



**IMPACT OF THE NEW NORMAL HUMAN RESOURCES PRACTICES ON WORK  
ENGAGEMENT: A STUDY IN MANUFACTURING INDUSTRIES IN  
NAKHONNAYOK PROVINCE**

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by

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Master of Business Administration

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## ABSTRACT

**Title:** Impact of the New Normal Human Resources Practices on Work Engagement: A Study in Manufacturing Industries in Nakhonnayok Province

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Employee engagement is an important factor influencing the success of an organization's work efficiency and well-being of employees. This research explores the impact of various human resource practices, including workplace support, compensation and benefits, health and safety, communications, and training and development, on employee engagement in the production sector of Nakhonnayok Province. A total of 167 responses were considered for analysis. This study is based on a variety of manufacturing employees. It provides insights into the relationship between HR practices and employee engagement. Using the regression analysis, this study shows that there is a significant impact of communication, and training and development on employee engagement, while the impact on the other two constructs was not significant. The implications of these findings are discussed in the context of increasing organizational performance and employee satisfaction.

**Keyword:** Employee engagement, Human resource practices, Workplace support, Compensation and benefits, Health and Safety, Communications, Training and Development.

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## **CHAPTER I**

### **INTRODUCTION**

#### **1.1 Background of the Study**

In today's dynamic and disruptive world, the COVID-19 crisis added several additional challenges, including those that affect the workplace. Employee engagement is the emotions the employees feel toward their organization. Tatjana Jovanovic and Marija Lugonjic (2022) postulated that employees have related the difficulty in maintaining a work-life to a new working and accelerated digitalization of work hardly affects the workplace.

At the height of the pandemic, health and safety risks posed by the virus and companies transitioning to a new normal and new future by keeping employees engaged and becoming productive. The human resource departments of the different organizations responded to the call of time and facilitated activities that would keep the employees active and dynamic. The Human Resources department supports employees in the new normal by generating a positive impact on their well-being, engagement, and company performance (Tatjana Jovanovic and Marija Lugonjic, 2022). The author added that such was needed to reduce the stress level of the employees due to lockdown and restrictions. Schaufeli et al. (2006) added that engaging employees can significantly reduce anxiety and exhaustion from work.

Harter et al. (2002) presented that work engagement is the individual's involvement and satisfaction with as well as enthusiasm for work and indicates the attachment of an employee with workplace and job. Fleming and Asplund (2007) added that work engagement captures the heads, hearts, and souls of your employees to instill an intrinsic desire and passion for excellence.

Akansha and Srivastava (2023) opined that the pandemic had increased job demands manifested through increased workload, time pressure, anxiety, and stress engulfed the employees. Remote work became the new normal post-pandemic. Remote workers require

more engagement. This has brought Artificial Intelligence to the forefront for engaging employees in the new normal.

Lipson (2020) pointed out that employee engagement has become a burning topic in post-pandemic as organizations undergo structural changes. Furthermore, the author added that in post-pandemic, working from home or remote work is the new normal. Employee engagement in the new normal primarily depends on online interactions, personalization, and sophisticated systems that can study and gauge employee behavior and related metrics. In the study by Williams et al. (2021), the authors argued that employees are returning to in-person work after working remotely for more than a year, and more than half of the employees revealed that they would not get back to jobs that will not allow remote work.

Covid-19 changed our lives in many ways. Alexander et al. (2021) expressed that the pandemic brought a new set of challenges not only for the workforce but also for businesses. One of the biggest challenges for the business/enterprise was keeping the remote multilocal and multigenerational workforce engaged. What seemed like a temporary arrangement of work from home for a few weeks, turned out to be a long-term new normal or business as usual, requiring the organizations to re-tool at a rapid pace. Therefore, the re-tooling enabled the employee to work from anywhere and ensure that the employees' well-being remained uncompromised.

## **1.2 Statement of the Problem**

For many years, the manufacturing industries in Nakhon Nayok were great contributors to the economy of the province and the country as a whole. The locals and people from other places get their livelihood from these manufacturing companies the government supports these businesses. However, Thailand was not spared by the pandemic that hit the whole world. Many government sectors like education, emergency services, fire services, gas and oil, health care, infrastructure, law enforcement, and manufacturing industries were affected. These different

sectors cannot operate normally as they used to. Employees face numerous serious threats to their occupational health ranging from those associated with direct exposure to the virus to those reflecting the conflicts between work and family demands (LeBlanc, 2020).

It was difficult to imagine a more extreme stress affecting the global population simultaneously than the coronavirus pandemic. Although the virus itself can cause ill health and death in those infected, work-related stress associated with the pandemic can be another cause of disease. The pandemic increases occupational stressors like workload and environmental dangers (LeBlanc, 2020).

COVID-19 has caused wide-ranging consequences for nearly every aspect of contemporary life. Due to the COVID-19 pandemic, non-work roles have become intertwined like never before. In 2008, the term new normal first appeared during the financial crisis to refer to the dramatic economic, cultural, and social transformations that caused social unrest, impacting collective perceptions and individual lifestyles. This term has been used again during the COVID-19 pandemic to point out how it has completely invested and transformed undebatable pivots of human life imposing a radical revision of the traditional ways, practices, and skills used to manage them (LeBlanc, 2020).

With this current situation, all sectors, including the manufacturing industries cannot ignore the fact that they have a role to play in the survival of the Thai economy and the survival of the workers and families depending on them. Human Resources to help organizations reduce the impacts of COVID-19 on workers is vital to sustain the work engagement of the workers during this new normal situation. The contribution of the employees is an essential concern. The manufacturing industries cannot produce more with less employee output. Producing more output with less employee input cannot be achieved. Employees are expected to go the extra mile, employees need to be energetic dedicated, and who are absorbed by their work (Ulrich, 1997).

Furthermore, considering that employees are meant for the desired end of organizational productivity, the pursuit of employees' happiness, health, and engagement creates valuable goals and ends in themselves (Wright, 2003). With this new normal period, several working conditions in the manufacturing industries in Nakhon Nayok had changed affecting the productivity of these companies, not even to mention the possibility of the closure of some of these manufacturing companies. To continue their existence and productivity, the human resource role, therefore, is very important to help the employees sustain their work engagement despite these challenging times.

However, human resource management is the central pillar of many organizations and is responsible for staffing, developing, compensating, maintaining safety and health, labor relations, and the well-being of the employees, the crises of this new normal period, and properly addressed. In as much as the manufacturing industries are contributing much to the economy of this region and the country.

This research paper would like to find out the impact of Human Resource practices on the work engagement of the employees in the manufacturing industries in this region. Whether the HR in these different manufacturing industries in Nakhon Nayok have adopted new practices to cope with the crises of this new normal period. Furthermore, to determine the impact of these practices

### **1.3 Research Objectives**

Therefore, by considering the research gap in the manufacturing sector's human resource practices in Nakhon Nayok province, the objectives of this study are determined as follows:

1. To explore the human resource practices in manufacturing industries in Nakhon Nayok province, Thailand.
2. To determine the relationship between human resource practices and work engagement in the manufacturing industry in Nakhon Nayok province, Thailand.

### **1.4 Research Questions**

1. What is the level of impact of the New Normal Human Resources Practices on work engagement a case study in manufacturing industries in Nakhon Nayok, Thailand including :

- a) Workplace support;
- b) Compensation and benefit;
- c) Health and safety;
- d) Communication; and
- e) Training and development?

2. What is the level of impact of New Normal Human Resources Practices on work engagement?

### **1.5 Significance of the Study**

Human resources managers and the department focus on what they could do well. The quality of functioning of the human factor is one of the most important factors influencing the success or failure of enterprises in a competitive environment Armstrong (2002). The study discusses Human Resources practices that are vital elements of an organization. To investigate how human resource practices can affect work engagement is pivotal because it can improve overall job satisfaction, employee well-being, and organizational performance. Work engagement describes the happy, contented, and significant mental state people encounter in their professional capacities. Organizations looking to foster a healthy work environment can benefit greatly from understanding of how HR policies affect job engagement.

Human Resources practices influence an organization's social climate, which in turn, shapes knowledge exchange and combination and leads to better organizational performance (Collins & Smith, 2006).

Richard and Johnson (2001) found that the Human Resources Manager's effectiveness significantly reduces turnover, which in turn increases overall market performance assessment.

Macky and Boxall (2008) found that Human Resources practices have an additive, positive relationship with the employee work attitudes of job satisfaction, trust in management, psychological identification with their organizations, and intention to remain employed with their organizations.

Management approaches to the status and nature of human resources work in organizations have been changing with increasing demands on human resources (Bohlander, 2004). Many researchers agree that the human resource function is one of the most crucial elements in an organization's success (Dolan & Garcia, 2002). Armstrong (2002) defined Human Resources Management as a strategic and coherent approach to the management of an organization's most valued assets – the people working there who individually and collectively contribute to the achievement of its objectives.

Work engagement continues to be an important consideration due to the challenging economic climate. Organizations are deciding to restructure and resize, which has resulted in organizations investigating new approaches to maintain and increase engagement. Organizations fight to recruit and train their talent, so they need to do their best to keep hold of it. Organizations need to strike the right balance between fostering and enhancing employee engagement levels while at the same time not compromising their competitive position. Employee involvement can be improved in a psychologically stressful situation like the COVID-19 epidemic.

