"EMPLOYEE ENGAGEMENT: SCORES AND INFLUENCING FACTORS CASE STUDY OF A STATE ENTERPRISE IN THAILAND"

Teera Sindecharak

Institute for Continuing Education and Human Resources, Thammasat University, Bangkok, Thailand

Ekasit Nunbhakdi

Institute for Continuing Education and Human Resources, Thammasat University, Bangkok, Thailand

Kanjana Boonyang

Sukhothai Thammathirat Open University (*STOU*)
Nonthaburi ,Thailand

Uraiwan Runghairun

Institute for Continuing Education and Human Resources, Thammasat University, Bangkok, Thailand
uraiwan.run@gmail.com

Abstract

This research aims to study the engagement assessment index and analyze the factors influencing employee engagement in a state enterprise in Thailand. The study employs a quantitative research method, using a questionnaire as a data collection tool from a sample of 855 employees. Data analysis was performed using descriptive statistics (mean and standard deviation) and inferential statistics, including Multiple Regression Analysis and Structural Equation Modeling (SEM). The findings revealed that the overall employee engagement score, measured by the Employee Net Promoter Score (eNPS), indicates a need for improvement. The majority of employees fell into the 'Passive' group (37.80%), followed by the 'Detractor' group (33.60%), and the 'Promoter' group (28.70%). Further analysis indicated that engagement in terms of 'Say' was rated as excellent, 'Strive' as good, while 'Stay' required improvement. Factors such as organizational attitude, direct supervisors and executives, acceptance, career opportunities, welfare, and work environment positively influenced employee engagement.

1. Introduction

The study of employee engagement within a state enterprise in Thailand highlights the importance of human resource development in an organization whose primary mission is to support public sector functions. Employees are considered a crucial mechanism for achieving the organization's goals. When employees are highly engaged in their work, they tend to build positive relationships with colleagues and the working environment. This not only fosters job satisfaction but also contributes to organizational productivity, profitability, customer satisfaction, and stakeholder trust (Budriene and Diskiene, 2020). Moreover, Gallup data indicates that companies with high employee engagement outperform others by 8%, experience 14% lower turnover rates, 25% fewer workplace injuries, and 3% less absenteeism (Gallup, 2019). Past research by Aon Hewitt also revealed that companies with high levels of employee engagement have three times higher profitability compared to similar companies with low engagement. In addition, companies with engaged employees grow nearly twice as fast (OVC Consulting, 2015-2019). Global trends and the experiences of leading companies confirm that employee engagement is not incidental but rather the result of deliberate actions and decisions that form part of the organization's culture (Hewitt, 2019). Therefore, to retain talented employees, organizations must prioritize employee engagement by identifying the factors that foster engagement while addressing those that lead to disengagement, ultimately enhancing the overall employee experience.

2. Objectives

2.1 To study the employee engagement assessment index within a state enterprise in Thailand.

2.2 To analyze the factors influencing employee engagement within a state enterprise in Thailand.

3. Literature Review

Aon Hewitt, a global consulting firm, has extensively studied employee engagement, defining it as a combination of emotional and intellectual involvement that drives employees to contribute effectively to organizational performance. Employee engagement is not merely about satisfaction or loyalty; rather, it represents a psychological state and behavioral outcome that leads to enhanced performance (Hewitt, 2015). Employee engagement encompasses various dimensions that are widely recognized in academic literature, including emotional commitment, motivation,

and organizational citizenship behavior (Oktanofa, Arliawan, and Gustomo, 2020). Hewitt's Employee Engagement Model identifies key factors promoting engagement, namely: Brand, Leadership, Performance, Work, The Basics, and Company Practices. These factors are expressed through three key behavioral manifestations:

1) Say: Employees advocate positively for the organization to others.

2) Stay: Employees express a strong desire to remain with the organization.

3) Strive: Employees put forth their best effort to contribute to organizational success.

Hewitt (2017) emphasizes that engagement is reflected through positive behaviors rather than mere job satisfaction. Engaged employees not only feel positively about their work but are also motivated to exert extra effort. Distinguishing engagement from satisfaction is crucial as engagement involves a deeper psychological investment, characterized by a proactive attitude and commitment to organizational goals (Hewitt, 2019).

