

Employee Engagement in the Bangkok Metropolitan Land Office

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Received June 3, 2021 & Revise June 13, 2021 & Accepted June 30, 2021

Abstract

The research has been carried out to: 1) study the level of employee engagement in the Bangkok Metropolitan Land Office and; 2) compare the level of employee engagement in the Bangkok Metropolitan Land Office based on personal factors. The population of the study was 625 officers working in the 16 branches of Bangkok Metropolitan Land Office. The sample group consisted of 244 officers calculated from Taro Yamane method. Statistics used in data analysis were descriptive statistics such as frequency and percentage in the first section, mean and standard deviation as well as T-Test, F-Test, One Way ANOVA and Scheffe Test. The overall results illustrated that: 1) the level of employee engagement was at a high level overall and in all aspects, with the highest aspect being ‘willingness to sacrifice for the benefits of the organisation’, followed by ‘the needs to belong in the organisation’, and ‘confidence in accepting goals and organisational values’; and 2) difference in gender, age, level of education, marital status, and length of employment contributed to different level of employee engagement in the Bangkok Metropolitan Land Office at statistically significant difference of 0.05.

Keywords: employee engagement, Land Office, personnel

Introduction

Employee engagement is the key to organisation efficiency. It is a crucial factor determining employee’s attitudes towards their jobs and organisation as a whole. The key to successful employee engagement is to create the best possible environment for the employees to deliver their work commitment at their maximum capability, for the employees to be committed to organisation goals and values creating strong unbreakable relationship between the managers and the organisation.

The strength of employee engagement will determine how an organisation confronted with external forces in time of crisis. Successful employee engagement leads to strong foundation of an organisation. An engaged employee felt a sense of belonging and entwined their



individual goals with the company's. An engaged employee is eager to extend company's reputation with positive attitudes. Therefore, it is the duty of an organisation to generate efficient employee engagement for the mutual benefits of both parties.

Superficial engagement differs from a true employee engagement as the latter replicates loyalty from their employees. On the contrary, if the organisation failed to stipulate that special relationship, engagement often diminishes accordingly. In this situation, the employees become disengaged, avoid responsibilities, unproductive, unmotivated, and tended to look for new opportunities elsewhere.

Employee engagement' is one of the most crucial principles reflecting efficient human resources management. Successful employee engagement reduces turnover rate, increases retention, and the cost of new hiring. Employee engagement can be reflected in staffs' behavior, for example, engaged employees are satisfied with their job responsibilities, committed to company's values, and willing to sacrifice their time to meet the expectations required for the organisation to achieve its goals.

Steers and Porter (1991 ed. Malinee Tantisaeneepong, 2014) further explained that the benefits of organisational commitment included long-term loyalty as disengaged staffs were shown to be irresponsible to their assigned duties. Moreover, they were shown to have negative attitudes and egocentric. They projected hostility towards colleagues, all of which lead to disputes and organisational failure. Therefore, company executives have obligation to preserve organisational commitment and initiate employee engagement at all levels.

In this research, employee engagement in the Bangkok Metropolitan Land Office is studied in order to observe and compare the level of employee engagement based on personal factors. Such research has never been conducted before and having acquired a new knowledge in this area, we were able to explore newer options creating employee engagement guideline for the particular type of organisation.

Research objectives

- 1) Bangkok Metropolitan Land Office employee that has different gender has different level of employee engagement;
- 2) Bangkok Metropolitan Land Office employee that has different age has different level of employee engagement;
- 3) Bangkok Metropolitan Land Office employee that has different level of education has different level of employee engagement;
- 4) Bangkok Metropolitan Land Office employee that has different marital status has different level of employee engagement; and



5) Bangkok Metropolitan Land Office employee that has different period of employment has different level of employee engagement.

Literature Review

1. Concepts and theories of employee engagement

Employee engagement is defined as the positive attitudes towards an organisation of an employee and the sacrifice one is willing to make in order to help an organisation achieve its goals. Additionally, it refers to a sense of loyalty towards the employer in time of crisis. Employee engagement may come from an extended amount of time one work at a company, a sense of belonging, or the benefits they receive in return.