Engaged employees are more likely to be effective and give better work. Organizations can use tactics to raise overall performance and productivity by finding HR procedures that support employee engagement. Besides, engaged employees can be more creative and innovative. Organizations may foster an environment that promotes creativity and innovation by researching the relationship between HR practices and work engagement.

A positive return on investment is influenced by lower turnover, improved levels of performance, and increased production. Organizations may allocate resources and invest in employee development more wisely by analyzing the effects of HR strategies on work engagement.

In conclusion, research to explore HR practices and their effect on employee engagement at work is important because it gives businesses practical advice to foster a happy, productive workplace that benefits both workers and the company.

Organizations that prioritize their Human Resources practices are more likely to experience higher levels of employee engagement. As a result, it will lead to better performance, reduced turnover, and increased employee satisfaction. Employee engagement is influenced by needs and expectations and the one-size-fits-all approach will not work. Therefore, organizations must tailor their Human Resources strategies to the specific context and needs of their employees.

### 1.6 Conceptual framework

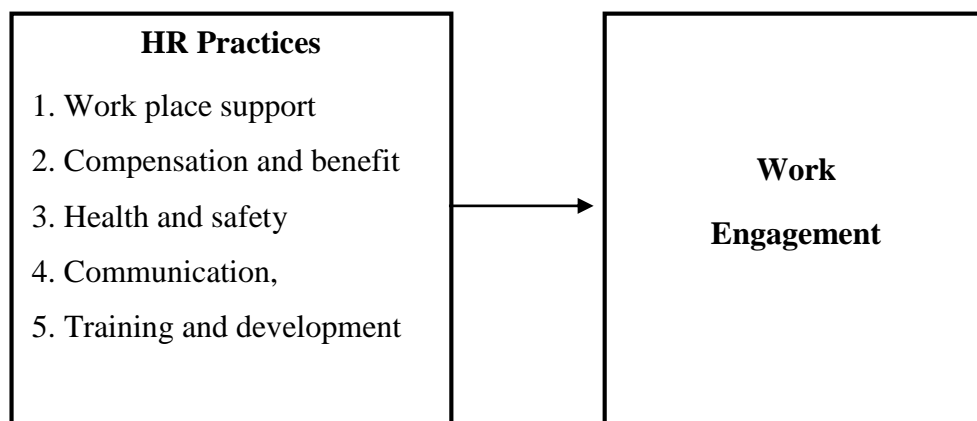


Figure 1: Conceptual Framework of the Study



Figure 1.1 shows the conceptual framework of this study and the Impact of Human Resources practices on Work Engagement in New normal conditions. For HR Practices, the top left box represents the independent variables (Human Resource practices), and the right box represents the dependent variable (Work engagement).

**Conception frame work** including Independent Variables and Dependent Variables

### **1.6.1 HR Practices Theory**

Human Resource Practices Theory Workplace support assistance refers to acts and work practices intended to improve the productivity and well-being of employees (Wefald et al., 2011). Compensation and benefits can be a good motivator and facilitate work by producing happiness for employees and ensuring the organization's well-being. All of these factors can lead to more efficient work.

Khoshnevis and Gholipoui (2017) posited that compensation and benefits are the monetary rewards and tangible benefits received by employees as a result of their employment. On the other hand, communication is transmitting, whether it is various information and concepts from one person to another, the person receiving the message must have an understanding of the message that was received by the messenger's intent which communication in the organization (Harrison and Koulikoff Souviron, 2010). Further, Bernardin (2007) and Wolff and Druskat (2001) argued that communication is an essential part of work engagement.

Health and safety employees who follow safety regulations are less likely to be hurt and are less likely to take advantage of minor ailments or file false or fabricated injury claims resulting in fewer workers (Virtanen, 2000). The organization work discovered that the job nature was flexible and the organization had team training resulting in the company's success and use of performance evaluation (Menon, 2012). Training and development is a means of

providing people with the skills they need to do their jobs in the business (Dessler and Tan, 2009). However, HR Practices in organizations are in many sectors, it is important for HR management. They should contribute knowledge and skills to organizational success.

### **1.6.2 Work Engagement Theory**

People employ and express themselves physically, cognitively, and emotionally throughout role performances (Kahn, 1990). In the study of Baumruk (2004), the author expressed that effort employees provide above and beyond what is required of them in their jobs. Falcone (2006) postulated that employee engagement is a feeling of good feelings toward work. In the same vein, Kahn and Luthansand (1990) noted that the degree to which a person is aware of their job mission and function in the business is referred to as cognitive engagement.

A favorable impact on organizational performance outcomes such as employee retention (Kgomo, 2010). By stating that mentoring from supervisors has a favorable relationship with engaged conduct (Saks, 2006). Hakanen et al. (2006) claimed supportive evidence for the relationship between supporting and engaging behavior. Schaufeli and Bakker (2003) claimed that engagement includes three composite aspects of behavior, energetic, devoted, and absorptive. On the other hand, Markos and Sridevi (2010) posited a better knowledge of the multiple characteristics of employee engagement. The authors added that work engagement is motivated to contribute knowledge and skills to organizational success and can enhance their sense of well-being.

### **1.7 Definition of Terms**

1. **Human resource practices** are the strategic and coherent approach to the effective and efficient management of people in an organization for this study they include workplace support, compensation, and benefits, health and safety, communication and training, and development
2. **Work engagement** is how the employee feels about the organization.

3. **Manufacturing industries** are manufacturing industries in Nakhon Nayok province, where there are 150 production establishments. For this study, the researcher chose 10 productions from food and electronic products with different types of manufacturing industries.

### **1.8 Hypothesis**

H1 Workplace support has a relationship with work engagement

H2 Compensation and benefit have a relationship with work engagement

H3 Health and safety have a relationship with work engagement

H4 Communication has a relationship with work engagement

H5 Training and development have a relationship with work engagement

## **CHAPTER II**

### **REVIEW OF RELATED LITERATURE**

This chapter presents the reviews of related literature and studies that provide knowledge and concepts regarding human resource practices on work engagement in new normal conditions. The knowledge and concepts were taken from internet websites, books, unpublished thesis, published thesis and journal article.

#### **2.1 Human Resources Practices**

To compete with recruiting quality people, compensation and benefits, health and safety, work in the new normal, work engagement, workplace support, training, and development, and the most efficient way to join the organization, human resources methods must be altered (Wefald et al., 2011).

In the new normal, human resource activities such as workplace assistance, compensation and benefits, health and safety, communication, training, and development must be proactive and adapt a great deal to become a modern human resources department that is ready for this new normal. This is to achieve the most efficient human resource management and to provide as much enjoyment and quality of life for employees as possible, as well as to develop a successful firm Wefald, et al., (2011).

The constant changes in the internal and external environments have significantly demanded that Human Resources functions deviate from their administrative role to being a strategic partner. HR functions were primarily regarded as playing an administrative role rather than a strategic partner in the organization's development and growth, thus failing to receive much attention from top management (Ferguson and ReioJr, 2010).

According to Ferguson and ReioJr (2010), the use of various methods, such as commitment-based human resource practices, encouraged firms to achieve improved performance, which resulted in actual worker commitment. By adopting the term commitment,

Raharjo et al. (2018) believed that organizations can build good attitudes and lead to high commitment between organizational and employee goals.

In the study by Guest (2011), the author found a link between more Human Resource practices and higher Human Resource effectiveness as well as a variety of performance outcomes. In most cases, the relationships are stronger when it comes to Human Resource effectiveness. There is little agreement between Human Resources and line managers about Human Resource effectiveness, and where there is agreement, it is not linked to better results. As a result, while this study emphasizes the importance of Human Resource effectiveness, it fails to demonstrate the effects of consensus. Human Resource manager's satisfaction with the effectiveness of HR policies was linked to lower labor turnover, according to Richard and Johnson (2001). Using the same dataset, they discovered a connection between return on equity and a more tentative association with productivity when they interacted with effectiveness with capital intensity. Richard and Johnson (2001) found no link between high-performance work habits and subjective performance, but they did find a link between the effectiveness of these practices and performance. There was a positive correlation between performance and creativity when they interacted with Human Resources practices and effectiveness. The effectiveness of Human Resources practices when attempting to comprehend their impact on outcomes Guest (2011)

Employee opinions of an organization's human resource policies and procedures and customer perceptions of quality and service were found to be positively correlated by Morse and Babcock (2010).

According to Tziner and Birati (1996), human resource management is critical in a company that lacks strong human resource management. The author further added the negative impact of the organization's lack of professional management.

Zhou et al. (2008) quoted by Shi (2015) that human Resource Management entails functioning as a team rather than a collection of individuals. Every organization should be aware of human resource management and organizational management to increase employee knowledge, skills, attitudes, and behaviors and to assist in establishing a stronger team that works together. Employees will be able to collaborate more effectively.

As a result, whether recruiting people to work or managing human resource management practices, organizational administrators should be able to handle human resource management practices. Job design, performance evaluation, awards, training, interpersonal interactions in the workplace, and organizational communication can all help people stay and work for a long time. Wefald et al. (2011) Key human resource practices include:

**Workplace support** assistance refers to acts and work practices that are intended to improve the productivity and well-being of employees. Wefald et al. (2011) discovered that agreeableness predicts employee involvement in the workplace.

