



**A Study of the Key Influencing Factors of Employee Engagement: A
Case Study of AMA Marine Public Company and Subsidiaries**

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF BUSINESS ADMINISTRATION
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Case Study of AMA Marine Public Company and Subsidiaries**

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This Independent Study Has Been Approved as a Partial Fulfillment of the
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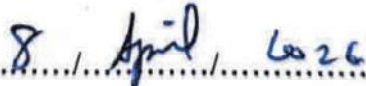
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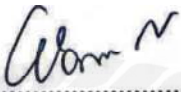
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Major: Human Resource Management

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ABSTRACT

Employee engagement is a critical factor influencing organizational performance and sustainability. This study investigates the key factors affecting employee engagement in AMA Marine Public Company, a leading maritime transportation firm in Thailand, and its subsidiaries given the increasing complexity of the maritime industry and its highly competitive environment, enhancing employee engagement has become a significant challenge for management. Understanding the elements that drive engagement can help companies improve operational efficiency and employee retention.

The objectives of this study are: (1) to examine how work autonomy, organizational care, environmental benefits, work incentives, organizational identification, and work-life balance influence employee engagement, and (2) to provide recommendations for improving engagement based on the findings.

This research employed a quantitative approach using a structured questionnaire to collect data from employees of AMA Marine Public Company and its subsidiaries. A total of 88 valid responses were analyzed using SPSS 27.0 statistical software. Reliability and validity tests were conducted, followed by correlation and multiple

regression analyses to assess the relationships between the key factors and employee engagement.

The findings indicate that organizational identification and work incentives have the most significant positive effects on employee engagement, followed by work-life balance, work autonomy, and organizational care. However, environmental benefits do not show a statistically significant impact. These results suggest that fostering a strong organizational identity and providing meaningful incentives are crucial strategies for enhancing engagement.

In conclusion, organizations aiming to improve employee engagement should prioritize strengthening corporate identity, offering intrinsic motivation, and promoting a balanced work-life culture. Companies should also pay more attention to work autonomy and employees' well-being. For managerial implication, this study provides practical insights for business leaders on enhancing employee engagement through effective organizational identification and incentive structures. For academic contribution, this study extends the understanding of employee engagement determinants in the maritime industry context. It enriches existing literature by providing empirical evidence on the relative importance of different engagement factors, offering a foundation for future research on engagement strategies across various industries.

Keywords: employee engagement, work autonomy, organizational identification, work performance, environmental benefits, organizational care, work incentives, work-life balance

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DECLARATION

I, CAI QITONG, hereby declare that this Independent Study entitled “A Study of the Key Influencing Factors of Employee Engagement: A Case Study of AMA Marine Public Company and Subsidiaries” is an original work and has never been submitted to any academic institution for a degree.



(CAI QITONG)

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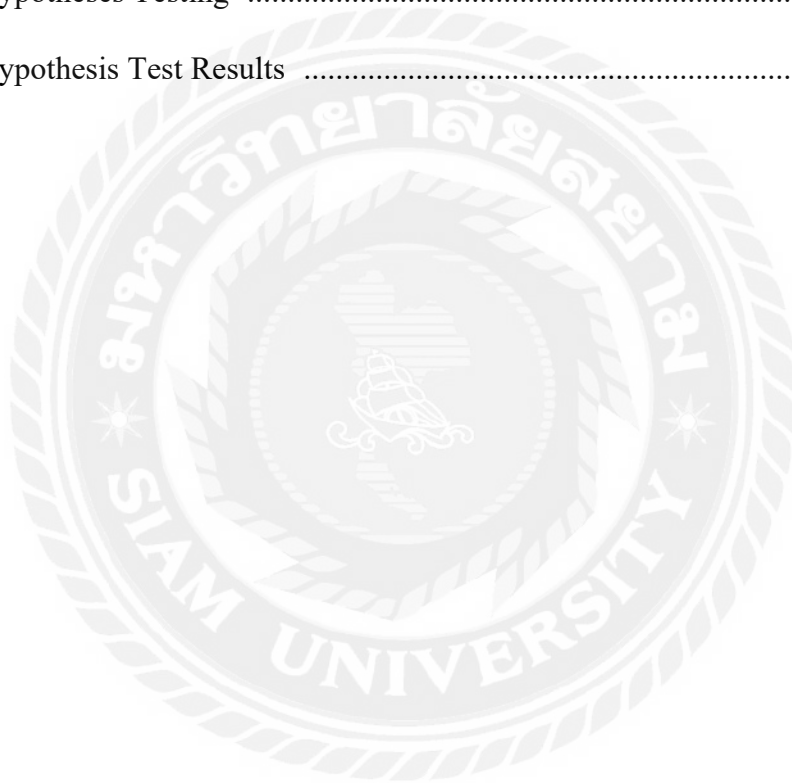
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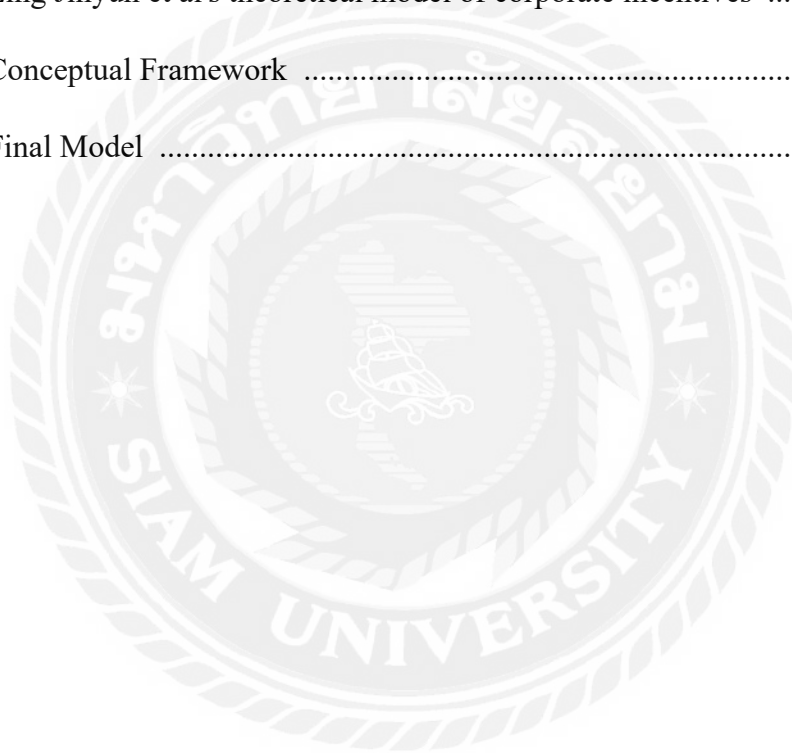
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Chapter 1 Introduction

1.1 Background of the Study

The maritime industry has always played a vital role in global trade and economy. As the demand for international cargo transportation grows, the operation and management of the maritime industry has become increasingly complex. As one of Thailand's leading maritime transportation companies, AMA Marine Public Company and its subsidiaries play an important role in driving the shipping business in Thailand and the international market. With the rapid development of the industry and the continuous advancement of technology, one of the key management challenges has become how to effectively manage and enhance employee engagement to ensure the company's sustainable development.

Employee engagement is widely regarded as one of the core factors for organizational success. Engaged employees tend to be more efficient, creative, and considerate of the company, internalizing the organization's goals as their own and striving to achieve them. In the maritime industry, in the face of a highly competitive and rapidly evolving globalized market, employee engagement not only affects a company's operational efficiency, but also its ability to innovate and sustain growth. Studies have shown that highly engaged employees are more likely to stay with a company for longer, reducing turnover and increasing overall customer satisfaction.

AMA Marine Public Company is a leading marine transporter of palm oil and other vegetable oils in Thailand, with operations extending to East, South, and Southeast Asia, including India, China, Singapore, Malaysia, and Korea. Its subsidiary, AMA Logistics, also provides tanker truck transportation services within Thailand. The company's continued growth in the international maritime transportation business has also made employee engagement management crucial. However, in the face of the continuous expansion and development of the company's business and the addition of new employees to the workforce, how to mobilize the motivation of employees in different positions has become an urgent challenge for the management to solve. Therefore, an in-depth study of employee engagement at AMA Marine and its subsidiaries will not only help the company improve its internal management effectiveness, but also provide a valuable reference for other companies in the industry.

With the rapid changes in the global business environment, companies in the transportation industry are also facing intense competitive pressures and employee management challenges. The purpose of this study is to delve into the key factors affecting employee engagement in AMA Marine Public Company and its subsidiaries and to provide a theoretical basis for the company to develop effective employee management strategies. By identifying these factors, the results of the study will help the company to make more precise decisions in future employee development and motivation programs to ensure a productive and stable workforce.

1.2 Questions of the Study

The purpose of this study is to examine the key factors that influence employee engagement in AMA Marine Public Company and its subsidiaries. By examining these issues, this study reveals which factors play a significant role in employee engagement and how they can improve the employee's work experience, enhance employee motivation and productivity thereby improving overall company performance. Based on this objective, this study proposes the following research questions:

(1) What are the key factors that influence employee engagement in AMA Marine Public Company and its subsidiaries?

(2) To what extent do these key influences affect employee engagement?

By delving into the above research questions, this study hopes to reveal the multiple factors that influence employee engagement in AMA Marine Public Company and its subsidiaries. This will not only provide practical suggestions for the company to enhance employee engagement, but also provide theoretical support for academics to further understand the application of employee engagement in companies with Southeast Asian, especially Thai culture.

1.3 Objectives of the Study

The main objective of this study is to investigate the key factors affecting employee engagement in AMA Marine Public Company and its subsidiaries. The study aims to suggest references that will help the company to improve employee engagement and thus further improve organizational performance.

The specific objectives of this study are:

(1) To examine how work autonomy, organizational care, environmental benefits, work incentives, organizational identification, work-life balance affect employee engagement.

(2) To provide recommendations and competitive strategy to improve employee engagement based on the findings of the study.

By accomplishing these objectives, this study will provide AMA Marine Public Company with valuable insights into the drivers of employee engagement. The results of the study will enable the company to implement more effective employee engagement strategies and develop a motivated, high-performing, and accountable workforce that will ultimately aid and support the company's growth and sustainability.

