaning direction of long-term goals and objectives and necessary resource

allocation to enable the organization to achieve its objectives; (2) Structure meaning arranging the line organization into categories based on command and possessing a formal coordination system and related methods according to the established schemes; (3) Operational System and Procedures meaning methods and procedures for performing task in accordance with the operational standards to perform various duties with convenience and orderliness and without conflict; (4) Employee Recruitment referring to allocating employees to suitably perform position, duties, and responsibilities with their knowledge, skills, and abilities; (5) Skills referring to specialties of employees in the organization which needs to be recognized by the organization to improve them appropriately and use them to result in the organizational success; (6) Work Style of Executives meaning the ability to plan natures of management or behavior in the management of high-level executives, such as various management methods, leadership, decision-making, problem solving, executive time and focus, and nature of the relationship between executive and employee in the organization building the organizational culture; and (7) Shared Value in the Organization meaning the ultimate goal set and accepted by both executives and every employee in the organization, holding it and hope to become a successful organization (Chirapattanapornsin, 2020).

### **Human Capital Management (HCM)**

Human capital management (HCM) refers to the management of the employee quality and performance, which includes defining and recruiting the most talented employees, retaining employees, developing and motivating employees to show their highest potential (Suwetwattanukul & Kaewnuch, 2012). The process and result in the human capital management assessment criteria can be divided into 4 areas: (1) Strategies on Human Capital Management and Development (HCM Strategy) in line with the vision, mission, business strategy, and challenges by considering in quantitative and qualitative manners and offering the effective follow-up process to obtain the specified results; (2) Human Management considered on manpower management in line with the current and future missions by analyzing manpower demand and supply, technological substitution, as well as providing fair returns/benefits to motivate potential employees to work and be consistent with the individual performance through the systematic and effective performance assessment, which can be a truly main mechanism to drive the organization; (3) Systematic Human Development requiring appropriate development guidelines for each different group of employees by offering knowledge and skills in line with changing business, technology, and competitive environments (New-Skill/Up-skill/Re-skill), including employee development model adjustment focused on Action Learning; and (4) HCM Environment is the infrastructure improvement for supporting human management with the guidelines for creating organizational values/culture, instilling ethics in employees and prepare them for facing potential changes, and working environment management to ensure safety and obtain welfare for employees reflected through the employee engagement (State Enterprise Policy Office, 2019).

### **Organization Engagement**

Organization engagement refers to the state in which an individual employee who is emotionally and intellectually committed to the organization or the group, has positive attitudes, and expresses positive feelings and behaviors (Strauss & Sayles, 1980). Employees who are committed to the organization are individual needs and pay much attention to performing their tasks seriously, resulting in the organization's business productivity (Hewitt Associates, 2004). Employee engagement is essential to the organization as it leads employees to have positive feelings and engagement with the organization, its work, goals, and values and contributes them to be loyal and need to be part of the organization. The employee commitment is committed to the organization which requires employees to be engaged with the organization

and work as it is related to the turnover rate. If the commitment to the organization is high, turnover rate will decrease (Thepwan, 2011).

### **Employee Involvement**

The organizational development or operations to achieve its goal requires mainly efficient and successful employee performance. Therefore, employee involvement in the organization must be promoted (Krommuang et al., 2020). Successful administration and building employee involvement can make employees connected and feel of being part of the organization by allowing them to participate in organizational activities, such as expressing opinions, goal setting, problem solving, decision making, or providing information, etc. (Carmeli et al., 2017).

### **Research Methodology**

The strategic management and employee engagement are a mixed methods research design to obtain quantitative and qualitative research data by studying concepts, theories, synthesizing elements, and surveying and generating strategies for building employee engagement in the organization. The research methodology was conducted as follows:

Step 1: Studying and synthesizing the elements and strategies for building employee engagement in the organization is to study (1) documents, data, concepts, theories, and research related to employee engagement. The researcher studied the basic information about employee engagement retrieved from documents, academic works, books, and textbooks, and websites; (2) to examine and analyze the guiltiness for studying the elements and strategies for building employee engagement in the organization and factors affecting the employee engagement; and (3) to study the qualitative data with in-depth Interview and focus group discussion to inquire about the elements, strategies for building employee engagement, and factors affecting the employee engagement in the organization.