Meyer and Allen (1991 ed. Tipsukon Jongruk, 2013) described 'employee engagement' in three dimensions. The first is 'affective commitment'. This refers to the affection or the emotional attachment one has towards the job and the organisation. An employee with affective commitment felt that they are part of an organisation and they are proud of what they do. In the other words, effective commitment is personal emotional attachment of an employee to the organisation. Variables affecting affective commitment of an employee are personal factors, job characteristics, job experiences, and organisation characteristics.

The second dimension is 'continuance commitment' or the fear of loss which refers to a fear of losing the current job due to multiple factors such as fear of losing group of friends or connection with colleagues, fear of losing the benefits that come with the job, or fear of losing the income. In most cases, fear of loss often occurs in a person with an established or a successful position. Various factors affecting continuance commitment included age, number of years working with the organisation, pension, job position, other opportunity, earning or salary. Therefore, organisation that repays their employees with suitable benefits will be able to create stronger engagement and vice versa.

The third is 'normative commitment' which is a sense of obligation to stay with the organisation simply because it is the 'right' thing to do. This aspect is associated with the level of loyalty one has to a company.

The Personnel Management Association of Thailand described that there are four major components to the engagement. These are company, job, human resource development, and leadership. 'Company' is how an organisation strategically deploys policies to all internal units, how it truly listens to the needs of the employees and derived those into corresponding policy. Moreover, it refers to how a company strategically builds a suitable work environment, strict punishments, clear regulations, as well as enhancing employees' creativity.



'Job' refers to an opportunity for employee to partake in decision-making, preparation of equipment and task assignments that coordinate with their skills and expertise. 'Human resource development' refers to appropriate human resource planning following employees' competency. The aspect included job evaluation, performance appraisal, training, development opportunity, repayment, sense of security, and career advancement. Lastly, 'leadership' refers to management responsibility a manager has over their staffs. The managers' duties are to provide evaluation report, notify their staffs of the responsibilities and expectations, deliver guidance, and listen to employees' opinions.

On the other hand, Buchanun (1974) described that employee engagement is consisted of three components which are identification, involvement, and loyalty. The author stressed that employee engagement is the link between human's creativity and organisational goal. Therefore, any organisation should establish a sense of ownership to all employees for greater job efficiency and reduction of external control.

Similarly, Greenbary and Baron (1993: pp. 176-177 ed. Somkanae Kasemsumran, 2008: p. 13) claimed that: high employee engagement leads to low turnover and high retention; high employee engagement also leads to greater sacrifices; and positive attitudes towards the organisation. Therefore, promoting employee engagement can help enhance efficiency and reduce unnecessary cost from high turnover rate.

2. Concepts and theories of factors affecting employee engagement

Steers (1977, ed. Malinee Tantisaeneepong, 2014) studied factors affecting employee engagement and found that personal characteristics, job characteristics as well as work experiences are the three main factors worth noting. Personal characteristics refer to variables such as gender, age, employment period, needs, success, and freedom. Job characteristics refer to different types of jobs that affect different employee engagement. A quality type of job will enable staffs to have motivation to add value to their work. Work experiences, on the other hand, is the awareness of environment at work such as the feeling of worthiness, expectation, and attitudes towards coworkers and organisation as whole.

Similarly, Anuntachai Kongchan (1986 ed. Teerawut Triprasittichai, 2015) claimed employee engagement or the antecedents of organisational commitment can be divided into 4 factors which are personal factors such as gender, age, status of employment (temporarily or permanent), and level of education. The second factor is job characteristics meaning job boundary, job challenge, the understanding of duty, and job satisfaction. Organisational characteristics are the level of decentralisation, the importance of duty, clearness of regulation, work procedures, a sense of ownership and joint decision making. Work experiences



are trust towards organisation members, the importance of members towards organisation, expectations, attitudes of coworkers and fair repayment.

Preeyaporn Wonganutraroj 2010) assessed that there are three main factors affecting employee engagement: personal factors, factors of the job, and factors controllable by management. The author provided a thorough explanation of personal factors and defined it into 11 categories. These are; experiences, gender, the amount of responsible members, age, time at work, intelligence, education, personality, level of salary, motivation, and work interest. Experience refers to the level of expertise arises from the length of time at work. Although many research found gender is not related to work satisfaction, but the type of jobs could indicate the level of ambition and financial needs, especially when women are more suitable for delicate work. Number of responsible members is important because teamwork will lead to job success.