1.4 Scope of the Study

This study focuses on identifying and analyzing the key factors that influence employee engagement in AMA Marine Public Company and its subsidiaries. The study examines how various individual and organizational factors affect the engagement of the company's employees.

The population of the study was employees of AMA Marine Public Company and its subsidiaries. The focus of the study was on full-time employees in all departments and positions in the company. Data collection for this study took place over a week period from November 21, 2024 to November 27, 2024, and the number of employees surveyed was 120, covering the latest employee engagement trends and practices.

This study was limited to investigating factors that specifically influence employee engagement, including organizational identification, work autonomy, organizational care, environmental benefits, work incentives, work-life balance. This study did not address other psychological factors such as employee personality factors. In addition, this study relied on survey data collected through questionnaires, which might limit the depth of qualitative insights gained from employees.

Even though the questionnaire survey cannot understand the needs of all employees in depth, which limits the depth of the study and the diversity of the influencing factors, the influencing factors selected in this study are based on a large number of literature and discussions with the company's HR manager to select the factors that are in line with the actual situation of the company and have the feasibility of the survey, so this research is also representative and is also applicable to a wide

range of scholars' reference research. By focusing on these influencing factors, this study aims to analyze the key factors affecting employee engagement in AMA Marine Public Company. The results of the study provide actionable insights to the company's leadership to improve employee engagement and overall organizational performance.

1.5 Significance of the Study

From an academic perspective, this study contributes to the growing literature on employee engagement, particularly in the transportation industry. While there are many studies on engagement in general, there are limited studies that specifically focus on employee engagement in Thai transportation companies. This study aims to fill this gap by focusing on providing empirical data and analyses on how factors within the organization's control affect employee engagement in this unique industry.

In addition, this study can provide several valuable management insights in terms of company management. First, by understanding the key factors that drive employee engagement, management can develop targeted programs to improve employee retention and overall satisfaction, especially among key positions and high-performing employees. In addition, driving engagement can increase team productivity and efficiency, which can positively impact company performance. The results of the study also help HR departments to better formulate and adjust policies to create tailored training, career development and motivation programs oriented to employee needs to further enhance engagement. At the same time, companies will be able to strengthen their organizational culture by reinforcing employee engagement and building a more cohesive and supportive work environment to enhance teamwork, communication and employee loyalty. Most importantly, the study helps AMA Marine's management to better align employee engagement initiatives with the company's overall goals, so that employees can be a key force in achieving the company's goals for operational efficiency, productivity and customer service.

In conclusion, this study is expected to provide actionable insights that will not only benefit AMA Marine Public Company in improving employee engagement and thus helping the company grow, but will also contribute dynamic and valuable information on employee engagement to the human resource management academic community. By identifying the key factors that influence employee engagement, this study lays the foundation for future research and practical applications in employee management and organizational development.

1.6 Definition of Key Terms

Employee Engagement

Employee engagement refers to the emotional and intellectual commitment employees have toward their organization and its goals. Engaged employees feel motivated to contribute positively and are likely to go above and beyond their core responsibilities. They usually display enthusiasm for their work, show dedication to organizational objectives, and have a sense of loyalty, often resulting in higher productivity, job satisfaction, and lower turnover.

Organizational Care

Organizational care refers to a company's concern and support for its employees as demonstrated through practical actions and policies. This care is not only limited to the provision of compensation and benefits, but also covers a wide range of aspects such as emotional support, career development, mental health, and work-life balance. The core of organizational care is to establish an environment where employees are supported psychologically, safely and professionally, helping them to better integrate into the organization and enhance engagement and loyalty.

Work Autonomy

Work autonomy refers to the degree of freedom and independence employees have in their jobs. It allows them to make decisions about how, when, and where to complete their tasks. High work autonomy can lead to increased job satisfaction, motivation, and productivity, as employees feel more empowered and in control of their work.

Environmental Benefits

Environmental benefits involve providing employees with a comfortable office environment and equipment, creating a positive work and interpersonal atmosphere, and designing scientifically sound management and reward systems for the organization. Increasing environmental incentives can enhance employees' sense of belonging and promote positive behaviors.

Work Incentives

Work incentives refer to the various methods and strategies organizations use to motivate employees to perform well, increase productivity, and stay engaged with their roles. Work incentives refer to the various methods and strategies organizations use to motivate employees to perform well, increase productivity, and stay engaged with their roles. These incentives can be both intrinsic (internal motivations) and extrinsic (external rewards). This paper explores intrinsic incentives. Intrinsic motivation refers to factors that internally motivate employees, such as a sense of achievement, the opportunity to learn new skills, and alignment with personal values and goals. Intrinsic motivation is often associated with higher levels of job satisfaction and long-term incentives because they give employees a deeper sense of purpose for the work they are doing.

Organizational Identification

Organizational identification consists of both cognitive and emotional aspects, that is, individuals belong to the organization, and with the emotional experience of such identity, employees who identify with the organization usually internalize the organization's goals into their own, and are more willing to put in extra efforts for the organization to contribute to the realization of the organization's goals. Therefore, employees with a high level of organizational identification usually have a higher level of dedication.

Work-Life Balance

Work-life balance refers to finding a healthy equilibrium between work and personal life so that the two harmonize with each other rather than conflict with each other. It implies that people find an appropriate allocation of time between devoting themselves to work and taking care of their personal needs (e.g. family, health, hobbies, etc.) in order to avoid excessive stress or burnout. A good work-life balance can help people achieve fulfillment in both their careers and their lives and enhance their sense of well-being.

Work performance

Work performance is a comprehensive assessment of how well an individual fulfills their job duties and responsibilities. It encompasses various aspects such as the quality of work produced, the efficiency with which tasks are completed, and the ability to meet or exceed set goals. Additionally, work performance considers an employee's contribution to their team and the organization as a whole, including factors like collaboration, problem-solving, and innovation. It often involves regular evaluations and feedback to help employees grow and improve in their roles, ultimately contributing to the success of the company.



Chapter 2 Literature Review

This chapter first describes what employee engagement is and what are the characteristics of engaged employees. The second part illustrates the importance of employee engagement by introducing the correlation between employee engagement and firm performance, which further clarifies the significance of this research. The third part discusses the related research of scholars on the factors affecting employee engagement, and the fourth part describes the variables affecting employee engagement to be studied in this research. The fourth part explains the sources of the variable affecting employee engagement and further elaborates on the definition of the variable as it applies to this study. The last section attaches the conceptual framework of this study.

2.1 Employee Engagement

The concept of “engagement” was first developed by Kahn. According to him, engagement refers to the assignment of clear job roles to members of an organization who are physically, cognitively, and emotionally engaged in the process of role-playing and who express their true selves authentically (Kahn, 1990). However, although Kahn provided a conceptual basis for engagement, an operational definition was not given. Subsequent scholars have continued to explore the concept of engagement through theoretical constructs and empirical analyses to bring the concept of engagement to a deeper level. Maslach and Leiter (1999) expanded on Kahn's definition of engagement in terms of burnout. It is argued that engagement should be seen as the opposite of burnout, two different extremes in the same state as burnout. It is characterized by high energy, commitment and self-efficacy. Schaufeli et al. (2002) in their study of engagement offered a different view of engagement although they do not completely depart from the burnout perspective. They defined engagement as “a positive, enjoyable work-related ideology characterized by vigor, dedication, and absorption.” It is the degree to which employees are passionate about their work, feel connected to their duties, and are willing to invest discretionary effort in achieving organizational goals (Springer, 2020). Employee engagement is described as the emotional and cognitive connection employees feel toward their work, organization, and colleagues, driving higher levels of motivation, productivity, and commitment (Albrecht et al., 2021).

Schaufeli and Bakker (2004) defined engagement as a positive, work-related psychological state of energy, dedication, and commitment that fulfills one's ambitions and is enduring and diffuse, rather than specific to a particular goal, event, or situation; engagement itself is a positive experience, reflecting high energy levels and a strong sense of identity in the workplace, with a focused, but not dissipated, energy. Hakanen et al. (2006) showed that engagement has a significant negative correlation with turnover intentions and has a significant mediating role in the relationship between job resources and turnover intentions.

In the field of organizational behavior research, employee satisfaction refers to the degree of “liking” the place; organizational commitment refers to the degree of “wanting” to contribute, while engagement refers to the degree of “wanting and actually” contributing, which has a more direct behavioral link with employee performance. In addition, the degree of dedication as a behavioral and attitudinal performance can be more popular in recent years in the field of human resource management research, refers to the degree of “can” make a contribution to play a mutually complementary role to form a complete and rich human resources development system. Engagement can effectively reduce the level of job burnout, which is conducive to improving the performance level of organizations and individuals, and has rich theoretical significance and practical value (Zeng & Zhao, 2009).

In summary, this study refers to Schaufeli et al. (2002) to define engagement as a positive, enjoyable work-related ideology that is characterized by vigor, dedication, and absorption.

2.2 Relevant Studies on Correlation Between Employee Engagement and Work Performance

In 1990, Kahn introduced employee engagement and found a positive correlation between employee engagement and individual work outcomes (Kahn, 1990). Since then, scholars who have been studying employee engagement have proved that employee engagement and job performance are highly correlated with each other by using different research methods and analyzing different paths. Some people have proved that dedication as the antecedent of job performance affects job performance; others have proved that job performance is affected by employee dedication and can in turn affect employee dedication.