According to Holbeche and Springett (2003), strong levels of employee engagement can only be fostered by workplaces that have a common purpose that connects people on an emotional level and thereby advances their own goals.

Additionally, Ding et al. (2015), workplace support is building a secure, healthy, and happy workplace that assures employees feel at home and stay with the company for a long time.

Kin and Eliza Wong (2020) argued that workplace support during a difficult period is always a breath of fresh air, allowing employees to rebuild their confidence and motivation. It boosts employee motivation and meets their needs appropriately.

**Compensation and benefits** can be a good motivator and facilitate work by producing happiness for employees and ensuring the organization's well-being. All of these factors can

lead to more efficient work. According to Khoshnevin Gholipoui (2017), some organizations compensate and benefit their staff during difficult times to deal with the issue.

Moreover, Bernadin (2007) defined compensation as to any monetary rewards and tangible benefits received by employees as a result of their employment. Goodale et al. (1997) believed that employees receive benefits through indirect financial and non-financial payments for staying with a company. According to Yahya et al. (2012), compensation refers to both monetary (compensation, pay, and incentives) and non-monetary (awards, recognitions, praises, and status) incentives used to attract and retain employees.

Compensation and benefits are the management of monetary and non-monetary compensation, such as salaries and benefits to employees who can help the organization achieve its goals. The salary structure and clear welfare and equality to other companies in the same industry to be able to heal those who have knowledge and ability to stay with the organization for a long time (Delaney and Huselid, 1996) cited by Wu et al.(2010).

**Safety and Health** According to Virtanen (2000), the social nature of commitment involves observable behavior, consistency, loyalty, ideology, conviction, and value systems. Employees who follow safety regulations are less likely to be hurt and are less likely to take advantage of minor ailments or file false or fabricated injury claims, resulting in fewer workers' compensation claims. Srimannarayan (2009) discovered that a positive HRD climate increases the organization's entire internal environment, employee dedication, involvement, job satisfaction, and employee health.

**Communication** Employees will be able to comprehend the organization's competitive position and participate in processes to help improve it, resulting in a healthy work environment where people will feel heard and valued. (Porter and colleagues, 1974). Wolff and Druskat (2001) believed that communication is important as is task engagement. Communication can

help the employees in the organization have the information they need to perform well and build positive work.

Communication is the process of transmitting, whether it is various information and concepts from one person to another. The person receiving the message must have an understanding of the message by the messenger's intent, which communication in the organization may be in a lower-level management-to-delivery model, lower-level to a huddle model. Harrison and Koulikoff Souviron, (2010).

**Development and Training** Menon (2012) investigated how human resource management affects job satisfaction and productivity. The organization's work discovered that the job nature was flexible, and the organization has team training, resulting in the company's success and the performance evaluation findings as a judge. Employees will be satisfied as a result of this.

Training, according to Dessler and Tan (2009) is a means of providing people with the skills they need to do their jobs in the business. Organizations should raise their training expenditure. Islam and Siengthai (2010) claimed that it is necessary to enhance and expand employees' abilities and create a more adaptive and flexible workforce.

Tang et al. (2015) added that training also aids employees in adapting to changes at work. On the other hand, development allows employees to advance in their roles. According to Kim and Gray (2005), the goal of training is to improve existing knowledge, skills, and behavior, but the goal of development is to broaden the career path prospects for employees. Cohen (2015) believed that in the future, the discipline should focus on HR education, competency development, certification, experience, standards, and academic research to advance the profession.

Employee training and development is critical because it provides employees with a better grasp of their jobs. Harel and Tzafrir (1999) cited by Wu et al. (2000) and Martin and



Romero (2000) argued that employee training and development is the process of making employees have more skills, knowledge, and ability to work. The organization should design work or provide training courses appropriate for the positions or duties performed by the employee to develop knowledge in the workplace. Training will also result in employee satisfaction in the long run.

Therefore, human resource practices include five factors related to the state of workplace support, compensation and benefit, communication, health and safety, training and development, and Workplace support intended to improve the productivity and well-being of employees. Compensation and benefits are the management of monetary and non-monetary compensation, such as salaries and benefits to employees who can help the organization achieve its goals. The salary structure and clear welfare are equal to other companies in the same industry to heal those who have the knowledge and ability to stay with the organization for a long time. Communication will help the employee understand their role. Hence, it contributes to the organization's success. Health and Safety employee dedication, involvement, job satisfaction, and health. Training and development organizations should raise their training expenditure to enhance and expand employees' abilities to be more adaptive and flexible.

## **2.2 Work Engagement**

In recent years, employee work engagement has gotten a lot of attention. However, there is still some debate in the academic literature about how management might influence employee work engagement. There has been a lot of interest in employee involvement, but there has also been a lot of misinformation. According to Kular et al. (2008), this misconception stems in part from the lack of a clear definition, leading to engagement and quantified in several ways.

Personal involvement was coined by Kahn (1990). The author claimed that it is harnessing the members of the organization's personalities to their work roles; in engagement,

people employ and express themselves physically, cognitively, and emotionally throughout role performances.

Employee engagement has been defined by Baumruk (2004) as the voluntary effort employees provide above and beyond what is required of them in their job or the quantity of discretionary effort. Yankelovich and Immerwahr (1984) believed that it is the voluntary effort employees provide above and beyond what is required of them in their jobs (Frank et al., 2004).

Falcone (2006) Employee engagement is defined as a feeling of good feelings toward their work, a belief that their work is personally important, that their burden is reasonable, and that they have optimism for the future of their company. To be fully engaged, one must be actively involved in and excited about the task at hand.

Kahn and Luthansand (1990) divided employee engagement into two categories: cognitive engagement and emotional/physical involvement. The degree to which a person is aware of their job mission and function in the business is cognitive engagement. Emotional and physical involvement refers to how well a worker empathizes with others at work and connects with coworkers substantially. Kgomo (2010) pointed out that staff engagement has a significant impact on organizational performance outcomes such as employee retention. Employee engagement differs from organizational commitment in that it indicates a person's attitude and connection to their organization, whereas engagement is more than an attitude. Employee engagement also differs in that it is concerned with the enthusiasm for one's role, according to Saks (2006) by stating that mentoring from supervisors has a favorable relationship with engaged conduct, Hakanen et al. (2006) added supportive evidence for the relationship between supporting and engaged behavior.

Schaufeli and Bakker (2003) presented work engagement with three composite aspects of engaged behavior: energetic, devoted, and absorptive.

The difficulty and diversity associated with accurately characterizing employee engagement were highlighted by Markos and Sridevi (2010). They urged for a better knowledge of the multiple characteristics of employee engagement.

Due to the current economic situation, organizations are now more than ever deciding to reorganize and shrink, which has led to organizations studying innovative techniques to sustain and improve participation. Organizations compete to acquire and train their talent. Therefore, they must do everything possible to keep it. Organizations must strike the correct balance between encouraging and strengthening employee involvement without jeopardizing their competitive advantage.

According to Elangovan (2001), an employee's desire to stay with the company stems from that person's pleasure with the work and organizational commitment, which motivates people to stay with the company.

Han (2008) expressed that staying with an employer is related to job satisfaction, which leads to the establishment of organizational loyalty, which leads to employees deciding to stay with the company. Moreover, satisfied employees will work on their obligations and responsibilities. As a result, it will affect their relationship with the organization, and the employees will provide positive outcomes for the company.

Therefore, work engagement is a state of mind characterized by vigor, dedication, and absorption indicating that work engagement is defined as a positive on work engagement and employees can implement their jobs dedicated and happy.

## **2.3 Relationship between Human Resources Practices and Work Engagement.**

### **Relationship between workplace support and work engagement.**

According to Morgeson et al. (2005), engaged employees require teamwork to achieve good achievements in their work. As a result, because pleasant people require teamwork, it is easier to engage the disengaged workers.

Wefald et al. (2011) discovered that agreeableness predicts employee involvement in the workplace. Maslach et al, (2001) discovered the ideal balance between personal and professional lives. H1: Workplace support has a relationship with work engagement

H1: Workplace support has a relationship with work engagement

**Relationship between compensation & benefits and work engagement**

Good managers, according to Leiter and Maslach (2001) encourage good performance from their subordinates and are concerned about their employees' well-being. Coffman (1999), Wagner and Harter (2006), and Harter et al. (2010) are among the studies that downplay the importance of pay on employee engagement.

Frye (2004) investigated the link between equity-based remuneration and firm performance and discovered a favorable correlation. The author suggested that salary is critical in attracting and maintaining highly trained people in human capital-intensive businesses. Because universities are human resource-heavy businesses, a university's compensation methods can be essential in attracting and retaining highly qualified and competent instructors. Incentive pay plans positively and substantially affect the performance of workers if combined with innovative work practices like flexible job design, employee participation in problem-solving teams, training to provide workers with multiple skills, extensive screening and communication, and employment security (Ichniowski et al., 1997).

Teseema and Soeters (2006) found a significant positive link between remuneration methods and perceived employee performance. LePine et al. (2010) claimed that organizations with engaged employees have higher shareholder returns, profitability, productivity, and customer happiness.