Even though age is not a clear factor affecting employee engagement, but some research has shown that older employees have longer experience at work. Moreover, usual working hour is often more favourable as it allows worker to be able to rest and socialise the same time as other. Intelligence is an important factor to employee engagement in only some type of works. It was found that highly intelligent people often become uninterested by routine work and disregard factory work as an unworthy job.

In terms of education, it was found that professional academics such as doctors and engineers have higher work satisfaction than other types of employees. People with anxiety also feel dissatisfaction at work than others. People with higher salary also have more work satisfaction. Additionally, motivation and job interest can create more job satisfaction.

Factors of the job are job characteristics, job challenge, job uniqueness, opportunity, job responsibility, job control, job procedures, and learning process. Workers are often attracted to jobs that are challenging, therefore, are likely to be committed to the job. To create better engagement, workers must have skills appropriate for the profession and salary received. Having higher salary and job status allowed employees to take pride in their job, therefore, it is up to the organisation to allocate corresponding features to their employees.

Smaller sizes organisation can stipulate higher employee engagement as well as job satisfaction as it allows greater chances of communication and teamwork. Worker closer to home is also a favourable factor as working across provinces may require relocation and a lot of adjustment. Other than this, people working in big city usually have less job satisfaction than those in the smaller cities.

Lastly, factors controllable by management comes from job stability, for an example, life-long employment in many of the companies in Japan is considered as one of the favourable



benefits employees received from the company. Income level and other forms of benefits are also significant factors. This is especially valid in today's economic situation. Chance of career advancement is crucial in particularly with the older generations. Colleagues and work environment defines happiness of employees at work. Moreover, good understanding and positive relationship between employees and manager can institute faith in supervisors, permitting healthier communication, job efficiency, and job satisfaction.

From the studies, it can be concluded that factor affecting employee engagement are: 1) personal factors such as age, gender, length of employment, career advancement opportunity, and marital status; 2) factors related to job characteristics such as job clarity, freedom, job challenge, and job variety; 3) organisational characteristics such as decentralisation, sense of ownership, and size of organisation, and; 4) job experiences comprised of expectation towards organisation and a sense of dependency towards organisation.

3. Concepts and theories of employee engagement model

Companies looking to create competitive advantage must also stipulate employee engagement among their staffs. Only positive relationship will enhance successful service deliverance and efficient production

The Gallup Organisation categorised the three types of employees being: an engaged employee, non-engaged employee, and actively disengaged employee. An engaged employee is the 'star' of a company. This type of employee devoted themselves to the company entirely, they felt a true sense of ownership and constantly looking for ways to help organisation achieve its goal. The second type of employee is the non-engaged type. These are the coasters as they only work day by day with no motivation or passion for neither the job nor the organisation. The third type is the actively disengaged. These people have negative attitudes towards their job and disrupt the company's work process.

4. The Context of Bangkok Metropolitan Land Office

The Bangkok Metropolitan Land Office was first established in the year 1911. The Office has an authority to implement regulations following the Land Code. There are 16 operational support units of the Bangkok Metropolitan Land Office. One division is made up of four departments relating to land academics, administrative, registration, and cadastral survey areas.

The vision of an organisation is to have excellence service in positioning oneself an informative land center and a national map while the mission is to: 1) develop information platform and land information platform in order to support land ownership in accordance to the city



planning and to increase the capacity for local revenue collection; 2) organise land service management to its maximum efficiency, and; encourage Good Governance administration.

The core values of the Bangkok Metropolitan Land Office included the implementation of sufficient economy principle, and also by facilitating result-oriented jobs, empowering strong unity, being service-minded while maintaining strong morality.

5.Related research

Pornsuda Soodta (2019) has conducted a study on employee engagement in the local administrative organisation in Prankratai District of Kumpuengpet in order to study: 1) employee engagement in the local administration and 2) pathways towards employee engagement initiation. The sample group was 191 local administrative employees and 17 executives. The result discovered: 1) the level of employee engagement in the local administrative organisation in Prankratai District was at a high level overall and by aspect, the highest level was in interests towards employees' well-being, followed by support and acceptance, determination, and corporation.