2.2.1 The Gallup “S” Path

Gallup (2017) conducted an in-depth study of the interrelationships between the success factors of healthy businesses and developed a model based on this: the Gallup “S” Path. This path shows how an organization can successfully convert “Developing People” into “Developing Business”. The Gallup “S” Path is shown in Figure 2.1

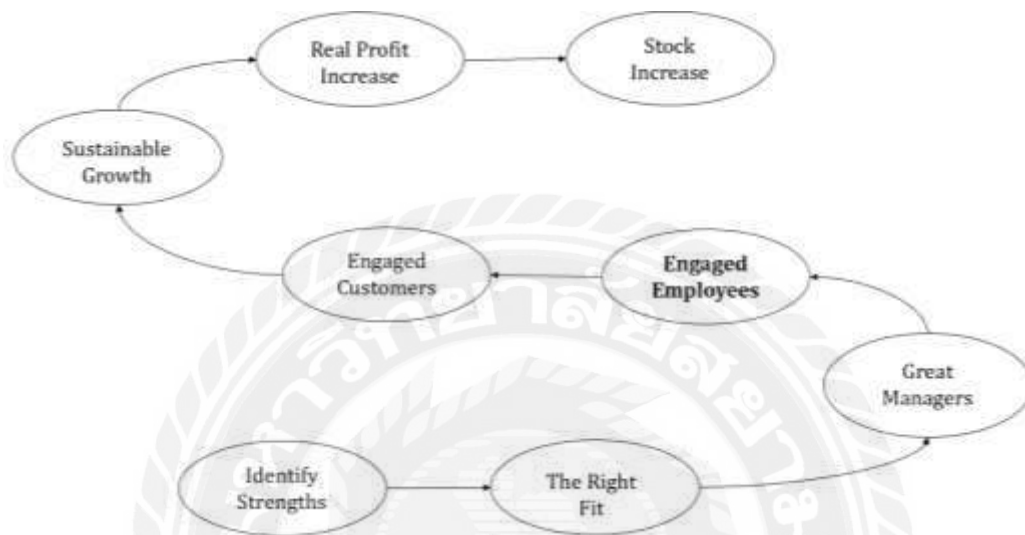


Figure 2.1 The Gallup “S” Path

The model describes the relationship between the performance of individual employees and the business performance and overall value of the organization: great managers help employees identify strengths and apply them to their work, which leads to engagement; engaged employees develop and retain engaged customers; and engaged customers drive growth, profits, and stock appreciation. Gallup's “S” path model shows that corporate performance can be improved by increasing employee engagement, and it also shows the importance of improving employee engagement through good management.

2.2.2 The Logic of Creating Positive Effects of Various Dimensions of Employee Engagement by Ma Shu Jie

In 2018, Ma Shu Jie conducted a quantitative study by collecting and integrating the literature on how engagement affects job performance, and initiating a questionnaire survey in enterprises in Shandong, China. He proposed the “Logic of Positive Effects of Dimensions of Employee Engagement”, which is shown in figure 2.2 (Ma, 2018).

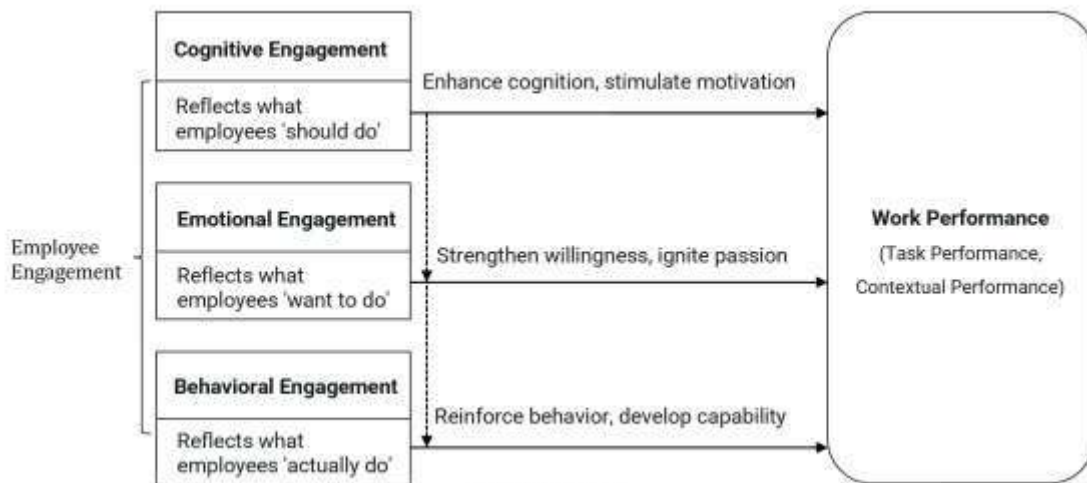


Figure 2.2 The logic of creating positive effects across dimensions of employee engagement

The theoretical logic of the above model is as follows: Cognitive Engagement reflects the "should do" level for employees. This level positively impacts job performance by enhancing employees' awareness of their work, thereby stimulating their motivation. Emotional Engagement represents the "want to do" level, where the impact on job performance lies in strengthening employees' willingness to work actively and inspiring their enthusiasm to work hard and help others. Behavioral Engagement reflects the "actually do" level, and its impact on job performance is seen in reinforcing employees' proactivity in work behaviors, while also shaping work capabilities through dedicated effort to further improve efficiency.

In the model, Work Performance is divided into two dimensions: Task performance and Contextual Performance. Task performance mainly refers to in-role behavior, reflecting the contribution of employees to the organization within the scope of their basic work, which is mainly expressed in terms of work efficiency, work quantity and quality, and can be measured through the general performance evaluation system of the enterprise. Contextual Performance, on the other hand, is broader in scope, referring to activities other than basic task activities that contribute to the effectiveness of the organization, and is measured in terms of voluntary execution of informally defined activities, persistence in completing tasks, cooperation and assistance to others, as well as automatic endorsement, support and enthusiasm for achieving organizational goals in informal settings, and cannot be measured through the formal performance appraisal system within the organization.

The results of the study indicated that employee engagement (including cognitive, emotional and behavioral aspects) has a positive effect on employee task performance. In other words, the higher the employee engagement, the better the task performance. At the same time, there is a progressive conductive relationship between employee cognitive engagement, affective engagement and behavioral engagement on employee task performance. That is, cognitive engagement will have a positive effect on task performance by influencing affective engagement and then behavioral engagement (Ma, 2018).

2.3 Relevant Studies on Influencing Factors of Employee Engagement

2.3.1 Kahn's Model Construction and the Empirical Analysis by May et al.

Kahn (1990) used interviews for data collection, interviewing 16 counselors at a summer camp in the middle of the West Indies and 16 employees at a construction plant in the eastern United States. The data analysis work resulted in the following influencing factors:

Employee engagement is influenced by three psychological factors as follows:

Psychological meaningfulness: It refers to the employees in the emotional, cognitive and physical investment in the work obtained after a kind of emotional return, manifested in the employees feel meaningful, their own value, useful, can pay for others and work, but also get the corresponding return.

Psychological safety: It refers to employees feel able to fully express themselves and develop themselves without fear of any negative impact on self-image, career. If the work environment allows employees to believe that their dedication will not cause them to suffer, then they will feel safe.

Psychological availability: It refers to a moment in time when employees feel that they have sufficient emotional, cognitive and physical resources that can be used for work. This indicator measures the readiness of employees to work when, as members of society, they are bound to be disturbed in one way or another.

Each of these three factors is in turn determined by three sub-factors, as described below:

Psychological meaningfulness is determined by task characteristics, role characteristics and work interactions.

Psychological safety is determined by group and inter-group dynamics, management style and process and organizational norms.

Psychological availability is determined by physical energy, emotional energy and insecurity (Kahn, 1990).

Kahn's model was empirically analyzed and improved by May et al. (2004) The study was conducted by designing a questionnaire for 213 employees of a large insurance company in the Midwestern United States. By using LISREL-8.51 for path analysis, the following indirect path analysis model was derived:

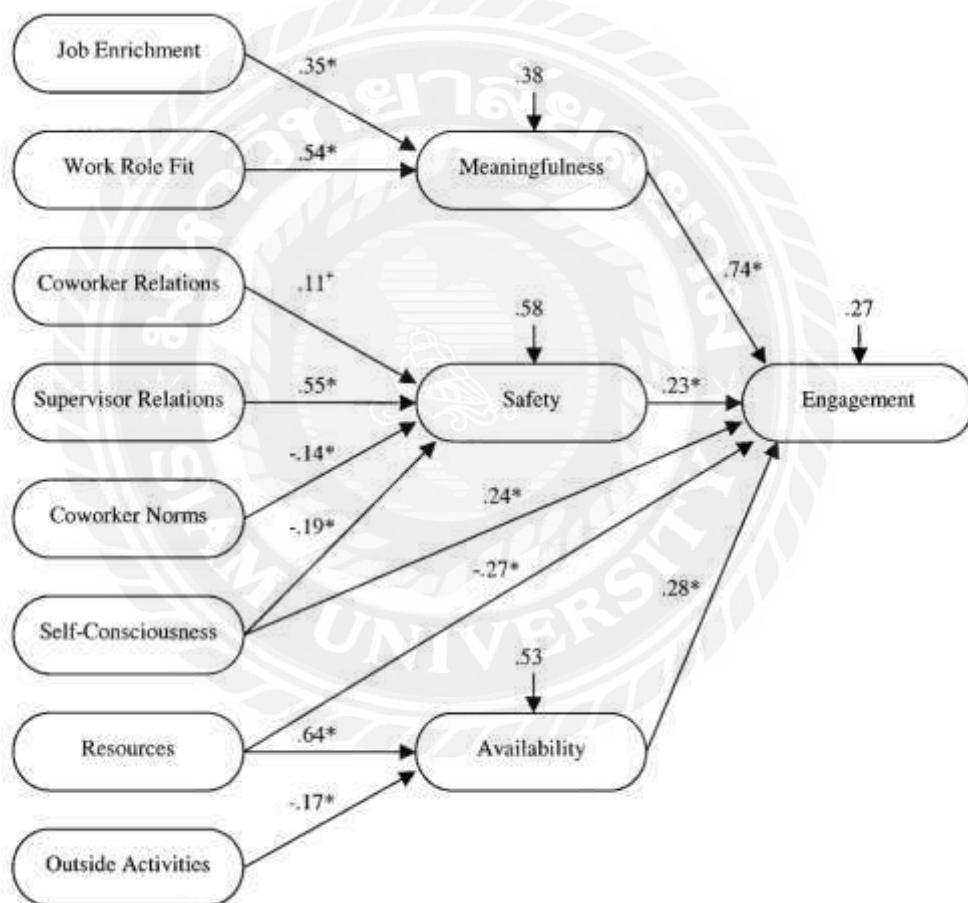


Figure 2.3 Path-analytic framework of engagement

Finally, the study by May et al. (2004) suggests three managerial insights based on the analysis:

(1) Managers should enhance the psychological significance of work for employees through effective job design, and that matching people to jobs and people to the best of their abilities will also enhance the psychological work significance of employees. Therefore, attention should be paid to analyzing the personal expectations of employees so that their abilities can be brought into play to a greater extent in the workplace.