4. Research Methodology

This study employs a quantitative research approach to investigate employee engagement within a state enterprise in Thailand. Data was collected through a structured questionnaire, targeting a sample size of 855 employees. The questionnaire consisted of both demographic questions and items measuring engagement levels, utilizing a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Data Analysis:

1) Descriptive Statistics: The collected data was analyzed using mean and standard deviation to assess the overall engagement levels.

2) Inferential Statistics: To examine the factors influencing employee engagement, Multiple Regression Analysis and Structural Equation Modeling (SEM) were utilized. These methods helped in identifying the relationships between variables and assessing the model's fit.

Employee engagement was measured using the Employee Net Promoter Score (eNPS), derived from the responses to the question: 'On a scale of 0 to 10, how likely are you to recommend your organization to others as a place to work?'

The respondents were categorized into three groups based on their scores:

- Detractors (0-6): Employees unlikely to recommend the organization.

- Passives (7-8): Employees who are neutral about recommending the organization.

- Promoters (9-10): Employees highly likely to recommend the organization.

The eNPS score was calculated using the formula: % Promoters - % Detractors.

The overall score ranges from -100 to 100, with higher positive values indicating stronger engagement.

5. Results

Table 1: *Number, percent, and means of the sample by respondent characteristics*

Characteristics of the Sample		N	%	Mean
Sex	Other	10	1.2%	
	Female	605	70.8%	
	Male	240	28.1%	
Age (years)				41
Religion	Other	33	3.9%	
	none	32	3.7%	
	Buddhism	774	90.5%	
	Christianity	16	1.9%	
Marital Status	Widowed/divorced/separated	32	3.7%	
	Never married	535	62.6%	
	Married	288	33.7%	
Highest education attained	Assoc. Arts degree/commercial college	20	2.3%	
	Vocational	1	0.1%	
	Doctorate	2	0.2%	
	Master's degree	312	36.5%	
	Bachelor's degree	519	60.7%	
	Currently in a master's degree program	1	0.1%	
Duration of employment with the current organization (years)				15.1

Table 1 presents the demographic characteristics of the respondents, including gender, age, religion, marital status, educational level, and years of service in the organization. The majority of respondents were female (70.8%), with an average age of 41 years. Most participants identified as

Buddhists (90.5%) and were single (62.6%), though a significant portion (82.3%) reported having dependents. In terms of educational background, the majority held a bachelor's degree (60.7%), followed by a master's degree (36.5%). The average length of employment at the organization was 15.1 years.

Table 2: *Employee Engagement Scores Using the Organizational Engagement Assessment Index (Employee Net Promoter Score: eNPS)*

Factor	Mean score (0-10)	Employee engagement with the organization			eNPS (1)-(2)	Interpretation
		Promoters (1)	Passives	Detractor (2)		
Engagement: SAY, STAY, STRIVE	7.53	28.7%	37.8%	33.6%	-4.9%	needs improvement
SAY: Speaking about the Organization	8.53	67.5%	13.9%	18.6%	48.9%	very good
STAY: Staying with the Organization	6.72	36.%	11.5%	52.5%	-16.5%	needs improvement
STRIVE: Putting Full Effort into the Organization	7.35	49.6%	15.9%	34.5%	15.1%	good

Table 2 shows the results of the analysis of employee engagement scores using the Employee Net Promoter Score (eNPS) method. The average engagement score was 7.53 out of 10, indicating a need for improvement. The breakdown of engagement dimensions revealed that the 'Say' dimension scored the highest (8.53), classified as 'Excellent'. The 'Strive' dimension followed with a score of 7.35, rated as 'Good'. In contrast, the 'Stay' dimension had the lowest score (6.72), indicating a need for improvement.

Regarding the classification of respondents based on their engagement level, the results showed that 28.7% were classified as 'Promoters', who actively recommend the organization. Meanwhile, 37.8% were 'Passives', expressing a neutral stance, and 33.6% were 'Detractors', showing low engagement. The overall eNPS score was calculated as -4.9%, signifying that the

organization needs to focus on enhancing the 'Stay' aspect of employee engagement. The high 'Say' and 'Strive' scores indicate that employees generally express positive opinions about the organization and are willing to put in effort, but retaining employees remains a challenge.