Another research conducted by Aorrachat Wanwijit (2019) examined employee engagement in Maefahluang University employees. The objectives of the research were to study personal factors, job characteristics, and experience factor as well as to compare the level of engagement between Generation X and Generation Y. Questionnaires were used with 456 people, and analysis was performed using mean, standard deviation, and analysis of variance. The study found that Maefahluang University employees had high employee engagement level.

Furthermore, the research discovered that Generation X and Generation Y employees showed statistically significant difference in the level of engagement on the overall. However, there is no statistically significant difference in the level of employee engagement in Generation X and Generation Y employees working under general administrative role.

Kitiya Indraudom (2013) examined employee engagement in Baan Suan Municipality of Chonburi District, Chonburi Province in order to observe the level of employee engagement and to compare the results based on personal factors such as gender, age, level of education, length of employment, salary, and job position. The sample size was 221 Baan Suan staffs. The research employed statistical analysis method such as percentage, mean, standard deviation, One-way ANOVA, and LSD. The result found that Baan Suan employees had high employee engagement. From highest to lowest the factors ranked from full confidence in organisational goals and culture, dedication towards organisation, and passionate in being part of an organisation.



Based on personal factors the result revealed that Baan Suan Municipality employees with different gender, level of education, length of employment, job position and salary level do not have different level of employee engagement at statistically significant level of 0.05. Other than this, Khan et al. (2010) examined the effect of employee engagement in oil and natural gas employees in Pakistan and revealed that there is a positive relationship between the two variables. When employees are placed in a less stressful environment, job efficiency increases. Therefore, it is the duty of the government and executives to maintain such efficiency. Lapiere (2001) studied causal relationships of employee engagement and found that work attachment has a causal relationship with organisational attachment while professional attachment has a causal relationship with work attachment.

Conceptual Framework

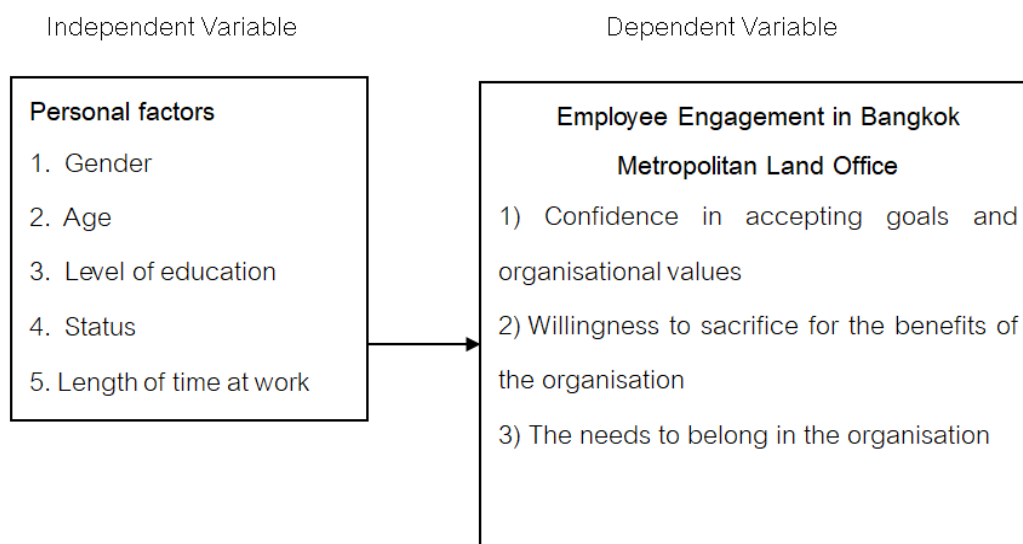


Figure 1 shows the conceptual framework

Research methodology

Population and sample group: The population of the study were 625 officers working in the 16 branches of Bangkok Metropolitan Land Office. The sample group consisted of 244 officers calculated from Taro Yamane method.