(2) Managers should establish a supportive and trusting relationship with their employees to enhance their sense of job security. In particular, managers should encourage employees to solve their own work-related problems, develop new skills, and treat employees fairly, act in a principled manner, be consistent in word and deed, encourage smooth communication, and show real concern for their employees.

(3) Managers should avoid causing stress to employees in job design and encourage employees to be engaged in their work. Moreover, employees should also balance the relationship between participating in activities outside the organization and their work.

2.3.2 Meta-Analysis of Employee Engagement by Guo and Cao

Guo and Cao (2022) collected a large amount of empirical literature related to employee engagement and conducted a meta-analysis of 399 effect values from 179 independent samples to show that the antecedent variables affecting employee engagement mainly come from 4 dimensions: demographic characteristics, individually psychological and behavioral characteristics, organizational characteristics, and leadership characteristics, and that the outcome variables of employee engagement mainly come from individually psychological and behavioral, Individual ability, organizational performance. Among them, the meta-analytic framework for the study of individual behavioral traits of the antecedent variable is as follows.

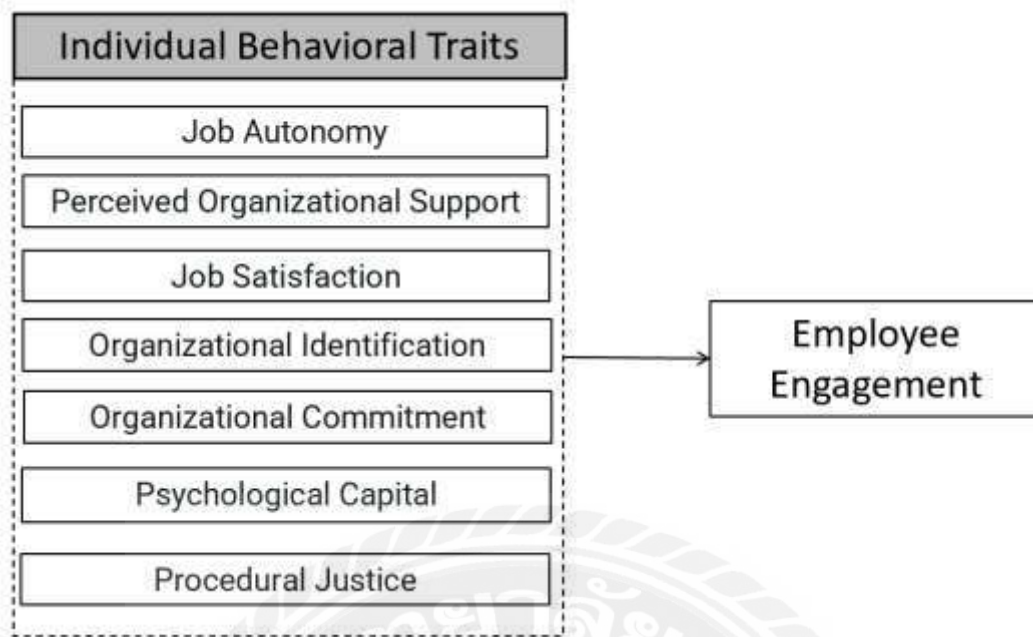


Figure 2.4 A meta-analytic framework for engagement with individual behavioral traits as antecedent variables

The results of the study show that there is a significant correlation between Job Autonomy and engagement and that this correlation can be noted as a high intensity correlation. In additions, Perceived Organizational Support, Job Satisfaction, Organizational Identity, Organizational Commitment, Psychological Capital, and Procedural Justice were significantly correlated with engagement, except for Organizational Commitment, which was moderately correlated with engagement, and all other variables were strongly correlated with engagement (Guo & Cao, 2022).

2.3.3 Analysis of Factors Influencing Employee Innovation Performance by Ling Jinyun et al

In 2024, Ling Jinyun et al.(2024) took the employees of manufacturing enterprises as the research object and used hierarchical regression to explore the mechanism of the influence of the incentives of enterprises on the innovative performance of employees in the manufacturing industry from the perspectives of the three incentive factors, namely, organizational care, environmental benefit, and work incentives, and introduced the two variables, namely, employee engagement and intra-organizational trust, to explore in depth the possible roles that they may play. The theoretical model of its study is shown in Figure 2.5.

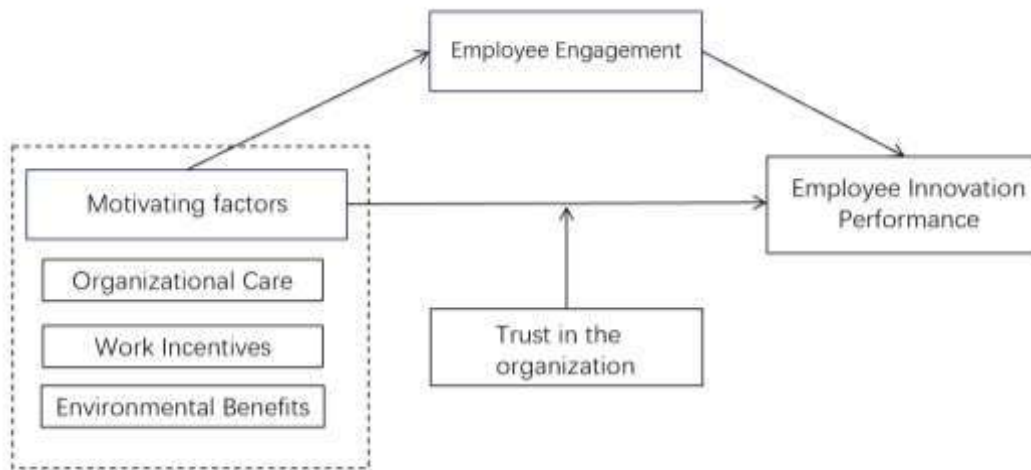


Figure 2.5 Ling Jinyun et al's theoretical model of corporate incentives

The results of the study show that manufacturing companies can stimulate employee creativity and improve employee innovation performance by strengthening organizational care, environmental incentives and work incentives; organizational care, environmental incentives and work incentives all have a significant positive effect on employee engagement, and employee engagement has a significant positive effect on employee innovation performance (Ling et al., 2024).

2.4 Key Factors of Employee Engagement

2.4.1 Work Autonomy

According to Hackman and Oldham(1976), job autonomy refers to the degree of freedom, independence and flexibility at work. A high level of job autonomy implies that an individual is able to organize his or her work schedule, among other things. According to Spector (1986), job autonomy refers to an individual's ability to determine his or her own methods, pace, and level of effort in accomplishing work tasks. According to Spector, job autonomy refers to the extent to which an individual is able to determine his or her own methods, pace, and level of effort in accomplishing work tasks. In addition to this, Hackman and Lawler (1971) pointed out that no matter how much freedom there is in the job itself, employees' perceptions of the characteristics of the job determine their psychological state and how they react to the job. Job autonomy is also described as "the capacity to self-direct one's work activities," allowing employees to choose how, when, and where they perform their roles. Studies highlight its positive effects on innovation, workplace well-being, and employee productivity (Wan et al., 2024).

Kahn (1990) argued that individuals' perceptions of the work environment and their own characteristics affect their psychological state, which in turn affects their willingness to be actively engaged in their work. Hackman and Oldham (1980) proposed the Job Characteristics Theory, which states that job characteristics can affect the psychological state of employees, which in turn affects their internal motivation to work. Hackman and Lawler's (1971) research points to the ability of employees to be motivated when they perceive job autonomy. Bizzi and Soda (2011) also indicated that when individuals perceive that work allows them to make autonomous choices, they become more willing to work and have a stronger work ethic. In addition, other scholars have utilized self-determination theory to point out that job autonomy satisfies an individual's need for autonomy and stimulates an individual's internal work motivation, which in turn positively affects employee engagement (Yang & Liu, 2012). On the contrary, if employees are in the “command and control” work process for a long time, they are more likely to treat their work as a leader or just as a means of earning a living to obtain the necessary material resources for life, and thus will not be fully committed to their work (Liu & Yang, 2017).

Higher work autonomy can give employees a greater sense of control, and a higher sense of control at work will make employees more willing to commit to their work, love their work more, and have a greater sense of responsibility in their work rather than just treating their work as a means of livelihood in exchange for means of subsistence. According to the self-determination theory, by satisfying the individual's need for autonomy, stronger work motivation can be stimulated, thus enhancing employees' engagement. At the same time, this study discusses the factors affecting employees' engagement from their point of view. Therefore, this study argues that “perceived job autonomy” is a more appropriate reflection of the meaning of this influence factor. In summary, this study defines work autonomy as the extent to which an individual feels he or she can organize his or her own work schedule, control the pace of work, and decide the level of commitment.

2.4.2 Organizational Care

According to Li et al. (2018), organizational care includes concern for employees' physical and mental health, stakeholders, quality of work-life, and eliminating employees' negative perceptions. Strengthening organizational care can make employees feel valued and motivated to work hard. For example, caring for employees' family and friends can enhance their social support and eliminate negative perceptions

in work-life, thereby promoting improved innovative performance. Strengthening organizational care can make employees perceive that they are valued and motivate them to work hard, such as by caring for employees' family and friends can improve employees' interpersonal social support, eliminate employees' negative perceptions in their work life, and promote employees' innovative performance (Du & Qui, 2019).

Truss et al. (2006) argue that valuing the role of the employee's voice is a hallmark that differentiates organizations from one another, and one of the most significant drivers of engagement. Zhang (2018) points out that organizational care has a positive impact on employee engagement, just as employees tend to put more energy into their work when they perceive that they and their stakeholders, such as family and friends, are cared for and valued by the organization. The empirical study by Ling et al. (2024) pointed out that there is a significant positive correlation between organizational care and corporate innovation performance, and that employee engagement plays a mediating role in it.

In summary, this study defines organizational care as employees' perceptions of the organization's concern for them, its attention to their ideas, and its willingness to provide support. This study also includes organizational care as one of the independent variables.