Table 3: *Analysis of Factors by eNPS*

Factor	Mean Score (0-10)	Employee engagement with the organization			eNPS	Interpretation
		Promoters	Passives	Detractor		
Overall	7.53	13.8%	54.4%	31.9%	-18.1%	needs improvement
Attitude toward the Organization	9.24	80.4%	15.4%	4.2%	76.2%	excellent
Direct Supervisors and Executives	8.16	56.5%	21.8%	21.8%	34.7%	very good
Work and Relationships with Colleagues	8.69	51.3%	43.3%	5.5%	45.8%	very good
Benefits and Compensation	6.59	35.8%	21.0%	43.2%	-7.4%	needs improvement
Work Environment	7.23	37.3%	26.5%	36.1%	1.2%	good
Recognition, Opportunities, and Career Advancement	6.19	16.7%	30.6%	52.7%	-36.0%	needs improvement
Job Security	6.95	37.6%	12.7%	49.7%	-12.1%	needs improvement
Work-Life Balance	7.81	53.3%	16.4%	30.3%	23.0%	good

Table 3 presents the analysis of factors related to employee engagement measured by the eNPS index. The overall eNPS score was calculated as -18.10%, indicating that the level of employee engagement within the organization needs significant improvement. Among the factors analyzed, organizational attitude received the highest positive score (76.20%), rated as 'Excellent'. Other

positively rated factors include direct supervisors and executives (34.70%), relationships with colleagues (45.80%), and recreational activities (67.00%).

On the other hand, factors such as welfare and benefits (-7.40%), career advancement and recognition (-36.00%), and job security (-12.10%) received negative scores, indicating dissatisfaction among employees. The data suggests that while employees generally hold positive views about the organization's mission and leadership, there are notable concerns regarding compensation, career growth opportunities, and long-term job security.

Table 4: Results of Multiple Regression Analysis of Holistic Well-being Factors Influencing Employee Engagement (Overall) Using the Enter Method

Factor	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-2.582	.636		-4.062	.000
Attitude Towards the Organization	.626	.059	.341	10.623	.000
Direct Supervisors and Executives	.127	.030	.146	4.249	.000
Work and Relationships with Colleagues	.101	.061	.048	1.643	.101
Benefits and Compensation	.108	.023	.164	4.679	.000
Work Environment	.051	.026	.070	1.963	.050
Recognition, Opportunities, and Career Advancement	.123	.028	.165	4.480	.000
Job Security	.035	.026	.043	1.367	.172
Work-Life Balance	.034	.025	.041	1.343	.180

Adjusted R^2 = .470

Table 4 displays the results of multiple regression analysis regarding the holistic wellness factors influencing employee engagement. The analysis was conducted using the Enter method, and the

adjusted R-squared value was 0.470, indicating that approximately 47% of the variance in employee engagement can be explained by the independent variables included in the model.

The factors that showed significant positive influence on employee engagement included:

- Organizational attitude (Beta = .341, $p < .001$), which had the highest impact on engagement.

- Direct supervisors and executives (Beta = .146, $p < .001$), indicating the importance of leadership support.

- Welfare and benefits (Beta = .164, $p < .001$), emphasizing the need for adequate compensation and support.

- Career advancement opportunities (Beta = .165, $p < .001$), showing that perceived opportunities for growth positively affect engagement.

- Work environment (Beta = .070, $p = .050$), suggesting a modest impact on engagement.