Step 2: Surveying the factors affecting employee engagement in the organization is to survey the factors affecting the employee engagement in the organization in a quantitative manner with a questionnaire to examine the factors affecting the employee engagement and in a qualitative manner with an interview form to collect data and opinions toward human resources management and development from key informants.

Step 3: Generating strategies for employee engagement in the organization is to create the strategies for building the employee engagement in the organization and assess the consistency of strategies for building the employee engagement in the organization.

### **Population and Sample**

Studying and synthesizing the elements and strategies for building employee engagement in the organization using 15-20 high-level executives, middle managers, operation officers, and employees obtained from purposive sampling method.

Survey of the factors affecting the employee engagement in the organization was conducted in the two following methods: (1) A quantitative research using 400 employees from Public Pawnshop Office (2022) obtained from the table of Krejcie & Morgan (1970), in case of known exact population, a sample group of 206 employees obtained from Simple Random Sampling method. If the population does not exceed 1,000 people, the sample group should be at least 15-30 percent (Sisaat, 1992), which the sample used in this study was enough determined. (2) Qualitative research using 60 employees from Public Pawnshop Office obtained from Purposive Sampling method with in-depth interview

Generating strategies for employee engagement in the organization using 5 experts with purposive sampling method.

### **Research Tool**

Using the structured interview in the study and synthesis of elements and strategies for building employee engagement in the organization to collect data about the elements and strategies for building employee engagement from key informants.

Survey the factors affecting the employee engagement in the organization; (1) A quantitative research using a questionnaire on the factors affecting the employee engagement in the organization to examine its relevant factors (2) A qualitative research using the structured interview to collect data and opinions toward human resources management and development from key informants

Generating strategies for employee engagement using an assessment form on consistency of employee engagement strategy to inspect its accuracy, suitability, feasibility, and usability.

## **Research Findings**

### **Studying and synthesizing the elements and strategies for building employee engagement in the organization**

The research findings showed that the elements and strategies for building employee engagement in line with the visions and missions of the organization applied with the concepts and theories by Hewitt Associates and HCM enabler evaluation criteria for the performance evaluation system of state enterprises can determine the employee driver and engagement behavior of executives and employees in Public Pawnshop Office as follows: 1) HCM Strategies are strategies in consistence with the visions, missions, and challenges with sufficient dissemination channels to provide comprehensive communication and an efficient performance follow-up process and to achieve desired outcomes. 2) Human Management is manpower management in line with the current and future missions by analyzing manpower demand and supply, technological substitution, as well as providing fair returns/benefits to motivate potential employees to work and be consistent with the individual performance through the systematic and effective performance assessment, which is a main mechanism to drive the organization. 3) HCM Environment is the infrastructure improvement for supporting human management with the guidelines for creating organizational values/culture, instilling ethics in employees and prepare them for facing potential changes, and working environment management to ensure safety and obtain welfare for employees reflected through the employee engagement.

### **Surveying the factors affecting employee engagement in the organization**

The results of the analysis of demographic data, HCM strategies, human management, HCM environment, and employee engagement are as follows.

(1) Demographic factors were found that most of the samples were female (73.30 percent), aged 20-38 years (Gen Y) (42.70 percent), single (59.20 percent), bachelor's degree (82.50 percent), affiliated with Public Pawnshop Office (66.00 percent), operational level (88.80 percent), District 5, Nonthaburi Center and other provinces (15.50 percent), work period 1 to 5 years (41.70 percent), and monthly income 15,001 to 25,000 Baht (44.20 percent).