2.4.3 Environmental Benefits

Bai Guiyu and other scholars suggested that environmental benefits mainly include providing employees with comfortable office environment and equipment, creating a good working and interpersonal atmosphere, and designing a scientific and reasonable management and reward and punishment system for the organization (Bai & Xu, 2019). Adding environmental benefits can enhance employees' sense of belonging and promote positive behavior (McLean & Collins, 2019). Environmental benefits refer to the fact that the organization provides various resources for the employees to create a comfortable working environment so that the employees can be better engaged in their work. Organizational environment includes hard and soft environment, of which, the workplace and office facilities belong to the hard environment of the organization, and the company system, corporate culture, interpersonal relationship belongs to the soft environment.

Grean and Uhl-Bien (1995) showed that the quality of superior-subordinate relationships will have a direct impact on outcome variables such as employee performance, organizational citizenship behaviors, job satisfaction, and turnover

intentions. Graham's (1998) research found that a scientifically sound company management system can help employees free themselves from other factors that interfere with their work, concentrate on their work, and improve their efficiency. Jiang and Jiang (2006) believed that the influence of the environment on people's mindset and behavior is obvious and even decisive, and that a good or bad working environment is an important factor affecting employees' motivation and productivity. Environmental benefits have a significant positive effect on employee engagement, for example, improving the office environment and organizational climate can increase employee job satisfaction and motivate employees to be more engaged (Rothmann & Joubert, 2007). Research shows that environmentally conscious workplace settings positively influence employee engagement by fostering dedication, enthusiasm, and a sense of significance in employees. Such environments align individual and organizational values, contributing to greater involvement and productivity (Karatepe et al., 2022).

In summary, a good working environment enables employees to be more motivated and engaged in their work, which in turn improves their engagement and enhances their work performance. This shows the importance of environmental Benefits. This study argues that environmental benefits include a comfortable workplace environment and equipment, and a favorable interpersonal atmosphere.

2.4.4 Work Incentives

The study by Vo et al. (2022) examines how work incentive is influenced by intrinsic needs such as autonomy, competence and social relationships, in line with self-determination theory. The study shows that motivation increases when employees experience personal growth and fulfillment in the work environment, suggesting that both individual and social conditions have an impact on motivation. Zhang et al. (2022) suggested that work incentives mainly include Spiritual incentives, Need-based incentives, Career development incentives, Leadership resource allocation incentives, and improving the positive perceptions of employees.

Enhancing employees' positive perception means improving their positive recognition and experience of work, making them feel that their work is meaningful and valuable. Enhanced work incentives can lead to perceived enjoyment of work, promoting psychological well-being and innovative performance (Kahn, 1990). Research has shown that work incentive has a significant positive effect on employee engagement, and employees receive incentives at work such as organizational and

leadership support, and satisfaction of their job needs (Ye & Liu, 2020). Hoxha and Ramadani's (2024) study showed that intrinsic motivation has a positive impact on employee engagement and additional role performance. An analysis of data from an energy production company found that employees with higher levels of intrinsic motivation had greater engagement, which enhanced performance and organizational commitment. The study shows that engagement mediates the relationship between motivation and performance, highlighting the importance of fostering intrinsic motivation in maintaining employee engagement and organizational success.

In summary, this study defines work incentive as the intrinsic motivation to work by satisfying an individual's psychological needs, which include a sense of accomplishment, challenge and growth, a sense of purpose and meaning.

2.4.5 Organizational Identification

Organizational identification reflects this sense of identity by capturing a psychological state wherein one defines one's self by the same attributes that one believes define one's organization (Pratt, 1998). Organizational identity includes both cognitive and affective aspects, meaning that the individual belongs to a part of the organization, accompanied by the emotional experience that comes with this identity (Ellemers et al., 2004). The study of Chaudhary et al. (2024) stated that organizational identity is the process by which employees integrate their self-concept with the organization's identity, values, and goals by creating a sense of belonging that promotes commitment and motivation.

Employees who identify with the organization usually internalize the organization's goals and are more willing to go the extra mile to contribute to the achievement of the organization's goals (Rousseau, 1998). Therefore, employees with high organizational identification usually have higher levels of engagement. Buchanan have found through empirical research that the higher the level of organizational identification, the higher the level of employee engagement (Buchanan, 1974). In 2015, Korean scholar Eun-Suk Lee sought meta-analytic evidence of the argument by examining how this identity-relevant construct functions in the nexus of attitudinal/behavioral constructs. Her research has shown that organizational identification is significantly associated with key attitudes (job involvement, job satisfaction, and affective organizational commitment) and behaviors (in-role performance and extra-role performance) in organizations. In addition to this, her study

shows that the impact of organizational identity is moderated by the national culture. Organizational identity is more influential in collectivist cultures than in individualist cultures (Eun-Suk et al., 2015).

Thailand as a collectivist country, organizational identity has a significant impact on employees with Thai culture. Therefore, organizational identity is also used as one of the factors affecting employee engagement in this study. In summary, this study defines organizational identity as the psychological state in which individuals associate themselves with an organization, an identity that makes employees feel part of the organization and resonates with the organization's goals, values, and culture. Individuals with a high sense of organizational identity will internalize and strive for the organization's goals, and they will have high job satisfaction, loyalty, and performance.

2.4.6 Work-Life Balance

There are multiple perspectives in the literature on the definition of work-life balance (WLB). Generally, WLB is viewed as an individual's ability to rationally deploy the relationship between work and personal life (e.g., family, recreation, health, etc.) to achieve inner satisfaction and work efficiency. Kalliath and Brough (2008) argued that work-life balance is more than just a state of being free of conflict, but is a broader concept that involves an individual's fulfillment in both professional and personal roles. In addition, he noted that work-life balance is highly contextual and will vary according to individual preferences, role priorities, and external factors. Casper et al. (2018) further expanded the definition of WLB by emphasizing emotion, accomplishment, and engagement as key factors in assessing the balance between work and non-work roles. He noted that WLB is not just about time allocation, but assesses an individual's sense of role alignment in work and personal life, emphasizing the importance of emotion, accomplishment, and engagement.

Conservation of Resources Theory (COR), originally developed by Stevan Hobfoll in 1989, focuses on explaining how people manage and conserve resources in stressful environments. The theory suggests that individuals cope with stress by accumulating, maintaining, and conserving resources and show higher levels of psychological well-being and engagement at work when resources are abundant. For WLB, COR theory states that employees are more likely to be engaged and perform well at work if they feel they have adequate personal resources (e.g., time, social

support, etc.). However, with insufficient resources or poor WLB, employees may experience stress, burnout, and decreased engagement as a result of resource depletion (Sánchez-Hernández et al., 2019). Research has shown that WLB has a significant impact on employee engagement, primarily in terms of increasing job satisfaction, reducing stress, and promoting a more positive work environment, and a good WLB increases employees' energy, motivates them to be more engaged in their Work Incentive, and enhances their organizational commitment, which boosts overall productivity and morale (Rachmadini & Riyanto, 2020).

In summary, work-life balance refers to the balance between professional responsibilities and personal life. In this study, it is defined as an individual's ability to ensure that work tasks are completed while also taking care of his or her personal life to ensure that neither is neglected. Achieving a good work-life balance reduces stress, improves health, and increases overall well-being. Individuals with a good work-life balance are refreshed when they re-enter the workforce and are energized to take care of family matters when they return from work to their personal lives. For them, work-life balance is not an either/or choice, but a mutually complementary relationship that leads to an ideal state of being.

2.5 Conceptual Framework

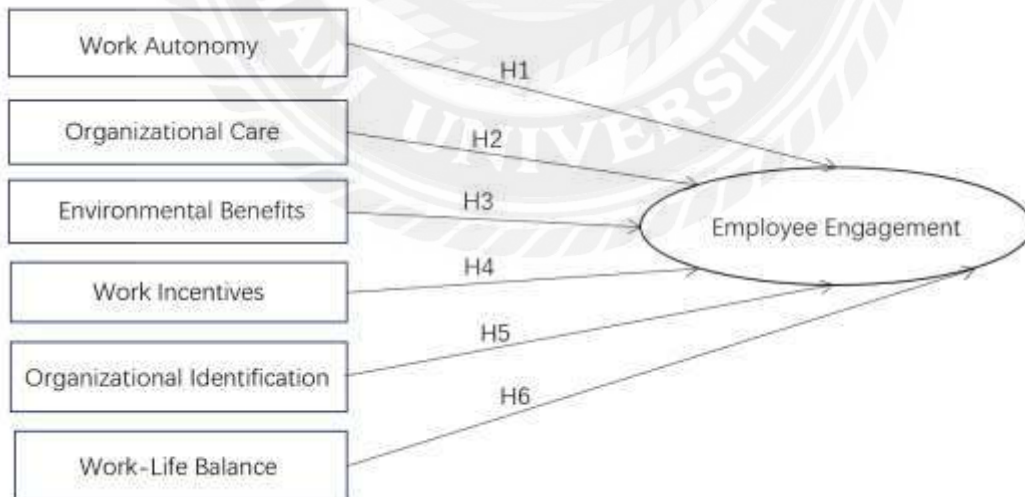


Figure 2.6 Conceptual Framework

H1: Work autonomy has a significant positive effect on employee engagement.

H2: Organizational care has a significant positive effect on employee engagement.

H3: Environmental benefits have a significant positive effect on employee engagement.

H4: Work incentives have a significant positive effect on employee engagement.

H5: Organizational identification has a significant positive effect on employee engagement.

H6: Work-life balance has a significant positive effect on employee engagement.



Chapter 3 Research Methodology

3.1 Research Design

This study employs a quantitative research approach, utilizing a structured questionnaire to investigate the key factors influencing employee engagement within AMA Marine and its subsidiaries, as well as the extent of their impact. Quantitative research was selected for its ability to provide a systematic and objective analysis of variable relationships, enabling statistical hypothesis testing.

3.2 Population and Sampling Procedure

3.2.1 Target Population

The population for this study consists of all employees of AMA Marine Public Company and its subsidiaries. These individuals work in various roles and departments across the organization. The data collection was conducted within the company premises between November 21, 2024, and November 28, 2024, over a one-week period. The total population size is 120 employees.

3.2.2 Sample

To collect the data, questionnaires were distributed via Google Forms to the entire population of 120 employees. 104 questionnaires were returned, and after excluding incomplete or invalid responses, a total of 88 valid responses were retained for analysis.

3.2.3 Sampling Method

This study employed a census sampling method, where the entire population of AMA Marine Public Company and its subsidiaries was included in the survey. By targeting all employees ensured comprehensive data collection, minimizing sampling bias and providing a complete representation of the population.