The factors related to job stability, relationships with colleagues, and work-life balance did not show significant influence on employee engagement. The results highlight the critical role of positive organizational attitudes, supportive leadership, fair compensation, and career development in fostering employee engagement.
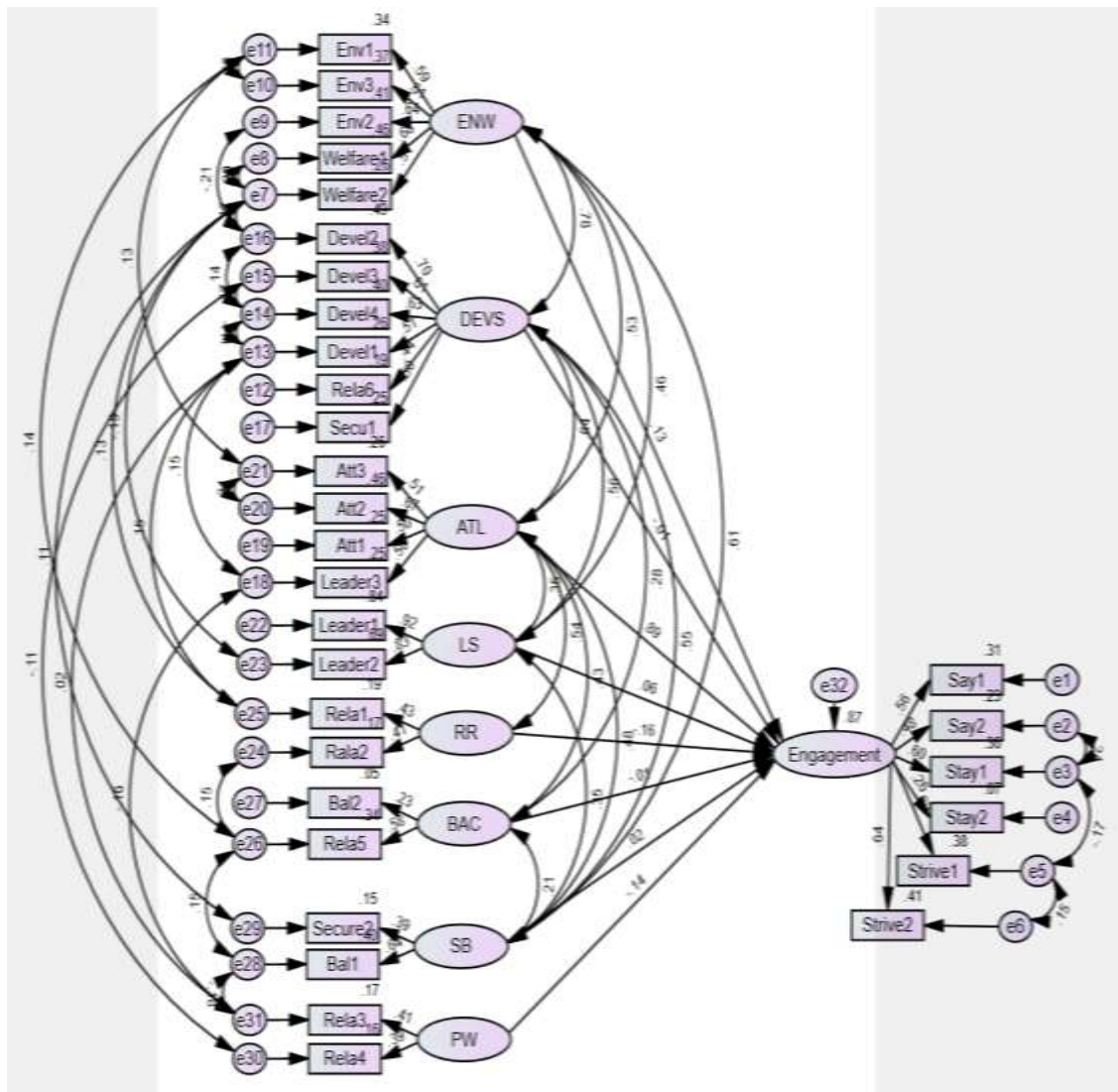
Figure 1: *Structural Equation Model Influencing Employee Engagement in a State Enterprise in Thailand*

Figure 1 presents the structural equation model (SEM) illustrating the causal factors influencing employee engagement within a state enterprise in Thailand. The model includes key latent variables such as environmental and welfare factors (ENW), career development and stability (DEVS), organizational attitude (ATL), leadership support (LS), peer relationships (RR), recreational activities (BAC), work-life balance (SB), and policy-related work (PW). These latent variables collectively explain 87% of the variance in employee engagement (R2 = 0.87), indicating a high model fit.

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The model fit indices demonstrated good alignment with the data ($\chi2/df$ = 1.976, RMSEA = 0.038, RMR = 0.47, GFI = 0.93, CFI > 0.93, AGFI > 0.92). The direct positive influence on employee engagement was primarily from organizational attitude (ATL), with a significant standardized coefficient of 0.90 (p < 0.01). Other significant positive influences included leadership support and work environment, while factors related to policy-driven tasks showed a less positive impact.

The SEM highlights that fostering positive attitudes toward the organization and enhancing leadership support are critical to improving employee engagement. Additionally, reducing the negative impact of excessive policy-related work can further strengthen engagement levels.