(2) HCM Strategies showed that it was at a high level as a whole with a mean of 3.59. Most of the samples provided HCM Strategies (mean 3.76), followed by communication process in the organization (mean 3.71), and proactive operations of the Human Resources Department (mean 3.25), respectively.

(3) Human Management was found that it was at a moderate level as a whole with a mean of 3.28. Most of the samples provided manpower (mean 3.31), followed by returns and benefits and performance evaluation system (mean 3.27).

(4) HCM Environment indicated that overall, it was at a high level with a mean of 3.71. Most of the samples provided organizational culture/goals (mean 3.79), followed by human resource information system (mean 3.71), and leadership (mean 3.66).

(5) Employee Engagement was found that overall, it was at a high level with a mean of 4.21. Most of the samples provided pride and loyalty to the organization (mean 4.40), followed by putting effort on work (mean 4.35), and accepting the goals of the organization (mean 3.92).

From the study of the relationship between HCM Strategies, Human Management, and HCM Environment affecting the employee engagement, the results were found as follows:

**Table 1** Correlation coefficient between HCM Strategies, Human Management, and HCM Environment affecting the employee engagement

| Factors Affecting the Employee Engagement  | Employee Engagement |                 |
|--|---------------------|-----------------|
|  | r                   | Level           |
| <b>HCM Strategies</b>  |                     |                 |
| Strategies (X <sub>1</sub> )   | 0.576**             | Moderate        |
| Important Work System/Nature of Work (X <sub>2</sub> )                                 | 0.619**             | Relatively High |
| Communication Process in the Organization (X <sub>3</sub> )                            | 0.550*              | Moderate        |
| Proactive Operation of HR Department (X <sub>4</sub> )                                 | 0.622*              | Relatively High |
| <b>Human Management</b>  |                     |                 |
| Manpower (X <sub>5</sub> )   | 0.436**             | Moderate        |
| Performance Evaluation System (X <sub>6</sub> )  | 0.458**             | Moderate        |
| Returns and Benefits (X <sub>7</sub> )   | 0.628**             | Relatively High |
| <b>HCM Environment</b>   |                     |                 |
| Leadership (X <sub>8</sub> )   | 0.515**             | Moderate        |
| Organizational Culture/Goals (X <sub>9</sub> )   | 0.681**             | Relatively High |
| Work Environment and Relationship with Colleagues and Superordinate (X <sub>10</sub> ) | 0.583**             | Moderate        |
| Human Resource Information System (X <sub>11</sub> )                                   | 0.579**             | Moderate        |

From Table 2, the results showed that the relationship between HCM Strategies, Human Management, and HCM Environment affecting the employee engagement, when considered as a whole and each aspect, were positively correlated at a moderate to high level. Overall, the relationship between HCM Strategies and employee engagement was positively correlated at a relatively high level ( $r = 0.614$ ), with a statistical significance level of 0.05. Moreover, the relationship between Human Management and employee engagement was overall positive correlated at a moderate level ( $r = 0.489$ ), with a statistical significance level of 0.05, and the relationship between HCM Environment and employee engagement was overall positively correlated at a relatively high level ( $r = 0.661$ ), with a statistical significance level of 0.05, which could predict the overall employee engagement as follows:

$$Y = 1.41 + 0.51(X_9) + 0.19(X_1) - 0.23(X_4) + 0.24(X_2)$$

Forecast Equation in Standard Score Format

$$Z = 0.54(X_9) + 0.22(X_1) - 0.33(X_4) + 0.30(X_2)$$

The study found that the employees are highly committed to the organization, and they love and help each other and receive a fair income and welfare. Although some welfare is not equivalent to the bureaucratic system, they receive benefits similar with other state enterprises. They also gain a turnover bonus based on the specified KPIs, creating morale to lead to valuable jobs. The factors of employee engagement are related to employment conditions such as adequate and comprehensive salary, bonuses, and welfare, while other factors include working environment and atmosphere, colleagues, supervisors, stability at work, and career advancement. The most important factors are good colleagues, friendliness, unity, and teamwork. Also, being accepted by colleagues affects the employee engagement because people feeling valued and holding dignity at work will treat people with respect, accept each other, and help solve problems, leading other employees to work with them more easily and affecting the career success quickly. Thus, there are no employees to work alone, and they have to coordinate with various departments to lead to commitment. All the interviewees agree that building employee engagement is derived from colleagues and superiors. If the working