3.3 Questionnaire Design

The primary research instrument used in this study is a structured questionnaire designed to collect quantitative data. The questionnaire is divided into two main sections:

Basic Information: This section gathers demographic details of respondents, including age, gender, job position, and level of education.

Key Factors and Employee Engagement: This section measures six key factors influencing employee engagement and the dependent variable, employee engagement.

The questionnaire comprises items developed using a five-point Likert scale, where respondents indicate their level of agreement or satisfaction:

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

This format allows for the quantification of attitudes and perceptions, enabling statistical analysis of the relationships between variables.

Table 3.1 outlines the question design for the main section of the questionnaire, indicating which questions correspond to each research factor and providing references for their sources. The questionnaire has undergone a content validity assessment, and the IOC index for each item is greater than 0.5.

Table 3.1 Questionnaire Design

Variables	Question Items
Work Autonomy (Van den Broeck, Vansteenkiste, De Witte, & Lens, 2010) (Gagné, Vallerand, & Deci, 2015)	1. I have the right to make independent decisions within my area of responsibility. 2. I can take ownership of responding to and solving problems encountered at work, within the limits of my abilities. 3. I am able to make suggestions about my work objectives or performance indicators and participate in the goal-setting process.

Variables	Question Items
Organizational Care (Gallup, 2017) (Eisenberger, Huntington, Hutchison, & Sowa, 1990)	4. my supervisor care about my personal situation. 5. my supervisor care my feeling at work. 6. the company helps me when I am in trouble in the work.
Environmental Benefits (Gonzalez-Morales & Peiro, 2007) (Spector P. E., 1997)	7. I have work equipment and facilities that are suitable to my work. 8. the interpersonal relationships in my company is pleasant and motivates me to perform at my best. 9. my coworkers provide me support at work.
Work Incentives (Gagné, Vallerand, & Deci, 2015) (May, Gilson, & Harter, 2004)	10 I find pleasure in completing this work. 11. I find interesting challenges in this work. 12. the work I do on my job is valuable.
Organizational Identification (Gallup, 2017) (Ashforth & Mael, 1989)	13. I am proud and honored to be a part of this company. 14. I have a sense of belonging in my job. 15. My job makes me important in the organization.
Work-Life Balance (Kalliath & Brough, 2008)	16. My work and family life can reinforce each other and help me to cope better with challenges. 17. My work and personal life are mutually supportive and I can find a balance between the two. 18. My personal life enables me to perform better at work.
Employee Engagement (May, Gilson, & Harter, 2004)	19. Time passes quickly when I perform my job. 20. I exert a lot of energy performing my job. 21. I get excited when I perform well on my job.

3.4 Data Collection

The questionnaire was distributed online through Google Questionnaire to 120 members of AMA Marine and its subsidiaries, 104 responses were successfully

collected and 88 valid responses were obtained after excluding incomplete and invalid responses. The information was collected from November 21, 2024 to November 27, 2024 in 7 days.

3.5 Data Analysis

The data of this study were analyzed using SPSS27.0 statistical software. Cronbach's alpha was used to test the reliability of the questionnaire items and KMO and Bartlett's spherical test were used to test the validity of the data. Correlation analysis and multiple linear regression were used to test the correlation between variables and the impact of variables

3.5.1 Reliability

Reliability refers to the reliability of measurement results, the consistency and stability of the measurement results obtained from the questionnaire survey. Cronbach's coefficient is the most common method to measure internal consistency, and it is often used in the reliability analysis of Likert scales, and a coefficient value of 0.6 or more is an acceptable value of reliability, while a value of 0.8 or more indicates that the scale has a high degree of reliability. In this study, Cronbach's coefficient was used to examine the degree of internal consistency of the measured variables in the questionnaire.

Table 3.2 Reliability Test

Variable	Item	Cronbach's α
Work Autonomy	3	0.824
Organizational Care	3	0.796
Environmental Benefits	3	0.786
Work Incentives	3	0.822
Organizational Identification	3	0.814
Work-Life Balance	3	0.901
Employee Engagement	3	0.808

Table 3.3 Validity Test**Work Autonomy**

Measure		Value
Kaiser-Meyer-Olkin (KMO)		0.703
The Bartlett's Test of Sphericity	Approx. Chi-Square	102.486
	df	3
	Sig.	<0.001

Organizational Care

Measure		Value
Kaiser-Meyer-Olkin (KMO)		0.587
The Bartlett's Test of Sphericity	186.296	112.199
	df	3
	Sig.	<0.001

Environmental Benefits

Measure		Value
Kaiser-Meyer-Olkin (KMO)		0.671
The Bartlett's Test of Sphericity	104.145	81.737
	df	3
	Sig.	<0.001

Work Incentives

Measure		Value
Kaiser-Meyer-Olkin (KMO)		0.718
The Bartlett's Test of Sphericity	87.980	93.835
	df	3
	Sig.	<0.001

Organizational Identification

Measure		Value
Kaiser-Meyer-Olkin (KMO)		0.680
The Bartlett's Test of Sphericity	117.018	95.994
	df	3
	Sig.	<0.001

Work-Life Balance

Measure		Value
Kaiser-Meyer-Olkin (KMO)		0.739
The Bartlett's Test of Sphericity	Approx. Chi-Square	167.159
	df	3
	Sig.	<0.001

Employee Engagement

Measure		Value
Kaiser-Meyer-Olkin (KMO)		0.714
The Bartlett's Test of Sphericity	Approx. Chi-Square	84.561
	df	3
	Sig.	<0.001

It can be seen that the KMO value for each variable is greater than 0.5 and the P-value for Bartlett's Spherical Test is less than 0.01. Therefore, it can be concluded that the data from this questionnaire survey has a considerable validity, and it can be continued to analyze the data for the study.

Chapter 4 Findings and Discussion

4.1 Findings

4.1.1 Demographic Characteristics of Respondents

Table 4.1 presents the demographic characteristics of the 88 valid respondents from AMA Marine Public Company and its subsidiaries. The information includes gender, age, position within the organization, years of service in the organization, and education level.

Among the 88 valid respondents, 42 were male (47.73%) and 46 were female (52.27%), indicating a relatively balanced gender ratio within the company, with no gender dominating the workforce. The majority of respondents were aged between 40 and 50, accounting for 37.5%, followed by those aged 30 to 40, who made up 27.27%. Respondents over 50 years old and those aged 18 to 24 accounted for only 6.82% and 9.09%, respectively.

Most respondents held positions as Officer/Senior Officer, representing 45.45%. Assistant Department Manager/Section Manager, Department Manager, and Section Head/Senior Section Head accounted for 17.05%, 15.91%, and 21.59%, respectively.

In terms of years of service within the organization, employees with over 8 years of experience made up the largest group at 31.82%, followed by those with 2 years or less at 28.41%. The smallest group consisted of employees with more than 5 but less than or equal to 8 years of service, accounting for 15.91%.

Regarding education levels, the vast majority of respondents had higher education qualifications. Those with a bachelor's degree made up 71.59%, followed by those with a master's degree or higher at 15.91%. The smallest group consisted of respondents with junior high school education or below, accounting for 3.41%.

In summary, the respondent group from AMA Marine Public Company and its subsidiaries demonstrates a balanced gender distribution, with a slight majority of female participants. Most respondents are middle-aged, primarily between 40 and 50 years old, reflecting a mature workforce within the organization. The majority hold Officer/Senior Officer positions, with a significant number occupying mid-level managerial roles. In terms of tenure, a considerable portion of employees have over 8 years of experience, indicating strong organizational retention, while a notable percentage of newer employees (2 years or less) suggests ongoing growth or recent

hiring trends. Educationally, the workforce at AMA Marine Public Company and its subsidiaries is highly qualified, with the vast majority holding at least a bachelor's degree, and a smaller proportion possessing master's degrees or higher, highlighting the company's emphasis on academic achievement.

Table 4.1 Demographic Characteristics of Respondents

Subject	Items	Frequency	Percent%
1. Gender	Male	42	47.73%
	Female	46	52.27%
2. Age	18-24	8	9.09%
	>24-30	17	19.32%
	>30-40	24	27.27%
	>40-50	33	37.5%
	> 50	6	6.82%
3. Position in Organization	Officer /Senior Officer	40	45.45%
	Assistant Department Manager/ Section Manager	15	17.05%
	Department Manager	14	15.91%
	Section Head / Senior Section Head	19	21.59%
4. Years of working in the organization	less than 2 years	25	28.41%
	>2-5 years	21	23.86%
	>5-8 years	14	15.91%
	>8 years	28	31.82%
5. Education level	Junior high school or below	3	3.41%
	High school/Vocational school/ Technical school	8	9.09%
	Diploma/Bachelor's degree	63	71.59%
	Master's degree or higher	14	15.91%

4.1.2 Correlation Analysis

Table 4.2 presents the results of a correlation analysis conducted using SPSS 27.0. The symbol indicates that the correlation between two variables is significant at the 0.01 level.

This study focuses on the relationship between employee engagement and its influencing factors. According to the results of the correlation analysis, Organizational Identification has the highest correlation with employee engagement, with a coefficient of 0.723. This indicates that organizational identification has the greatest impact on employee engagement within this organization.

Additionally, Work Incentives and Work-Life Balance show strong positive correlations with employee engagement, with correlation coefficients of 0.698 and 0.674, respectively. Work Autonomy, Organizational Care, and Environmental Benefits also exhibit significant positive correlations with employee engagement, with coefficients of 0.643, 0.622, and 0.621, respectively.

Table 4.2 Correlation Analysis

	Work Autonomy	Organizational Care	Environmental Benefits	Work Incentives	Organizational Identification	Work-Life Balance	Employee Engagement
Work Autonomy	1.000						
Organizational Care	.637**	1.000					
Environmental Benefits	.507**	.563**	1.000				
Work Incentives	.537**	.454**	.673**	1.000			
Organizational Identification	.482**	.519**	.517**	.665**	1.000		
Work-Life Balance	.449**	.477**	.521**	.648**	.623**	1.000	
Employee Engagement	.643**	.622**	.621**	.698**	.723**	.674**	1.000

NOTE: ** indicates that the correlation is significant at the 0.01 level (two-tailed).