Compensation and benefits are the costs that the company pays employees in exchange for their services or the value they bring to the company. There are two forms of compensation and benefits: financial and non-financial (Ismail (2012); Zhang et al., 2014). Work engagement

has been linked to HR strategies such as compensation (Gruman and Saks, 2011), and awards and recognition (Wollard and Shuck, 2011).

## H2: Compensation and benefit have a relationship with work engagement

### **Relationship between health and safety and work engagement**

When it comes to ensuring that all employees are healthy and safe while at work, the Human Resources department plays a critical role. Knowing this, the department should focus on developing and implementing a communications plan utilizing the organization's resources to create and protect its health and safety standards.

Raines (2011) argued that employee involvement is an effective measure to improve safety and other business metrics. Employee engagement and involvement benefit both the employees and the company. Regardless of the method, get your employees motivated and passionate about safety.

In keeping with Kahn's (1990) study, May et al. (2004) found that meaningfulness, safety, and availability are all positively connected with engagement.

Job enrichment is the development of increasing intrinsic job features while de-emphasizing extrinsic factors. Kaplan et al. (1969) found a positive relationship with meaningfulness, rewarding coworkers, and encouraging supervisors. Thus the third hypothesis is

## H3: Health and safety have a relationship with work engagement

### **Relationship between communication and work engagement**

Human beings are defined by their ability to communicate. What sets us apart from other beings and makes us exceptional is our ability to communicate within ourselves. It is unavoidably important in the corporate world. A rising company's heart and soul is communication. There can be no interchange of ground-breaking ideas, strong interpersonal relationships, or intrinsic job motivation without it. An engaged workforce relies on effective communication. Employee engagement, workplace productivity, and corporate growth can all

be boosted by effective communication. And there's no better moment than now to improve communication within your company.

Buheji and colleagues (2020) showed that even periods of uncertainty become opportunities for contemplation, allowing us to reconstruct and associate our many observations and experiences, allowing us to organize our thoughts for future actions.

Industry estimates showed that digital media usage skyrocketed during the first months of the epidemic, as people spent more time at home owing to coronavirus lockdowns Kemp, (2020).

According to research on digital inequality, people's Internet access and abilities vary, which may influence the benefits they can derive from communication technologies (e.g., DiMaggio et al., (2004).

Unstable Internet connections, as well as difficulty maintaining device operation, are among the obstacles to using technology (Gonzales, 2016; Marler, (2019).

Furthermore, some people may lack the skills to properly use digital media to replace face-to-face communication during a pandemic Hargittai & Micheli, (2019). People may be able to overcome motivational barriers van Dijk, (2005) by trying out and adopting novel modes of communicating as a result of the epidemic and associated lockdown measures.

Work engagement has been linked to HR practices such as communication and information exchange Bakker et al., (2011) Bindland Parker, (2010) Welch, (2011). Thus, the current study hypothesizes that

H4: Communication has a relationship with work engagement

### **Relationship between training and development and work engagement**

Tooksoon (2011) defined training as formal internal training aimed at assisting individuals in achieving the appropriate capacities and abilities required to carry out their responsibilities.

According to Wang and Spitzer (2005), evaluating the impact of both human capital and the investments connected with its growth has been difficult in the field of human resource development.

Training and development, mutual relations, recognition through awards, culture building, career development, salary, and perks are all key HRM strategies, according to Saxena and Tiwari (2009).

Prabhakar and Ram (2011) believed that managers can help boost employee engagement by providing opportunities for training and a degree of support that corresponds to career growth (Mone and London, 2009).

Shafer (2010) discovered a link between employee engagement and the professional development training program. Work engagement has been linked to HRD practices such as training, development, and learning opportunities (Xanthopoulou et al., 2007). Therefore, this study also hypothesizes that

#### **H5: Training and development have a relationship with work engagement**

The COVID-19 pandemic is considered a century disease that affected humans in many aspects and created many new human behaviors. Primary findings were that COVID-19 was accepted as a century disease because it spread out over 200 countries, Several people were infected with COVID-19 - 19 over 80 million cases, that caused people death over 1,700,000 around the globe. Some human behaviors such as social distancing, face mask-wearing, hand washing, and cleaning have become the new normal in the daily lives of people. Working from home, online training development of staff especially in the manufacturing industry, and online

business appears to be the new normal in the business community. Last but not least, human resource practices have been widely used, and it might become a new normal of HRM in the business sector in the post-pandemic.



## **CHAPTER III**

### **RESEARCH METHODOLOGY**

The current thesis focuses on creating a research design that includes a basis, objectives, variables, and hypotheses. The study will use a quantitative method which will require a survey method to collect data. The purpose of the survey is to determine how employees feel about the variables the study intends to examine. The sections that follow will delve into the specifics of the research design. And how to use it in the next sections.

#### **3.1 Research Design**

The investigator used quantitative research methods to conduct the study. Regression analysis was used to test. The research results are divided into two types. For demographics, descriptive analysis was used, while regression analysis was used to test the model. Quantitative research allows the researcher to examine information from theoretical textbooks and related research before designing the research. This strategy was used because it covered the entire scope of the issue investigated. Along with a summary of research objectives, questions, and hypotheses, this questionnaire was prepared and distributed to employees in Nakhon Nayok Province. When collecting statistical analysis results from questionnaires the human resource management department of the company were the respondents. It summarizes the results and makes recommendations based on the findings.

#### **3.2 Population of the study**

##### **3.2.1 Population**

The population of the study was the production in Nakhon Nayok Province. There are 150 production establishments with a total workforce of 5,666 people the data from <http://nakornnayok.industry.go.th>

### **3.2.2 Sample**

The sample of the study was the respondents from people working in 10 productions from food and electrical products of manufacturing industries in Nakhon Nayok Thailand. We used establishments that have an educated population convenience sampling technique that was used to collect data. Approximately 1,500 questionnaires were sent to the target sample using Google Forms. From the distributed questionnaires 1,500 questionnaires were received and 167 responded from manufacturing industries in Nakhon Nayok according to the theory of Boonriang Kajornsinsin (1996).

### **3.3 Survey techniques**

It is a quantitative study, and the researcher used a questionnaire as a research tool to measure various variables. Questions cover concepts gained from the review. And found to be relevant and consistent with the stated purpose of measuring the variables. The researcher examined factors in the conceptual framework and impacts of human resource operations in the Nakhon Nayok Industrial Area. After that, the questionnaires were taken back. The purpose of using quantitative sampling is that it is easier for people to answer questions.

In quantitative studies, the tool researchers need most is the survey method. A survey is a method of collecting information from respondents by asking a series of questions (Zikmiund, 2003). Researchers can obtain a large amount of information from a large number of individuals in a short period using a survey design. As a result, this technique offers researchers several advantages. Including flexibility, convenience, and time-saving. Employment survey guidelines: a set of questions that ask participants to provide information such as attitudes, perceptions, and opinions (Zikmiund et al., 2010)

The variables in this thesis were assessed using a self-administered survey. The questions are in the form of a five-point Likert scale. On the other hand, demographic

questionnaires are not included in the Likert scale format. The questionnaire used in this study was collected from the current literature. The survey method is considered a more efficient and convenient way of collecting data and is beneficial to the study. The author distributed survey questionnaires to employees of manufacturing companies using Google Forms. A total of 1,500 employees were contacted using various electronic media (email, Line, Facebook Messenger, etc.). From the distributed questionnaires, 1,500 questionnaires were received. 167 completed survey.

### **3.4 Measurement**

The measurement used in the survey of active learning utilizes six items on one Bakker and van Wingerden (2021) particularly that of attitude towards an employee's abilities and strengths as indicated in their level of work engagement within the workplace. According to two ETHR World Contributors (2020), the organizational processes benefit efficiency and bring about a good work-life balance. Kanten and Sadullah (2012) added safe and healthy working conditions are positively associated with employee engagement. Kataria et al. (2019) posited that communication is positively associated with employee engagement. Further, Charbonnier-Voirin and Roussel (2012) believed that creativity, reactivity towards emergencies, interpersonal adaptability, training effort, and handling work stress. Additionally, Schaufeli et al. (2006) claimed that work engagement is quantified and includes vigor, dedication, and absorption dimensions.

### **3.5 Data collection methods**

Survey data was collected using Google Forms. The survey was designed to assess HR procedures and employee satisfaction. Data were collected from 360 employees in the manufacturing industry of Nakhon Nayok Province of Thailand.

Workplace support Compensation and benefits, communications, health and safety, training and development, and participation in 6 areas of work, including education.

### **3.6 Data analysis**

The part of the questionnaire that shows HR practices that motivate you to go to work, keep working, and be more engaged in your work in the company will be determined as below:

#### **Score Level**

- 5 Strongly Agree
- 4 Agree
- 3 Neutral
- 2 Disagree
- 1 Strongly Disagree

For the part of engagement or how you feel at work that rate of scale will separate into 7 level as followed:

#### **Score Level**

- 0 Never
- 1 Almost
- 2 Never Rarely
- 3 Sometimes
- 4 Often
- 5 Very often
- 6 Always

The data analysis section is divided into 2 parts:

- Descriptive analysis
- Hypothesis testing

This study used the Statistics for Social Science program to run the data analysis process, using frequencies, means, and standard deviations in descriptive analyses to understand the nature of the data collected. Categorical variables are expressed using percentages. Correlation and regression analysis were performed to test the hypotheses. The results of the data analysis are displayed in the results section.