Research instruments: In this research, participants were asked about employee engagement in the Bangkok Metropolitan Land Office. Questionnaires were constructed according to the conceptual framework. The questionnaires consist of 2 main parts as follows:



Part 1: Check-list questionnaires comprised of information on gender, age, level of education, status, and length of employment. In this section, descriptive statistics such as percentage and frequency were used for the analysis of sample group personal factors;

Part 2: Information regarding employee engagement of Bangkok Metropolitan Land Office were asked and measured using Likert's 5-level rating scale with 5 being the highest, followed by high, moderate, low, and the lowest. The result was interpreted according to Best's analysis method: a mean of 4.50-5.00 can be interpreted as the highest level of employee engagement while 1.00-1.49 is the lowest level of employee engagement.

The questionnaires used in the research process contain the following quality testing processes:

1. In testing the accuracy of the contents, the researchers appointed 3 qualified persons to perform IOC and check for the content validity and consistency of the questions.
2. Reliability and discrimination testing were performed via try-out method with 30 Land Office employees and found to have item-total correlation score of 0.79-0.83. Cronbach's Alpha Coefficient was also performed and the result returned with 0.816 reliability.

Statistics used in data analysis: Descriptive statistics such as frequency and percentage in the first section, mean and standard deviation as well as T-Test, F-Test, One Way ANOVA and Scheffe Test.

Research results

Results from Part 1 assessed participants' personal factors. The majority of participants were males (73 percent), and 27 percent were females. 84 officers aged between 31-40 years, followed by 68 officers aged between 41-50 years, 66 officers aged 51 and above, and 26 officers aged between 20-30 years. 52 percent had bachelor degree education, 41.4 percent had lower than bachelor degree education, and 6.6 percent had more than bachelor degree education. 45.9 percent were single and 32 percent were married, 22.1 percent were divorced. The majority of the employees (52 percent) had worked over 3-7 years, followed by 8-12 years at 25.8 percent, and over 13 years at 14.8 percent, and less than 2 years at 7.4 percent.

The data can be interpreted as follows:



Table 1 shows participants' personal factors

Participants' status	Number of persons	Mean
Gender		
Male	178	73.0
Female	66	27.0
Age (years)		
20-30	26	10.7
31-40	84	34.4
41-50	68	27.9
51 & above	66	27.0
Education		
Bachelor & below	101	41.4
Bachelor	127	52.0
Bachelor & above	16	6.6
Marital status		
Single	112	45.9
Married	78	32.0
Divorced/widow	54	22.1
Length of employment		
Less than 2 yrs.	18	7.4
3-7 yrs.	127	52.0
8-12 yrs.	63	25.8
13 yrs. & above	36	14.8
Total	244	100.0

2. Results from Part 2 assessed the overall level of employee engagement in the Bangkok Metropolitan Land Office. The result is summarised as follows:



Table 2 shows mean and standard deviation of the overall level of employee engagement in the Bangkok Metropolitan Land Office

Level of employee engagement	\bar{X}	S.D.	Levels of opinion
1. Confidence in accepting goals and organisational values	4.41	0.40	High
2. Willingness to sacrifice for the benefits of the organisation	4.46	0.61	High
3. The needs to belong in the organisation	4.45	0.41	High
Total	4.44	0.33	High

The overall results illustrated the level of employee engagement was at a high level overall ($\bar{X} = 4.44$) and was also high in all aspects, with the highest aspect being ‘willingness to sacrifice for the benefits of the organisation’ ($\bar{X} = 4.46$), followed by ‘the needs to belong in the organisation’ ($\bar{X} = 4.45$), and ‘confidence in accepting goals and organisational values’ ($\bar{X} = 4.41$).