4.1.3 Hypotheses Test Results

The hypothesis of this study is to examine the effect of multiple independent variables on a single dependent variable, therefore multiple linear regression was chosen to analyze the joint effect of multiple independent variables on the dependent variable and to test the independent effect of each independent variable. The results of the test are shown in Table 4.3.

Table 4.3 Hypotheses Testing

	Hypotheses and the Paths in the Model	Standardized Regression Weights	t-value	P-value
H1	Work Autonomy → Employee Engagement	0.175	2.226	0.029
H2	Organizational Care → Employee Engagement	0.168	2.215	0.030
H3	Environmental Benefits → Employee Engagement	0.025	0.338	0.737
H4	Work Incentives → Employee Engagement	0.298	3.024	0.003
H5	Organizational Identification → Employee Engagement	0.223	2.784	0.007
H6	Work-Life Balance → Employee Engagement	0.181	2.533	0.013

Figure 0.1

Note: $p < 0.05$, $p < 0.01$

The hypothesis testing results indicate that all hypotheses except H3 are significant. Specifically, H4 and H5 are significant at the 0.01 level, while H1, H2, and H6 are significant at the 0.05 level. Additionally, the weights for Work Incentives and Organizational Identification are relatively higher, at 0.298 and 0.223, respectively. This suggests that employee engagement at the company is more sensitive to Work Incentives and Organizational Identification. Therefore, if the goal is to enhance employee engagement, focusing on these two aspects would be particularly effective.

4.2 Discussion

4.2.1 Interpretation of Findings

This study found that organizational identification has the most significant impact on employee engagement ($\beta = 0.223$, $p = 0.007$), indicating that when employees have a strong sense of belonging and identification with the organization, they are more likely to exhibit higher levels of engagement. This result aligns with the Social Identity Theory, which suggests that if employees identify with the company's values and culture, they are more willing to invest effort, take on responsibilities, and maintain a high level of work motivation. The company can enhance organizational identification by strengthening corporate culture, promoting employee participation in decision-making, and establishing fair and transparent communication mechanisms.

In the regression results, work incentives also demonstrate a strong positive impact ($\beta = 0.298$, $p = 0.003$), indicating that intrinsic incentives (such as a sense of achievement, responsibility, and meaningful work) can effectively enhance employee engagement. This finding aligns with the Self-Determination Theory, which posits that when employees experience autonomy, competence, and relatedness in their work, they are more likely to be engaged. Therefore, organizations should focus on employees' career development, task empowerment, and work challenges to stimulate their intrinsic motivation.

Additionally, the impact of work-life balance on employee engagement is also significant ($\beta = 0.181$, $p = 0.013$). This suggests that when employees can achieve a healthy balance between work and personal life, avoiding stress and burnout caused by overwork, they are more likely to maintain higher levels of engagement. This study defines work-life balance as the equitable distribution of time between work and personal life to achieve harmonious coexistence rather than conflict. Good work-life balance can enhance employees' well-being and job satisfaction, thereby strengthening their long-term commitment and engagement. Therefore, organizations can promote work-life balance by implementing flexible work arrangements, providing mental health support, and fostering a supportive organizational culture, further enhancing employee engagement.

Work autonomy and organizational care also have significant positive effects on employee engagement ($\beta = 0.175$, $p = 0.029$ and $\beta = 0.168$, $p = 0.030$, respectively). High levels of work autonomy can enhance employees' intrinsic motivation, providing them with a greater sense of control and satisfaction in their work, thereby increasing

engagement. This result is consistent with prior research, such as (Yang & Liu, 2012) who found that greater autonomy leads to higher engagement by increasing intrinsic motivation. Organizational care indicates that the support, recognition, and emotional concern from the company can strengthen employees' sense of belonging and loyalty. The study confirms that organizational care positively influences employee engagement ($\beta = 0.168$, $p = 0.030$). This aligns with (Zhang M.,2018), who found that employees are more engaged when they perceive their organization as supportive.

4.2.3 Analysis of Unexpected Results

Unlike other factors, environmental benefits do not significantly influence employee engagement ($\beta = 0.025$, $p = 0.737$). This contrasts with studies such as (Karatepe et al., 2022), which highlight the role of workplace environment in boosting engagement. Environmental benefits are often considered to have a significant impact on employee engagement in research, but in this study, the effect of environmental benefits on employee engagement did not reach a significant level. This discrepancy may be attributed to various reasons.

1. Sample Characteristics Impact

The research sample is derived from the transportation industry, specifically AMA Marine and its subsidiaries. Employees in this sector may place greater emphasis on salary, incentives, or career development opportunities rather than the work environment. This could differ from findings in the technology or creative industries, where employees might prioritize office environment and comfort. Additionally, the sensitivity to environmental benefits varies among different levels of employees. Frontline workers may focus more on salary and incentives, whereas management or creative roles might value the environmental atmosphere more. If the sample predominantly consists of positions with lower environmental demands, the results could be influenced accordingly.

2. High or Uniform Baseline Level of Environmental Benefits

When the baseline level of environmental benefits is relatively high or evenly distributed within an organization, employees may already perceive them as "basic conditions" rather than motivational factors, which could diminish their impact on engagement. Alternatively, if most employees have similar evaluations of the office environment, the variability in environmental benefits would be minimal, making it difficult to significantly influence engagement levels.

3. Collectivist Cultural Context

This study focuses on a Thai domestic company. As a representative of collectivist culture, Thailand emphasizes interpersonal relationships and a harmonious atmosphere. Employees' engagement may stem more from their identification with the team and organization rather than the physical work environment alone. Although environmental benefits are also part of the culture, other factors may hold greater significance in comparison.

4.2.4 Implications of the Findings

The findings of this study hold significant implications for both theory and practice. On the theoretical front, the research further validates the positive impact of Organizational Identification, Work Incentives, and Work-Life Balance on employee engagement. These findings bolster the Social Identity Theory and the Self-Determination Theory, suggesting that employees who identify strongly with their organization and achieve a balance between intrinsic motivation at work and personal life exhibit significantly higher engagement levels. Additionally, the study reveals that Environmental Benefits do not significantly affect employee engagement in the context of this research, which may be attributed to industry characteristics, cultural factors, or the hierarchy of employee needs, offering a fresh perspective for future investigations into the mechanisms influencing this variable.

From a practical standpoint, this study offers strategic recommendations for corporate managers aiming to enhance employee engagement. Firstly, fostering a sense of Organizational Identification is pivotal for encouraging employee commitment. Companies can achieve this by strengthening corporate culture, promoting employee involvement in decision-making, and enhancing the organization's sense of purpose, thereby boosting employees' sense of belonging and identification. Secondly, enhancing Intrinsic Motivation can effectively increase employees' autonomy and work engagement. Organizations should focus on employees' career development, assign challenging tasks, and provide ample feedback and recognition to stimulate their intrinsic motivation. Moreover, balancing Work and Life is also crucial. Enterprises can help alleviate employee stress and improve long-term work engagement by offering flexible work arrangements, encouraging healthy work habits, and fostering a supportive organizational culture.

4.2.5 Limitations and Future Research

Although this study provides valuable insights, it has certain limitations that offer directions for future research improvements.

Firstly, the data for this study were sourced solely from AMA Marine and its subsidiaries, which imposes industry and regional limitations on the sample. Consequently, the applicability of the findings may be restricted. Future research could validate these results across different industries or cultural contexts to enhance the generalizability of the conclusions.

Secondly, this study employs cross-sectional data, which cannot directly verify causal relationships. For instance, while the study indicates that organizational identification, work incentives, and work-life balance positively influence employee engagement, the possibility of reverse causality remains. Future research could adopt a longitudinal study approach, tracking changes in employees' work status over time to more accurately reveal causal relationships between variables.

Thirdly, this study does not account for potential mediating or moderating variables. For example, environmental benefits may not directly affect employee engagement but could have an indirect impact through variables such as psychological safety or job satisfaction. Additionally, organizational culture or leadership style might moderate these relationships. Therefore, future research could introduce more mediating or moderating variables to delve deeper into the mechanisms influencing employee engagement.

Lastly, this study primarily utilizes a questionnaire survey method. While this approach effectively collects large-scale data, it may be subject to social desirability bias, where respondents might provide answers that conform to societal norms rather than their true thoughts. Future research could incorporate interviews, experimental methods, or big data analysis to enhance the credibility and robustness of the findings.

In summary, this study offers theoretical support and practical insights into understanding the key factors influencing employee engagement, yet there is room for improvement. Future research could expand the sample scope, adopt longitudinal study designs, and introduce more influencing factors to comprehensively uncover the mechanisms behind employee engagement and provide more targeted recommendations for corporate management.

Chapter 5 Conclusion and Recommendation

5.1 Conclusion

The primary objective of this study is to explore the key factors influencing employee engagement, focusing on AMA Marine Public Company and Subsidiaries, a Thai domestic company. Data was collected through questionnaires and analyzed using quantitative methods, revealing several critical influencing factors.

The study found that Work Autonomy, Organizational Care, Work Incentives, Organizational Identification, and Work-Life Balance are the core factors affecting employee engagement. Among them, Organizational Identification and Work Incentives significantly enhance employee engagement. Additionally, Organizational Care, Work Autonomy, and Work-Life Balance have also been proven to play a crucial role in improving employee engagement.

The findings of this study not only help organizations better understand employee needs but also provide empirical evidence for management to develop strategies aimed at enhancing employee engagement. Future research may further explore the factors influencing employee engagement across different corporate cultures or industry contexts, contributing to both theoretical and practical advancements in this field.