### **3.7 Reliability**

The author performed a Cronbach's alpha test to check reliability. The overall correlation of the items was also considered to measure the loadings on the variables. Table 2 shows the total item loadings. Only one item showed a total item correlation of less than 0.3 (Training and Development = 0.057), so we excluded that item from further calculations. The results showed that the overall relationship of other items All had values of 0.30 or higher, showing evidence of good loadings. Regarding Cronbach's alpha according to Fornell and Larcker (1981), the value of each factor was above .60, indicating evidence of reliability.

## **CHAPTER IV**

### **PRESENTATION, ANALYSIS, AND INTERPRETATION OF DATA**

#### **4.1 Descriptive results**

##### **4.1.1 Overview**

This section summarizes the data analysis results. First, the demographic details of the respondents are presented to understand the background of the surveyed population. And how do the results relate to this population? Second, a data set was created to perform a multiple regression analysis.

##### **4.1.2 Demographic information of the respondents**

Respondents were informed of the importance of the study with a link to the web-based questionnaire using Google Forms and an attached questionnaire document in Word form. The survey was sent to a broad network of manufacturing professionals, primarily from Nakhon Nayok Province, Thailand. All respondents to this study were full-time employees. Some participants voluntarily distributed the survey to help increase the number of respondents and increase the validity of the study. The collection period lasted for three months. During this time, 167 completed questionnaires were collected. Before presenting demographic information the authors performed a multivariate outlier test to detect outliers that could significantly alter the statistical results.

##### **4.1.3 Mahalanobis distance**

To detect multivariate outliers in various variables, Mahalanobis distance scores were calculated using multiple regression analysis. The Mahalanobi distance uses a chi-square distribution with degrees of freedom equal to the number of independent variables in the regression (Tabachnick & Fidell, 2007). The test shows six cases where the Mahalanobis

distance score exceeds our critical value. Therefore, all six responses were removed before further processing.

In this section, demographic data are presented through graphs created with the help of Microsoft Excel, as well as tables extracted from the IBM SPSS analysis software.

#### 4.1.4 Gender

The following bar chart shows the number of male and female participants. In the study of 167 respondents, after excluding outliers, 76 of them were male. While there were 91 female participants in total, they were found to be more numerous than male workers (Figure 2).

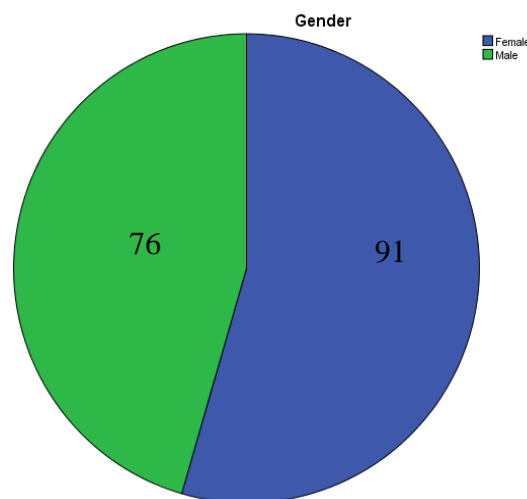


Figure 2: Bar chart showing gender of participants

#### 4.1.5 Age

For this survey respondents had to choose between 5 age groups: 18-25, 26-35, 36-45, 46-55, and 56-65 years. The data revealed the highest percentage of 32.3% was found to be in the 26-35 age group. The second higher 28.1% corresponds to the third age group of 36-45 years. The percentage of the final age group 56-65 years is the lowest (3.6%) (Figure 3).

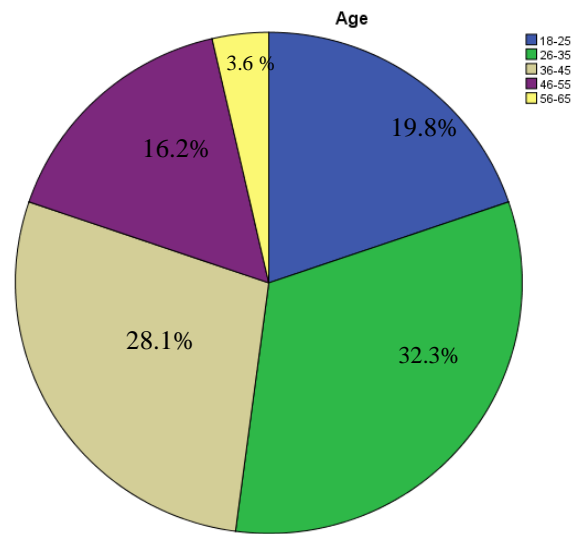


Figure 3: Bar chart showing age of participants

#### 4.1.6 Position

Another important aspect to examine is the respondent's position within their company. The relevant survey attempts to cover a wide range of job positions. Existing in the production company where experts are hired to conduct surveys The pie chart in Figure 5 shows the locations of participants 14.4% were team managers, not surprising given that as many as 60.5% held employee roles. The majority of the surveyed population works in the manufacturing sector. Lastly, 25.1% work in senior positions (Figure 4).

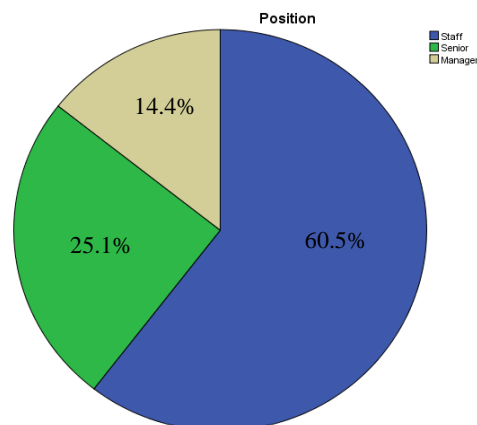


Figure 4: Bar chart showing position of participants



#### 4.1.7 Department

The study also looked at the department in which the respondents worked. Naturally, the majority of respondents came from the production area, 41.9%. The second largest group of respondents (25.7%) was in the accounting department. Respondents from the other four departments (Storage, Human Resources, Marketing, and Packaging) accounted for less than 10% of each department in the total collected data, with 1.2% working in a different department than the one described in the questionnaire.

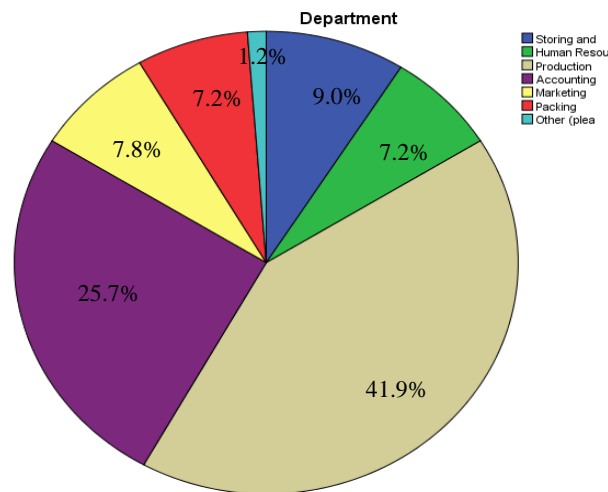


Figure 5: Bar chart showing department of participants

#### 4.2 Empirical results/statistical analysis

This section summarizes the statistical analysis performed to evaluate the theoretical model. The analysis verifies the validity and reliability of the model. Correlation analysis was then performed. And finally, there is the regression analysis.

#### 4.2.1 Correlation results

Table 1: Mean, Standard deviation and Correlation of variable

Variable	Mean	SD	1	2	3	4	5	6
1. Workplace Support	3.36	0.43	1					
2. Compensation and Benefit	3.22	0.39	0.456**	1				
3. Health and Safety	3.27	0.39	0.642**	0.593**	1			
4. Communication	3.24	0.40	0.571**	0.383**	0.721**	1		
5. Training and Development	3.30	0.38	0.643**	0.393**	0.698**	0.700**	1	
6. Engagement	2.63	0.85	0.350**	0.089	0.354**	0.462**	0.443**	1

Table 1 presents the average values, standard deviation, and workplace support relationships with Compensation and benefits, health and safety, training and development, and employee participation. The research results found that Workplace support ( $r = .35$ ,  $p < .01$ ) Health and support ( $r = .354$ ,  $p < .01$ ) Communication ( $r = .462$ ,  $p < .01$ ) Training and development ( $r = .443$ ,  $p < .01$ ) has a significant positive relationship with participation. However, the relationship between compensation and benefits, and employee participation were not significant.