Table 5: *Standardized factor loadings, prediction coefficients (R²), and the importance ranking of indicator variables for latent variables*

Latent Variables		Indicator variables	Code	Standardized factor loadings	R^2	Level of Importance
Environment and Benefits (ENW)	1	Your workplace is clean and safe.	Env1	0.59	0.34	4
	2	You believe that your workplace divides the work area appropriately.	Env3	0.61	0.37	3
	3	You have sufficient tools and equipment to support your work.	Env2	0.64	0.41	2
	4	You receive a salary and compensation that are appropriate for your work.	Welfare 1	0.68	0.46	1
	5	You are satisfied with the benefits and entitlements provided by this organization.	Welfare 2	0.51	0.26	5
Advancement and Security (DEVS)	1	You have job security.	Secu1	0.50	0.25	5
	2	You see a clear future for your position in this organization.	Devel2	0.70	0.49	1

Latent Variables		Indicator variables	Code	Standardized factor loadings	R^2	Level of Importance
	3	Performance evaluations for salary or wage increases are fair.	Devel3	0.61	0.38	3
	4	Evaluations for transfers are fair.	Devel4	0.63	0.40	2
	5	You always have opportunities to learn new things.	Devel1	0.51	0.26	4
	6	The training programs provided by this organization have appropriate content and quantity.	Rela6	0.44	0.19	6
Attitude toward the organization (ATL)	1	This organization works for the benefit of the country.	Att3	0.51	0.26	2
	2	You are proud to be a part of this organization.	Att2	0.68	0.46	1
	3	You fully understand and support the goals and mission of this organization.	Att1	0.50	0.25	3
	4	The senior executives of this organization are friendly and approachable with employees at all levels.	Leader 3	0.50	0.25	3
Support from management (LS)	1	Your direct supervisor supports your work very well.	Leader 2	0.83	0.69	2
	2	Your direct supervisor has clear goals.	Leader 1	0.92	0.84	1
Relationship with co-workers (RR)	1	You have colleagues in this organization who are not in the same department as you.	Rela1	0.43	0.19	1
	2	Working according to the organization's plans is important and necessary.	Rela2	0.41	0.17	2

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Latent Variables		Indicator variables	Code	Standardized factor loadings	R²	Level of Importance
Relationship activities (BAC)	1	You enjoy the hybrid work program.	Bal2	0.23	0.05	2
	2	Recreational activities can help strengthen good relationships among people in this organization.	Rela5	0.58	0.34	1
Life outside of work (SB)	1	You have no concerns about life after retirement.	Secure2	0.39	0.15	2
	2	You can manage the balance between your personal life and work.	Bal1	0.64	0.40	1
Policy work (PW)	1	This organization engages in excessive policy and/or off-plan work.	Rela3	0.41	0.17	1
	2	Excessive performance evaluations and measurements disrupt work.	Rela4	0.39	0.16	2

Table 5 presents the standardized factor loadings, determination coefficients (R2), and the ranking of latent variable indicators within the structural equation model (SEM). The table provides a comprehensive breakdown of each latent variable, including Environmental and Welfare Factors (ENW), Career Development and Stability (DEVS), Organizational Attitude (ATL), Leadership Support (LS), Peer Relationships (RR), Recreational Activities (BAC), Work-Life Balance (SB), and Policy-Related Work (PW).

The highest factor loading among environmental and welfare factors was related to the item 'Adequate salary and compensation' (0.68), indicating its significant influence. In terms of career development and stability, 'Clear future prospects within the organization' held the highest factor loading (0.70). For organizational attitude, the item 'Proud to be part of the organization' had the strongest influence (0.68).

Among leadership support variables, 'Direct supervisor's clear objectives' had the highest standardized loading (0.92), highlighting the crucial role of clear leadership goals. For

work-life balance, the item 'Ability to balance personal and work life' showed a significant factor loading (0.64). Recreational activities were positively correlated with engagement, while policy-driven work had a negative impact. The ranking provided in the table aids in identifying the most influential factors that contribute to employee engagement.

6. Discussion

The study revealed that the overall employee engagement score, as measured by the Employee Net Promoter Score (eNPS), indicated a need for improvement. The majority of employees fell into the 'Passive' group, followed by the 'Detractor' group, while the 'Promoter' group constituted the smallest portion. These findings suggest that the organization needs to prioritize initiatives that foster stronger engagement, particularly in retaining employees (Stay).