atmosphere is good, employees will work happily. Another factor affecting the employee engagement is salary and welfare because they play an important role in working at the organization and can cover the employees' families, in terms of medical expenses and outing of the organization, which lead them to love and coordinate well at work and have full family time.

### **Generating strategies for employee engagement in the organization**

From studying the elements and strategies for building employee engagement in the organization and surveying the factors affecting the employee engagement in the organization, the data from research studies were used to generate strategies for building employee engagement in the organization and to assess their consistency performed by experts, which can be summarized as follows:

(1) Employee engagement strategy consists of 4 strategies and 12 schemes as follows:

Strategy 1: Organizational Culture Improvement consisting of (1) creating an organizational value and culture promotion plan, (2) holding activities for organizational value and culture promotion, and (3) raising awareness of employees to comply with the organization's policies.

Strategy 2: Compensation and Benefits Management including (1) surveying compensation and benefits, (2) surveying employees' needs for compensation and benefits development, and (3) preparing the body of knowledge on rights and welfare.

Strategy 3: Upgrading Proactive Human Resources Department namely (1) developing human management system to support the proactive organization drive, (2) developing human resources management system, and (3) promoting knowledge on human resources policy management and development.

Strategy 4: Improvement of Quality of Life in Safety, Occupational Health, and Working Environment comprised of (1) surveying the requirements for safety, occupational health, and working environment, (2) preparing the plan for creating the working environment in terms of health, safety, and ease of access to the workplace, and (3) preparing project manuals to improve the quality of life and the well-being of employees in the organization.

The assessment of the consistency of the employee engagement strategy by 5 experts was found that the experts had their similar opinions, and the employee engagement strategies consist of 4 strategies, namely, Strategy 1: Organizational Culture Improvement, Strategy 2: Compensation and Benefit Management, Strategy 3: Upgrading Proactive Human Resources Department, and Strategy 4: Improvement of Quality of Life in Safety, Occupational Health, and Working Environment, which are appropriate, consistent, and covers the elements of employee engagement, and each factor is interrelated and can clearly explain the elements.

## **Conclusion & Discussion**

### **Studying and synthesizing the elements and strategies for building employee engagement in the organization**

The elements and strategies for building employee engagement in the organization in line with the visions and missions of the organization applied with the concepts and theories by Hewitt Associates and HCM enabler evaluation criteria for the performance evaluation system of state-owned enterprises can determine the employee driver and engagement behavior of executives and employees from Public Pawnshop Office include (1) HCM Strategies, (2) Human Management, and (3) HCM Environment which are elements affecting the employee engagement in line with the Study of Factors Affecting the Organizational Commitment of Kasikorn Bank Employees, Ratburana Headquarter Office, conducted by Kaewkanhuk & Noppanatwongsakorn (2020), showing that leadership and working environment can affect organizational commitment of Kasikorn Bank employees, Ratburana Headquarter Office, which can be applied in the organizational operation and promoting employee engagement, and line with the Study of Human Resources Management Affecting Organizational

Commitment of Hotel Employees: A Case Study of Novotel Hotel, Phuket, Phokeethra conducted by Khonwai et al. (2019), indicating that the factors affecting employee engagement in the organization are human resources management process, recruitment and selection, development and training, performance appraisal, and compensation and benefits, which human resources management is highly correlated with the organizational commitment.