Table 5.1 Hypothesis Test Results

	Hypothesis	Result
H1	Work Autonomy has a significant positive effect on employee engagement.	Supported
H2	Organizational Care has a significant positive effect on employee engagement.	Supported
H3	Environmental Benefits have a significant positive effect on employee engagement.	Unsupported
H4	Work Incentives have a significant positive effect on employee engagement.	Supported
H5	Organizational Identification has a significant positive effect on employee engagement.	Supported
H6	Work-Life Balance has a significant positive effect on employee engagement.	Supported

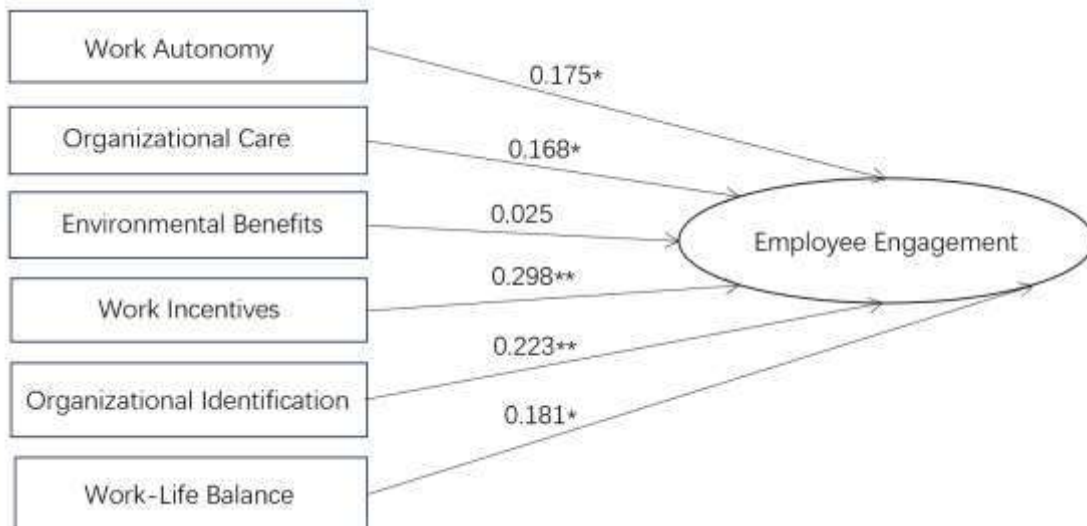


Figure 5.1 Final Model

5.2 Recommendation

Based on the findings of this study, several recommendations are proposed to enhance employee engagement in AMA Marine Public Company and its subsidiaries. The recommendations focus on key factors identified in the research. By implementing these suggestions, the company can foster a more engaged and motivated workforce, ultimately leading to improved performance and organizational success.

5.2.1 Autonomy Training

To Conduct training aimed at enhancing employees' autonomy, covering aspects such as time management, goal setting, self-motivation, and problem-solving skills. Through this training, employees can master effective methods and techniques for managing their own work, thereby improving their ability to work independently. Once employees have enhanced their independent work capabilities, they can think independently and solve problems in an appropriate manner when encountering issues at work.

At the same time, the job enrichment for employees can be increased by adopting methods of job enlargement and enrichment to add diversity and challenges to their work. For example, provide employees with more opportunities for cross-departmental collaboration, enabling them to participate in various types of projects, broaden their work horizons, and improve their ability to handle various problems independently.

Granting employees a certain degree of autonomy in their work, such as allowing them to arrange their own work processes, select work methods and tools, etc., enabling

them to complete their work in their own way and at their own pace within a certain range.

When employees have both the ability to work independently and a certain degree of autonomy in their work, according to Self-Determination Theory, work autonomy satisfies individuals' "autonomy needs," allowing employees to complete tasks in their own way, thereby enhancing intrinsic motivation and improving engagement.

5.2.2 Cultural Integration Training

On the first day of new employees' onboarding, arrange a comprehensive company introduction covering aspects such as the company's history, mission, vision, and core values, enabling new employees to gain an in-depth understanding of the organization's uniqueness from the outset. Organize on-site visits to various departments of the company to learn about the job content of different positions and their interrelationships, thereby enhancing employees' understanding of the overall organization's operations and their sense of belonging.

Social identity theory posits that individuals obtain self-esteem and a positive self-concept by affiliating themselves with a particular group. When employees develop a sense of identification with the organization, they will regard themselves as members of this large group, thus attaining a sense of belonging. This sense of belonging makes employees feel closely connected to the organization, and as a result, they are more willing to make efforts for the organization and demonstrate higher levels of engagement.

5.2.3 Enhancing the Sense of Purpose in Work

The sense of purpose in work is one of the key factors influencing employees' intrinsic motivation. When employees clearly understand how their work aligns with the company's vision, social values, or personal mission, they are more likely to develop a strong sense of responsibility and achievement (Wrzesniewski et al., 2003). Research indicates that employees who recognize the positive impact of their work on the organization or society tend to be more engaged and demonstrate higher job satisfaction and innovation capabilities (Grant, 2008).

Organizations can enhance employees' sense of purpose through various approaches. First, managers can emphasize the company's mission in daily communication and demonstrate how employees' contributions drive the realization of organizational goals. For example, in the transportation industry, logistics companies

can share stories about how their employees' efficiency and dedication contribute to ensuring timely deliveries, supporting supply chains, and ultimately improving people's daily lives. This can help drivers, warehouse staff, and logistics coordinators understand the broader impact of their work. Additionally, organizations can leverage Corporate Social Responsibility (CSR) initiatives to instill a sense of social responsibility and moral fulfillment in employees.

5.2.4 Enhancing Organizational Care

In the process of enhancing employee engagement, organizational care plays a crucial role. Personalized HR strategies can make employees feel the attention and respect of the enterprise, thereby enhancing their sense of belonging and work engagement.

First of all, enterprises can implement personalized birthday surprises. By recording employees' interests and hobbies through HR, customized birthday wishes and small gifts can be presented on birthdays or specific festivals. For example, employees who love reading can receive a popular book, while those who like sports may get fitness course experience vouchers. This kind of personalized care can not only enhance employees' emotional identification but also create a positive corporate culture.

Secondly, conducting career potential assessments in the early stage of new employees' onboarding can help employees better plan their own career development. Enterprises can evaluate employees' career potential within half a year after they join the company by combining their work performance and test results, and formulate personalized career development plans based on this. This can not only enable employees to clarify their own growth paths but also enhance their trust in the enterprise and confidence in long-term development.

Overall, personalized organizational care measures can not only enhance employees' identification with the enterprise but also effectively improve employee engagement. By adopting these strategies to create a people-oriented working environment, enterprises will contribute to improving overall organizational performance and sustainable development capabilities. However, these kinds of activities are subject to budget concern and practicality of work location. Therefore, the company's choice of such recommendations can be based on the actual situation

5.3 Implications of the Study

5.3.1 Theoretical Implications

This study contributes to the existing literature on employee engagement by expanding its application within a collectivist cultural context. While much of the previous research on employee engagement has been conducted in Western, individualistic settings, this study provides insights specific to Thai domestic companies, where collectivist values shape organizational dynamics. By examining key influencing factors of employee engagement within this cultural framework, the study enhances the theoretical understanding of how collectivist cultural traits interact with organizational practices to drive engagement.

Furthermore, the findings of this study support the existing literature on the positive impact of work autonomy, organizational care, work incentives, organizational identification, and work-life balance on employee engagement. However, the study reveals variations in the relative influence of these factors compared to prior research. Such differences may be attributed to the unique characteristics of the studied population, emphasizing the need for contextual considerations when applying engagement theories across different organizational and cultural settings. This suggests that while the fundamental drivers of engagement remain consistent, their specific impact may vary depending on industry, organizational structure, or employee demographics.

Finally, this study primarily focuses on the organizational-level factors influencing employee engagement, without considering the potential role of individual personality traits. While organizational factors are crucial in shaping engagement, personal characteristics such as intrinsic motivation, resilience, or openness to experience may also play a role in determining an employee's level of engagement. Future research could build on this study by incorporating individual personality dimensions to provide a more comprehensive understanding of the mechanisms driving employee engagement.

5.3.2 Practical Implications

This study provides practical insights into employee engagement within AMA Marine Public Company and its subsidiaries by analyzing the organizational factors to which employees are most sensitive. Through this investigation, the study identifies key elements that influence employee engagement within the company and offers

targeted recommendations to enhance engagement levels. These recommendations can serve as a valuable guide for AMA Marine's management in refining organizational policies, improving workplace conditions, and implementing strategies that foster a more engaged and motivated workforce.

Moreover, the findings and recommendations of this study are not limited to AMA Marine alone. Organizations with similar corporate cultures and operational structures can also benefit from the insights presented in this research. By understanding how different organizational factors impact employee engagement, other companies within the same industry or those sharing similar cultural and managerial contexts can adopt and adapt the suggested strategies to improve their own employee engagement initiatives.



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Appendix

Dear all members of AMA Marine Public Company and Subsidiaries,

Greetings!

This survey is anonymous, so please respond based on your actual experiences and honest opinions. The results will be used solely for academic research and not for any commercial purposes.

Thank you for your support and cooperation!

Part 1 Demographic Data

1. Gender

Male

Female

2. Age

18-24

>24-30

>30-40

>40-50

> 50

3. Position:

Entry-level staff

Supervisor/Team leader

Manager/Department head

Executive/Top management

4. Years of working in the organization:

less than 2 years

- 2-5 years
- >5-8 years
- more than 8 years

5. Education level

- Junior high school or below
- High school/Vocational school/Technical school
- Diploma/Bachelor's degree
- Master's degree or higher

Part 2 The Questionnaire

1. I have the right to make independent decisions within my area of responsibility				
1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

2. I can take ownership of responding to and solving problems encountered at work, within the limits of my abilities.				
1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

3. I am able to make suggestions about my work objectives or performance indicators and participate in the goal-setting process.

1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

4. My supervisor care about my personal situation.

1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

5. My supervisor care my feeling at work.

1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

6. the company helps me when I am in trouble in the work.

1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

7. I have work equipment and facilities that are suitable to my work.				
1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

8. the interpersonal relationships in my company is pleasant and motivates me to perform at my best.				
1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

9. my coworkers provide me support at work.				
1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

10 I find pleasure in completing my work.				
1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

11. I find some interesting challenges in my work.				
1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

12. the work I do on my job is valuable.				
1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

13. I am proud and honored to be a part of this company.				
1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

14. I have a sense of belonging in my job.				
1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

15. My job makes me important in the organization.				
1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

16. My work and family life can reinforce each other and help me to cope better with challenges.				
1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

17. My work and personal life are mutually supportive and I can find a balance between the two.				
1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

18. My personal life enables me to perform better at work.				
1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

19. Time passes quickly when I perform my job.				
1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

20. I exert a lot of energy performing my job.				
1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

21. I get excited when I perform well on my job.				
1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Part 3 An Open-End Question

What do you think the organization can support you to become more motivated at work?