Table 3 shows mean and standard deviation of ‘confidence in accepting goals and organisational values’

Confidence in accepting goals and organisational values	\bar{X}	S.D.	Levels of opinion
1. You have aligned goals with the organisation	4.46	0.76	High
2. You understand organisation policy	4.03	0.95	High
3. You are satisfied with internal administration	4.30	0.82	High
4. The organisation means a lot to you	4.59	0.62	Highest
5. Issues that matter to the organisation are the issues that matter to you	4.61	0.60	Highest
6. You are often assigned to work on important projects	4.36	0.86	High
7. The projects you are handling is important and added value to the organisation	4.47	0.83	High
8. You have opportunity to voice your opinions at work	4.53	0.79	Highest



Confidence in accepting goals and organisational values	\bar{X}	S.D.	Levels of opinion
9. You take pride in working with the organisation	4.30	0.88	High
Total	4.41	0.40	High

Table 3 illustrated that the overall level of ‘confidence in accepting goals and organisational values’ was at a high level ($\bar{X} = 4.41$). The highest mean was on ‘issues that matter to the organisation are the issues that matter to you’ at ($\bar{X} = 4.61$), followed by ‘the organisation means a lot to you’ ($\bar{X} = 4.59$), and the lowest was on ‘you understand organisation policy’ ($\bar{X} = 4.03$).

Table 4 shows mean and standard deviation of ‘willingness to sacrifice for the benefits of the organisation’

Willingness to sacrifice for the benefits of the organisation	\bar{X}	S.D.	Levels of opinion
1. You willingly participate in organisation activities	4.61	0.75	Highest
2. You are very dedicated with the job assigned	4.34	0.83	High
3. You are always willing to do everything for organisation prosperity	4.40	0.82	High
4. You are willing to work overtime even though you are under paid	4.49	0.78	High
Total	4.46	0.61	High

The ‘willingness to sacrifice for the benefits of the organisation’ was at a high level overall ($\bar{X} = 4.46$), with the highest mean on ‘you willingly participate in organisation activities’ at ($\bar{X} = 4.61$), followed by ‘you are willing to work overtime even though you are underpaid’ ($\bar{X} = 4.49$), and ‘you are very dedicated with the job assigned’ ($\bar{X} = 4.34$).



Table 5 shows mean and standard deviation of ‘the needs to belong in the organisation’

The needs to belong in the organisation	\bar{x}	S.D.	Levels of opinion
1. Even when you are given a new job opportunity, you would still choose to remain with the organisation	4.45	0.80	High
2. You stay with the organisation because you felt ‘belong’	4.59	0.65	Highest
3. You stay with the organisation because you are rewarded with suitable salary and benefits	4.73	0.52	Highest
4. You feel you have very little options if you were to quit this job	4.32	0.81	High
5. You stay with the organisation because you have faith in it	4.41	0.77	High
6. You feel the organisation granted you stability	4.22	0.90	High
Total	4.45	0.41	High

The ‘needs to belong in the organisation’ was also at a high level overall ($\bar{X} = 4.45$), with the highest mean on ‘you stay with the organisation because you are rewarded suitable salary and benefits ($\bar{X} = 4.73$), followed by ‘you stay with the organisation because you felt belong’ ($\bar{X} = 4.59$), and the lowest was ‘you feel the organisation granted you stability’ ($\bar{X} = 4.34$).

3. Results from Part 3 illustrated different levels of employee engagement in the Bangkok Metropolitan Land Office categorised by personal factors. The result revealed:

1) The level of employee engagement classified by gender had statistical significant difference of 0.02. Male officers had more engagement than the females. The only aspect with statistical significant difference of 0.05 was ‘the needs to remain with the organization’ and the other aspect with statistical significant difference of 0.00 is ‘the willingness to work at the maximum capability for an organization.’

2) The level of employee engagement determined by age had statistical significant difference of 0.00, therefore Scheffe Test was performed. The result revealed that, at statistically significant difference of 0.05 the two pairs were: 1) Land Office employees aged between 20-



30 had less employee engagement than the employees aged between 31-40 years, and 2) Land Office employee aged between 31-40 years had more employee engagement than those of 51 years and above.

3) The level of employee engagement classified by education level had significant difference of 0.01. Scheffe Test was performed and found that the two statistically different pairs were:

1) Land Office officers with less than bachelor degree education had more employee engagement than those of bachelor degree or higher, and 2) Land Office officers with a bachelor degree education had more employee engagement than those with higher than bachelor degree education.