#### **Surveying the factors affecting employee engagement in the organization**

HCM Strategies affect the employee engagement with statistical significance level of 0.05 because the organization has suitable policies, visions, and strategies of Public Pawnshop Office for changing situations and can develop to result in the organization success, in consistence with the Study of Satisfaction and Employee Engagement: A Case Study of Dhanarak Assets Development Co., Ltd. studied by Murnpho et al. (2018) showing that important work systems and communication process have influence on the satisfaction and employee engagement in Dhanarak Assets Development Co., Ltd. This is also in line with the Study of Human Capital Development Model of Subdistrict Municipalities in Northeastern Region conducted by Sodapudcha et al. (2017) showing that the factors affecting the success of human capital development of subdistrict municipalities in the Northeastern region are organizational culture, employee involvement, organizational structure, commitment, and information technology with a statistical significance level of 0.05.

Human Management affects employee engagement with statistical significance level of 0.05 because the organization has recruited, planned, and analyzed manpower effectively and assessed employee performance appropriately, fairly, transparently, which can be examine, in accordance with the Study of Human Capital Development according to the Approaches to Public Administration conducted by Chakkaphak (2021) showing that the human capital development is related to concepts in human relations and organizational humanism by creating an organizational atmosphere, positive reinforcement, and placing importance on training or coaching.

HCM Environment affects employee engagement with statistical significance level of 0.05 as the organization has instilled in its employees' ethics and prepared them for possible changes; supervisors/colleagues support their work and promote the working atmosphere, and the workplace is suitable for the operation such as cleanliness, safety, lighting, place availability, etc., consistent with the Study of Factors Affecting the Organizational Commitment of Employees in SSK Logistics Co., Ltd. carried out by Jaruthaveephannukul et al. (2020) finding that the working environment, relationship with colleagues, and personal life affect the organizational commitment of employees in SSK Logistics Co., Ltd. with statistical significance level of 0.05.

#### **Generating strategies for employee engagement in the organization**

From the generation of strategies for employee engagement in the organization and the consistency of the employee engagement strategy assessed by 5 experts, the results showed that the experts had their opinions in the same direction, and the employee engagement strategies consist of 4 strategies, namely, Strategy 1: Organizational Culture Improvement, Strategy 2: Compensation and Benefit Management, Strategy 3: Upgrading Proactive Human Resources Department, and Strategy 4: Improvement of Quality of Life in Safety, Occupational Health, and Working Environment, which are appropriate, consistent, and covers the elements of employee engagement, and each factor is interrelated and can clearly explain the elements. This in line with the Study of the Model of Employee Engagement toward Dhanarak Asset Development Co., Ltd. conducted by Murnpho (2021) showing that the model of employee engagement must be started with employee recruitment, care, and retention through the human resource management process to recruit and choose the right person for the position and organization. The organization must also encourage employees to love and be committed to the organization by creating the organizational culture and talented employees, building



teamwork, morale, and encouragement, allowing employees to participate in various projects/activities such as manpower management project in accordance with the organizational structure, compensation and benefits management project, executive and all-level employee development project, and promoting development and learning, etc., which have impact on the employee satisfaction and employee engagement toward the organization.

### **Recommendations for Applying the Research Results**

The study found that compensation and benefit management is essential, so the organization should promote and support fair compensation and benefit management in accordance with the rapidly changing situation.

The study showed that the organization should strengthen work engagement of employees and make them feel part of the organization in terms of both task performance and participation in decision-making and direction of organizational growth, which leads employees to feel part of the organization and make them committed to the organization.

### **Recommendations for Further Research**

An individual development plan should be developed, starting from providing knowledge and understanding about the organization's goals and directions and assessing employee readiness, various environments to follow up, and individual employee evaluation, which will benefit both employees and the organization, because the individual development plan allows the employees to be aware of their competencies, strengths, and weaknesses, and apply them in their task performance more effectively and efficiently.

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**Data Availability Statement:** The raw data supporting the conclusions of this article will be made available by the authors, without undue reservation.

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