#### 4.2.2 Regression analysis

Table 2: Hypothesis testing that show the significant difference between Human Resources practice and work engagement

Human Resources Practices	Unstandardized Coefficient		Standardized Coefficient	t	Significance
	b	Std. error	$\beta$		
Workplace support and work Engagement	.199	.188	.101	1.057	.292
Compensation and benefits with Work Engagement	-.374	.185	-.172	-2.017	.045*
Health and safety with Work Engagement	.044	.267	.020	.163	.871
Communication with Work Engagement	.639	.226	.301	2.821	.005*
Training and Development with Work Engagement	.485	.237	.221	2.044	.043*

\* $<0.05$

Table 2 shows the regression analysis conducted with the Statistics Package for Social Science to examine the impact of the five dimensions of HR practices on work engagement. The regression model in the regression table confirmed that weekly HR practices explain the variance in work engagement ( $R^2 = 0.264$ ;  $F = 11.573$ ;  $P < 0.01$ ). In other words, employee workplace support, compensation and benefits, health and safety, communication, and training and development collectively explained 26.4% of the total work participation variance.

#### 4.2.3 Research Hypothesis

Table 3: Research Hypothesis

No.	Hypothesis	Supported
H1	Workplace support has a relationship with work engagement	No
H2	Compensation and benefit has a relationship with work engagement	Yes
H3	Health and safety has a relationship with work engagement	No
H4	Communication has a relationship with work engagement	Yes
H5	Training and development has a relationship with work engagement	Yes

Table 3 shows the hypothesis was also further tested. H1 suggested that workplace support has a positive effect on employee engagement. The results ( $b = .199$ ,  $p > .05$ ) did not significantly support H1. Similarly, proposition H3 of health and safety affecting employee engagement was not supported either ( $b = .044$ ,  $p > .05$ ). Hypothesis No. Finding 4 (Engagement in using communication influence) and 5 (training and development affect participation level) were significantly supported ( $b = .639$ ,  $p < .05$ ;  $b = .485$ ,  $p < .05$ ) the results also show that compensation and benefits hurt employee engagement ( $b = -.374$ ,  $p < .05$ ).

## **CHAPTER V**

### **CONCLUSIONS, DISCUSSIONS AND RECOMMENDATIONS**

#### **5.1 Conclusions**

Based on the objective, the following conclusions were drawn:

To explore the human resource practices in manufacturing industries in Nakhon Nayok province, the human resource practices include workplace support compensation and benefits health and safety, communications, and training and development.

To determine the relationship between human resource practices and work engagement in the manufacturing industries in Nakhon Nayok province, Thailand. Employee engagement is interdependent and influences overall employee engagement.

This research highlights the multidimensional nature of employee engagement and their interconnections with various human resource practices. Although each practice includes workplace support, compensation and benefits, health and safety, communication, and training and development, they all have different roles. However, these practices are interdependent and influence overall employee engagement.

Organizations that prioritize their human resources practices are more likely to experience higher levels of employee engagement. As a result, it will lead to better performance, reduced turnover, and increased employee satisfaction. However, a one-size-fits-all approach is not enough. Employee engagement is influenced by employees' specific needs and expectations. Therefore, organizations must tailor their HR strategies to the specific context and needs of their employees.

In the rapidly evolving workplace landscape, employee engagement must not be overstated. It not only drives the success of the organization. But it also affects the overall well-being of employees. To remain competitive and resilient, organizations should continue to

adapt and refine their human resource practices. The focus is on promoting and maintaining employee participation. This research serves as a valuable reference for human resources professionals and organizational leaders seeking to increase employee engagement and the overall success of their organization.

## 5.2 Discussions

Workplace support: The data shows that workplace support, such as flexible working arrangements, consulting projects, and employee assistance projects have a positive impact on employee engagement. Organizations should prioritize initiatives that increase work-life balance. Promote mental health and facilitate employee growth to promote higher levels of engagement. Support and engagement in the workplace.

The study in question aimed to examine the impact of workplace support on employee engagement within an organizational context. The positive beta coefficient ( $\beta = 0.199$ ) indicates that workplace support has a positive effect on employee engagement. This means increasing support in each unit's workplace, employee engagement will also increase. However, the lack of statistical significance ( $p > 0.05$ ) indicates that this effect is not strong enough to be confidently attributed to workplace support alone. Both effect size and statistical significance are considered when interpreting research findings. The current findings contradict the results of previous studies by Tapa et al. (2022) and Fang and Fang (2023).

Differences between the results of previous research and the current study may be due to changes in workplace practices (Rathy et al., 2022). The lack of statistical significance can be attributed to non-specific contextual factors such as organizational culture. Leadership style and the specific type of workplace support can influence the relationship between workplace support and employee engagement. Future research should delve deeper into these contextual variables to better understand the nuances of this relationship.

**Compensation and Benefits:** Competitive compensation and benefits packages are essential to attracting and retaining talent. However, research suggests that these factors alone may not guarantee a high level of engagement. High level of participation Organizations should align their compensation strategies with employee expectations and market standards. At the same time, focus on non-monetary rewards and recognition to increase participation.

**Compensation and Benefits and Engagement** Numerous studies have examined the relationship between compensation and employee engagement (Bryant & Allen, 2012; Watson, 2012). A negative relationship was found in the research ( $\beta = -.374$ ,  $p < .05$ ). ) implies that as the level of compensation increases. Employee engagement tends to decline. This result may seem counterintuitive at first glance. Because everyone It is expected that higher pay would lead to greater job satisfaction and commitment. However, several factors could explain this phenomenon.

**Relative Compensation Comparison:** Employees often compare their compensation to their peers and industry benchmarks. When they perceive inequality this can hurt their level of participation. Where employees believe they are undercompensated compared to their co-workers they may fall out of participation. This results in decreased work efficiency and job satisfaction (Tziner & Dikstein, 2014)

**Expectations and Reality:** High compensation may increase employees' expectations about the work environment and job satisfaction. When expectations are not met, burnout and decreased engagement may occur (Boxall & Macky, 2016). Unrealistic expectations may result from overemphasis on the role of compensation in job satisfaction.

**Health and safety:** Employee well-being is a fundamental element of participation. Employers should invest in creating a safe and healthy work environment. Comply with regulatory standards and implement proactive safety measures. A culture of safety and well-being doesn't just protect employees. But it also helps to raise the level of participation.

Health and safety and engagement. This finding indicates a non-significant relationship between health and safety practices and employee engagement ( $\beta = .044$ ,  $p > .05$ ), but it is important to view these results in a broader context. Climbother studies many studies have shown a positive link between health and safety practices and employee engagement. For example, r Bakker and Demerouti (2008) found that a positive work environment, including health and safety guidelines plays an important role in employee participation.

In practice, organizations should not ignore the importance of health and safety practices based on these isolated findings alone. But they should continue to invest in creating safe and healthy workplaces. This is part of an overall strategy to promote employee well-being. It is important to recognize that employee engagement is a multidimensional construct influenced by many factors. And health and safety practices are only one piece of the puzzle.

Communication: Effective communication practices including transparent leadership. Regular feedback and open channels for employee opinions have a significant impact on participation. Organizations should prioritize clear and consistent communication to build trust. Working together and feeling of belonging among employees.

Communication and engagement. The results indicate a significant positive relationship between communication and employee engagement ( $\beta = 0.639$ ,  $p < 0.05$ ), consistent with growing empirical evidence. Communication channels: Effective communication is not limited to top-down communication. But it also includes peer-to-peer and lateral communication. A study by Men and Stacks (2014) found that organizations that promote open communication channels at all levels experience more engagement of employees in higher.

Leadership Communication: Leadership plays a vital role in shaping organizational communication. Eisenbeiss et al. (2019) found that transformational leadership is characterized by open and transparent communication. It greatly increases employee engagement.

Internal communications: Research by Welch and Jackson (2007) emphasizes the role of internal communication strategies such as newsletters, intranets, and regular team meetings in promoting employee participation

Training and Development: Providing opportunities for skill development and career growth is essential for employee engagement. Research suggests that a well-structured training and development program can lead to increased job satisfaction and motivation. Organizations should invest in continuous learning initiatives to empower employees and increase engagement.

### **5.3 Recommendations**

Based on the findings of this study and the comments from administrators, this research proposes the following recommendations:

5.3.1 This study only focuses on the manufacturing sector in one province of Thailand. The study could be replicated in other industries to compare the results.

5.3.2 Further studies are also required to investigate the reasons behind unsupported hypotheses. It could open a new horizon of organizational study.

5.3.3 In the context of the COVID-19 pandemic, further research into the mediating role of resilience in HR practices and job engagement is urged. Another intriguing future research field is the role of a proactive personality in connecting employees' resources, such as family and friends' support and conducive conditions, to engagement and having a proactive personality.

5.3.4 Furthermore, the COVID-19 pandemic serves as a wake-up call for businesses to be more inventive by pushing the use of ICTs and the Internet of Things to achieve organizational goals. The ability of leaders to innovate has a significant impact on an organization's ability to innovate. As a result, future research should focus on leaders' ability to innovate during the COVID-19 epidemic.