Interestingly, while the 'Say' and 'Strive' dimensions scored relatively high, the 'Stay' dimension was notably lower, indicating that employees are willing to speak positively about the organization and put in effort, but they do not feel a strong inclination to remain with the organization. This is consistent with prior studies suggesting that engaged employees tend to demonstrate positive behavioral intentions but may still face challenges related to long-term commitment (Gede et al, 2024; Kurniawati et al., 2022).

The factors that significantly influenced employee engagement included organizational attitude, leadership support, welfare and benefits, career advancement, and work environment. These findings align with previous research indicating that supportive leadership and positive organizational attitudes are crucial for maintaining high levels of employee engagement (Hewitt, 2019; Walumbwa et al., 2019). The influence of leadership factors on organizational engagement in Thai state enterprises is consistent with several studies in Thailand, such as those by Waraporn Srisuay and Wichet Khamboonrat (2023), Siwat Chanthana, and Suwanee Sangmahachai (2023), and Vethaya Faijaidee, Sukhyeun Thepthong, and Watcharapoj Sapsanguanboon (2023). These studies indicate that participative leadership and charismatic leadership positively impact employee performance and work attitudes, with both direct and indirect positive influences on the effectiveness of employee performance.

Moreover, employees who perceive their organization positively are more likely to exhibit higher engagement levels, especially when they receive adequate compensation and career growth opportunities.

However, areas requiring improvement include enhancing job stability, providing clearer career pathways, and addressing concerns related to compensation fairness. Addressing these aspects can reduce the proportion of 'Detractors' and convert more 'Passives' into 'Promoters'. Organizations that successfully cultivate a culture of support and fairness are better positioned to retain talent and reduce turnover, as evidenced by similar studies in both domestic and international contexts (Khusanova et al., 2021).

7. Summary

The study of employee engagement and its influencing factors within a state enterprise in Thailand revealed that overall engagement levels need improvement. The key positive factors contributing to engagement were organizational attitude, leadership support, career advancement, welfare and benefits, and a supportive work environment. Notably, the 'Say' and 'Strive' dimensions were rated positively, while the 'Stay' dimension required significant enhancement. Employees expressed positive sentiments towards speaking positively about the organization and making efforts to contribute; however, retention remained a challenge.

The analysis indicated that fostering a positive organizational culture and supportive leadership practices are crucial for enhancing employee engagement. Furthermore, ensuring fairness in compensation, providing clear career pathways, and reinforcing job stability can significantly reduce turnover rates and strengthen long-term commitment. Organizations that address these key factors are more likely to increase the proportion of engaged employees, thereby enhancing productivity and organizational outcomes.

8. Recommendations

Based on the study findings, the following recommendations are proposed to enhance employee engagement within the state enterprise:

8.1 Organizational Strategies: Focus on building a positive organizational culture by promoting transparency, fairness, and open communication. Establish a clear vision and values that align with employee aspirations.

8.2 Leadership Development: Train leaders and supervisors in effective communication and supportive leadership practices. Encourage a leadership style that is participatory and inclusive, fostering a sense of belonging among employees.

8.3 Career Advancement and Opportunities: Create structured career development programs to provide employees with growth opportunities. Implement mentorship and skills enhancement initiatives to build a more engaged workforce.

8.4 Welfare and Benefits Enhancement: Regularly evaluate and update employee compensation packages to ensure they are competitive and fair. Incorporate additional welfare programs that cater to diverse employee needs.

8.5 Work Environment Improvement: Foster a safe, inclusive, and well-equipped working environment. Regularly solicit employee feedback on workplace conditions and address issues promptly.

8.6 Job Security Assurance: Develop policies to secure long-term employment for dedicated employees. Implement measures to reduce uncertainty and enhance job satisfaction.

8.7 Work-Life Balance: Encourage flexible working arrangements where applicable. Implement policies that support hybrid work models and promote a balanced lifestyle.

8.8 Employee Involvement: Engage employees in decision-making processes, especially those affecting their work conditions and organizational practices. This involvement increases their sense of ownership and commitment.

By implementing these recommendations, the organization can significantly enhance employee engagement, reduce turnover, and improve overall productivity and satisfaction.

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