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## **APPENDIX**

## Appendix A:

### Cronbach Alpha Reliability Test

Variable/Scale item	Cronbach Alpha	
Workplace Support		0.789
WP1	.549	
WP2	.591	
WP3	.646	
WP4	.542	
WP5	.525	
Compensation and Benefit		0.813
CnB1	.541	
CnB2	.481	
CnB3	.664	
CnB4	.574	
CnB5	.598	
CnB6	.558	
CnB7	.458	
Health and Safety		0.870
HnS1	.403	
HnS2	.550	
HnS3	.583	
HnS4	.663	
HnS5	.497	
HnS6	.701	
HnS7	.542	
HnS8	.752	
HnS9	.655	
HnS10	.558	
Communication		0.904
Com1	.682	
Com2	.710	
Com3	.639	
Com4	.665	
Com5	.615	
Com6	.680	
Com7	.766	
Com8	.661	
Com9	.640	
Com10	.544	

Variable/Scale item	Cronbach Alpha	
Training and Development		0.911
TnD1	.552	
TnD2	.461	
TnD3	.555	
TnD4	.597	
TnD5	.668	
TnD6	.671	
TnD7	.612	
TnD8	.661	
TnD9	.692	
TnD10	.668	
TnD11	.785	
TnD12	.562	
TnD13	.673	
TnD14	.636	
TnD15	.139	
TnD16	.395	
TnD17	.494	
TnD18	.523	
Engagement		0.952
Eng1	.721	
Eng2	.734	
Eng3	.621	
Eng4	.705	
Eng5	.759	
Eng6	.482	
Eng7	.715	
Eng8	.588	
Eng9	.661	
Eng10	.802	
Eng11	.739	
Eng12	.713	
Eng13	.762	
Eng14	.816	
Eng15	.787	
Eng16	.813	
Eng17	.786	

## Appendix B:

### Profile of the Respondents

Construct	Frequency	Percentage (%)
<b>Gender</b>		
Female	91	54.5
Male	76	45.5
<b>Age</b>		
18-25	33	19.8
26-35	54	32.3
36-45	47	28.1
46-55	27	16.2
56-65	6	3.6
<b>Position</b>		
Staff	101	60.5
Senior	42	25.1
Manager	24	14.4
<b>Department</b>		
Storing and	15	9.0
Human Resource	12	7.2
Production	70	41.9
Accounting	43	25.7
Marketing	13	7.8
Packing	12	7.2
Other	2	1.2

## Appendix C:

### Research Questionnaire

คำแนะนำ Instructions :

ตอบคำถามที่ตรงกับตัวท่านมากที่สุด Answer questions as they relate to you. For most answer, check the box (es) most applicable to you.

ส่วนที่ 1 Part 1 ข้อมูลส่วนบุคคล Demographic

1. อายุ Age

(Select only one.)

- |                                     |                                |                                |
|-------------------------------------|--------------------------------|--------------------------------|
| <input type="checkbox"/> 18-25      | <input type="checkbox"/> 26-35 | <input type="checkbox"/> 36-45 |
| <input type="checkbox"/> 46-55      | <input type="checkbox"/> 56-65 | <input type="checkbox"/> 66-75 |
| <input type="checkbox"/> 76 or more |                                |                                |

2. เพศ Gender

(Select only one.)

- |                                      |                                   |
|--------------------------------------|-----------------------------------|
| <input type="checkbox"/> หญิง Female | <input type="checkbox"/> ชาย Male |
|--------------------------------------|-----------------------------------|

3. ตำแหน่งงาน Position in the organization

(Select only one.)

- |  |  |
|--|--|
| <input type="checkbox"/> ผู้จัดการ Manager       | <input type="checkbox"/> พนักงาน Staff |
| <input type="checkbox"/> หัวหน้างานอาวุโส Senior | <input type="checkbox"/> อื่นๆ Others  |

4. แผนกที่คุณทำงาน Which department do you work?

- ☐ ฝ่ายผลิต Production
- ☐ ฝ่ายบริหารทรัพยากรบุคคล Human Resource
- ☐ ฝ่ายบัญชี Accounting & Finance
- ☐ ฝ่ายคลังสินค้า Storing and Stocking
- ☐ ฝ่ายบรรจุภัณฑ์ Packing
- ☐ ฝ่ายการตลาด Marketing
- ☐ อื่นๆ other (please specify).....

ส่วนที่ 2 ข้อมูลเกี่ยวกับแนวทางปฏิบัติด้านทรัพยากรบุคคลที่จะกระตุ้นให้คุณทำงานและมีส่วนร่วมกับการงานในบริษัทของคุณมากขึ้น กรุณาให้คะแนนรายการที่กำหนดในแง่ของระดับผลกระทบโดยใช้มาตราส่วนที่ให้ไว้ด้านล่าง:

Part 2 HR practices that motivates you to go to work, keep working and be more engaged to your work in your company. Kindly rate the given items in terms of the level of impact using the scale provided below:

- 5 เห็นด้วยอย่างยิ่ง Strongly Agree  
 4 เห็นด้วย Agree  
 3 เห็นด้วยปานกลาง Neutral  
 2 ไม่เห็นด้วย Disagree  
 1 ไม่เห็นด้วยอย่างยิ่ง Strongly Disagree

No.	Questions	5	4	3	2	1
<b>Workplace support</b> สถานที่ทำงาน						
1.1	My colleagues offer me emotional support when I need it. เพื่อนร่วมงานให้การสนับสนุนทางอารมณ์เมื่อฉันต้องการ					
1.2	I receive the support needed from my institution to do my work well. ฉันได้รับการสนับสนุนจากสถาบันเพื่อทำงานให้ดี					
1.3	When I have problems at work, I can seek support from my immediate superiors. เมื่อฉันมีปัญหาในที่ทำงานฉันสามารถขอความช่วยเหลือจากหัวหน้าของฉันได้ในทันที					
1.4	I feel supported by the institutions which I interact with in the course of my work. ฉันรู้สึกได้รับการสนับสนุนจากสถาบันต่างๆที่ฉันติดต่อกับในระหว่างการทำงาน					
1.5	I find sufficient support from the users to continue with my professional activities. ฉันได้รับการสนับสนุนที่เพียงพอจากผู้เชี่ยวชาญด้านกิจกรรมเพื่อการอาชีพของฉันต่อไป					
<b>Compensation &amp; Benefits</b> ค่าตอบแทนและผลประโยชน์						
2.1	My organization provides a merit pay to help me improve my performance. องค์กรของฉันมอบเงินบำเหน็จเพื่อช่วยปรับปรุงประสิทธิภาพการทำงาน					
2.2	My organization communicates clearly the compensation and benefits to me องค์กรของฉันแจ้งค่าตอบแทนและผลประโยชน์ให้ฉันทราบอย่างชัดเจน					
2.3	My organization provide rewards for adapting to organizational change องค์กรของฉันให้รางวัลสำหรับการปรับตัวให้เข้ากับการเปลี่ยนแปลงองค์กร					
2.4	My organization offers ongoing compensation and benefits system องค์กรของฉันเสนอค่าตอบแทนและสวัสดิการอย่างเป็นระบบ					



No.	Questions	5	4	3	2	1
2.5	My organization rewards adequately for realizing measureable goals.องค์กรของฉันให้รางวัลเพียงพอสำหรับการบรรลุเป้าหมายที่วัดได้					
2.6	My salary, bonus, and other benefits will still be promising in the near future even if the COVID-19 breaks out.เงินเดือนโบนัสและสวัสดิการอื่นๆของฉันยังคงมีแนวโน้มที่ดีในอนาคตอันใกล้แม้ว่าโควิด-19จะระบาดก็ตาม					
2.7	I am afraid that my salary, bonus, and other benefits development will be delayed due to COVID-19.ฉันเกรงว่าการพัฒนาเงินเดือนโบนัสและสวัสดิการอื่นๆจะล่าช้าเนื่องจากสถานการณ์โควิด-19					
Health and Safety สุขภาพและความปลอดภัย						
3.1	My organization gave me training on job safety. องค์กรของฉันให้การฝึกอบรมด้านความปลอดภัยในการทำงานแก่ฉัน					
3.2	My organization assign me of safety responsibility. องค์กรของฉันมอบหมายงานและรับผิดชอบงานด้านความปลอดภัยให้แก่นัก					
3.3.	My organization trains me of first and emergency. องค์กรของฉันได้อบรมความปลอดภัยเป็นอันดับแรก					
3.4	My organization inform me of potential hazards. องค์กรของฉันแจ้งให้ฉันทราบถึงอันตรายที่อาจเกิดขึ้น					
3.5	My organization provides workplace supply of protective equipment. องค์กรของฉันจัดหาอุปกรณ์ป้องกันในสถานที่ทำงาน					
3.6	I have enough time to complete my work tasks safely. ฉันมีเวลาเพียงพอที่จะทำงานให้เสร็จอย่างปลอดภัย					
3.7	If I notice a workplace hazard, I would point it out to management. ถ้าฉันสังเกตเห็นอันตรายในสถานที่ทำงานฉันจะชี้ให้ฝ่ายบริหารทราบ					
3.8	At my workplace, systems are in place to identify, prevent and deal with health hazards. ที่ทำงานของฉันมีระบบการระบุป้องกันและจัดการกับอันตรายต่อสุขภาพ					
3.9	At my workplace incidents and accidents are investigated quickly in order to improve workplace health and safety. เหตุการณ์และอุบัติเหตุในที่ทำงานของฉันได้รับการตรวจสอบอย่างรวดเร็วเพื่อปรับปรุงสุขภาพและความปลอดภัยในที่ทำงาน					
3.10	At my workplace communication about workplace health and safety procedures is done in a way that I can understand Intellectual engagement. ที่สถานที่ทำงานของฉันการสื่อสารเกี่ยวกับขั้นตอนด้านสุขภาพและความปลอดภัยสามารถเข้าใจการมีส่วนร่วมทางปัญญา					

No.	Questions	5	4	3	2	1
Communication การสื่อสาร						
4.1	The communication with the boss is marked by openness in my organization. การสื่อสารกับหัวหน้ามีความเปิดกว้างในองค์กรของฉัน					
4.2	The manager contacts the employees on a regular basis. ผู้จัดการติดต่อกับพนักงานเป็นประจำ					
4.3	The communication between my coworkers and me is good. การสื่อสารระหว่างเพื่อนร่วมงานกับฉันเป็นไปในทางที่ดี					
4.4	Generally there is clarity of information provided. โดยทั่วไปมีความชัดเจนของข้อมูลที่ให้ไว้					
4.5	When the information is provided, there is enough time for discussion/questions/feedback. ข้อมูลที่ให้เกี่ยวข้องกับงานของฉัน					
4.6	The information provided is relevant to my work. เมื่อให้ข้อมูลแล้วก็มีเวลาเพียงพอสำหรับการสนทนา/คำถาม/คำติชม					
4.7	I can be in bringing up subject matters with my closest leader. ฉันสามารถนำเสนอประเด็นต่างๆกับผู้นำที่ใกล้ชิดที่สุดได้					
4.8	The dialog between my closest leader and me is go. บทสนทนาระหว่างผู้นำที่ใกล้ชิดที่สุดกับฉัน					
4.9	There is tolerance acceptance in my communication with my leader. มีความยอมรับในการสื่อสารของฉันกับผู้นำของฉัน					
4.10	My closes leader trusts the employees. หัวหน้างานให้ความไว้วางใจพนักงาน					
Training and Development การฝึกอบรมและการพัฒนา						
5.1	My company gives comprehensive training to employees in workplace health and safety issues. บริษัทของฉันให้การฝึกอบรมอย่างครอบคลุมแก่พนักงานในประเด็นด้านสุขภาพและความปลอดภัยในที่ทำงาน					
5.2	All employees must participate in training programs on COVID-19 prevention. พนักงานทุกคนต้องเข้าร่วมโครงการฝึกอบรมการป้องกันโควิด-19					
5.3	Training programs on COVID-19 prevention given to me are adequate to enable me to assess hazards in the workplace. โปรแกรมการฝึกอบรมเกี่ยวกับการป้องกัน COVID-19 ที่มอบให้กับฉันนั้นเพียงพอที่จะช่วยให้ฉันสามารถประเมินอันตรายในที่ทำงานได้					

No.	Questions	5	4	3	2	1
5.4	Management promotes internal communication on COVID-19 prevention via newsletter, e-mail, Face book, etc.ฝ่ายบริหารส่งเสริมการสื่อสารภายในเกี่ยวกับการป้องกันCOVID-19 ผ่านจดหมายข่าว อีเมล เฟสบุ๊ก ฯลฯ					
5.5	Safety issues are given high priority in training programs.ประเด็นด้านความปลอดภัยมีความสำคัญอย่างยิ่งในโปรแกรมการฝึกอบรม					
5.6	COVID-19 has a high fatality rate.โควิด-19มีอัตราการเสียชีวิตสูง					
5.7	I am worried about myself, my family members or my colleagues who may be affected by COVID-19. ฉันกังวลเกี่ยวกับตัวเองสมาชิกในครอบครัวหรือเพื่อนร่วมงานที่อาจได้รับผลกระทบจากCOVID-19					
5.8	I believe it is possible that there will be an outbreak of COVID-19 in the area where I live and work. ฉันเชื่อว่าเป็นไปได้ว่าจะมีการระบาดของCOVID-19 ในพื้นที่ที่ฉันอาศัยและทำงาน					
5.9	In general, I know that COVID-19 is highly dangerous. โดยทั่วไปแล้วฉันรู้ว่า COVID-19 นั้นอันตรายมาก					
5.10	I use all the necessary safety equipment (masks, hand washing products, etc.) to prevent COVID-19.ฉันใช้อุปกรณ์ความปลอดภัยที่จำเป็นทั้งหมด (หน้ากากผลิตภัณฑ์ล้างมือ ฯลฯ) เพื่อป้องกันCOVID-19					
5.11	I respect safety rules and procedures regarding the prevention of COVID-19 while carrying out my job.ฉันเคารพกฎและขั้นตอนด้านความปลอดภัยเกี่ยวกับการป้องกันCOVID-19 ขณะปฏิบัติงาน					
5.12	I ensure the highest levels of safety when I carry out my job. ฉันมั่นใจในระดับความปลอดภัยสูงสุดเมื่อปฏิบัติงาน					
5.13	I carry out my work in a safe manner.ฉันทำงานของฉันอย่างปลอดภัย					
5.14	I do not deviate from correct and safe work procedures.ฉันไม่เบี่ยงเบนจากขั้นตอนการทำงานที่ถูกต้องและปลอดภัย					
5.15	There is a risk that I will have to leave my current job in the near future.มีความเสี่ยงที่ฉันจะต้องออกจากงานปัจจุบันในอนาคตอันใกล้					
5.16	My career development opportunities in the organization are favorable.โอกาสในการพัฒนาอาชีพของฉันในองค์กรนั้นดี					
5.17	I feel that the organization can provide me with a stimulating job content in the near future.ฉันรู้สึกว่าการจ้างงานสามารถจัดหาเนื้อหาที่น่าสนใจให้ฉันได้ในอนาคตอันใกล้					

No.	Questions	5	4	3	2	1
5.18	I believe that the organization will still need my competence in the future even if the COVID-19 pandemic breaks out. ฉันเชื่อว่าองค์กรจะยังคงต้องการความสามารถของฉันในอนาคตแม้ว่าการระบาดของ COVID-19 จะเกิดขึ้นก็ตาม					

### Part 3. Work Engagement

The following 17 statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, cross the “0” (zero) in the space after the statement. If you have had this feeling, indicate how often you felt it by crossing the number (from 1 to 6) that best describes how frequently you feel that way.

No.	Question	(0)	(1)	(2)	(3)	(4)	(5)	(6)
6.1	At my work, I feel bursting with energy. ที่ทำงานฉันรู้สึกมีพลัง							
6.2	I find the work that I do full of meaning and purpose. ฉันพบว่างานที่ฉันทำเต็มไปด้วยวัตถุประสงค์และความหมาย							
6.3	Time flies when I am working. เวลาผ่านไปอย่างรวดเร็วเมื่อฉันทำงาน							
6.4	At my job, I feel strong and vigorous. ที่งานของฉันฉันรู้สึกแข็งแรงและกระฉับกระเฉง							
6.5	I am enthusiastic about my job. ฉันมีความกระตือรือร้นในการทำงาน							
6.6	When I am working, I forget everything else around me. เมื่อฉันทำงานฉันลืมทุกสิ่งรอบตัว							
6.7	My job inspires me. งานของฉันเป็นแรงบันดาลใจให้ฉัน							
6.8	When I get up in the morning, I feel like going to work. เมื่อตื่นนอนตอนเช้าฉันรู้สึกอยากไปทำงาน							
6.9	I feel happy when I am working intensely. ฉันรู้สึกมีความสุขเมื่อฉันทำงานหนัก							
6.10	I am proud of the work that I do. ฉันภูมิใจในงานที่ทำ							
6.11	I am immersed in my work. ฉันหมกมุ่นอยู่กับงานของฉัน							

No.	Question	(0)	(1)	(2)	(3)	(4)	(5)	(6)
6.12	I can continue working for very long periods at a time. ในแต่ละครั้งฉันสามารถทำงานได้เป็นเวลานานมาก							
6.13	To me, my job is challenging. งานของฉันมีความท้าทาย							
6.14	I get carried away when I am working. ฉันไปทำงานสมาธิ							
6.15	At my job, I am very resilient, mentally. ที่งานของฉันฉันมีจิตใจที่ยืดหยุ่นมาก							
6.16	It is difficult to detach myself from my job. การแยกเรื่องงานและเรื่องส่วนตัวเป็นเรื่องยาก							
6.17	At my work, I always persevere, even when things do not go well. □ ในการทำงานฉันมีความอดทนอยู่เสมอแม้ว่าสิ่งต่างๆจะไม่เป็นไปด้วยดี							

**Appendix D:****CURRICULUM VITAE****PERSONAL DATA**

Name : Nattanan Katekaew

Date of Birth : November 13, 1970

Place of Birth : Nakhon Nayok, Thailand

**EDUCATIONAL BACKGROUND:**

2003 : Bachelor Degree of Business Administration (Human Resource Management)

Rajabhat Rajanagarindra University, Chachengsao

1988 : Diploma of Major of Accounting, Technology Veerapat College, Nakhon Nayok

1985: Certificate of Major of Accounting, Technology Nakhonnayok College, Nakhon Nayok

**WORK EXPERIENCE:**

2015 – Present : HR Officer, St Theresa International College, Nakhon Nayok

2011-2015: Purchasing officer at DC Equipment System Technology Ltd., Part., Ayutthaya

1988-2011: Import Supervisor at Circuit Electronic Industries Public Co., Ltd., Ayutthaya