4) The level of employee engagement classified by marital status had statistical significant difference of 0.02. Scheffe Test revealed that the one pair with statistical significant difference of 0.05 was: 1) Land Office officers that were single had more employee engagement than those that were divorced.

5) The level of employee engagement in terms of length of employment had statistical significant difference of 0.00. Scheffe Test showed the two pairs with statistically difference of 0.05 were: 1) employees who worked in the organisation between 3-7 years had more employee engagement than those worked 13 years or higher, and 2) employees who worked between 8-12 years had more engagement than those worked 13 years and beyond.

The following tables provided detail results of recorded mean and standard deviation analysed aspect by aspect.

Research Discussion

1. Employee engagement in the Bangkok Metropolitan Land Office was at a high level.

‘Confidence in accepting goals and organisational values’ aspect was at a high level overall. The highest mean was on ‘issues that matter to the organisation are the issues that matter to you’, followed by ‘the organisation means a lot to you’, and the lowest was on ‘you understand organisation policy’. The result coincided with Chatree Juknarai (2015)’s study on employee engagement of Maha Sarakham University which found employee engagement was at a medium level overall. From highest to lowest were confidence in accepting organisational goals, followed by dedication towards organisation benefits, and needs to be part of the organisation.

Factors affecting employee engagement at statistical significant difference of 0.05 was hygienic environment which explained that the University had not been looking after their employees due to lack of policy implementation.



‘Willingness to sacrifice for the benefits of the organisation’ was also at a high level overall. The result coincided with Ratre Chinghuadong (2016)’s study on employee engagement which found employee engagement of Nakhonratchasima Land Office was also at a high level, with the highest aspect on willingness to sacrifice for the benefits of the organisation. In terms of personal factors, it was found that length of employment and types of jobs did not contribute to different level of engagement at statistically difference of 0.05.

‘The needs to belong in the organisation’ was at a high level overall. The result coincided with Supoj Tiempayothorn (2020)’s research on factors affecting employee engagement of police officers which found the highest aspect pride and belongingness, followed by dedication, and loyalty. Factors affecting employee engagement were found to be policy on policy and administration, types of jobs, job experiences, career advancement, and relationship with supervisors.

2. Difference in gender, age, level of education, marital status, and length of employment contributed to different level of employee engagement in the Bangkok Metropolitan Land Office at statistically significant difference of 0.05.

The result coincided with Teerawee Sriareeyachan (2015)’s study on factors affecting employee engagement in Bangsue District employees which found gender, age, level of education, and job position were not factors contributed to different level of employee engagement, while difference in marital statuses contributed to different level of employee engagement at statistical significant difference of 0.05.

Moreover, the result corresponded to Suppakorn Nasomboon (2015)’s study on employee engagement of Kuruku Subdistrict Administrative Organisation which found pride, willingness, confidence, participation, persistency, and loyalty. By aspect, it was shown that the highest level was on dedication towards organisation and the lowest mean was on willingness to change operational roles. The comparative result also showed that the level of employee engagement differs according to difference in gender, age, and types of employees.

3. Recommendations in terms of usage application and further research are as follows:

For usage and application, it is recommended that;

- 1) The organisation and executives should formulate clear policy in order to encourage a sense of loyalty towards the organisation.
- 2) The organisation should perceive employees as invaluable assets and encourage them to have positive attitudes towards the organisation for greater self-dedication and long-term relationship with the organisation.



3) The Bangkok Metropolitan Land Office should also establish a sense of security for the employees in terms of rewards and other benefits.

4) For organisation advancement, employees should be dedicative when they are assigned with job responsibility.

For future research, it is recommended that;

1) Employee engagement should be studied in other Land Offices of different province in order to produce a comparative analysis for greater result evaluation.

2) Studies on other factors regarding employee engagement must be conducted, for examples, motivational factors, organisation culture factors, leadership factors, and participative management factors.

Conclusion

1. The overall results illustrated the level of employee engagement was at a high level overall and also high in all aspects, with the highest aspect being ‘willingness to sacrifice for the benefits of the organisation’, followed by ‘the needs to belong in the organisation’, and ‘confidence in accepting goals and organisational values’.

2. Difference in gender, age, level of education, marital status, and length of employment contributed to different level of employee engagement in the Bangkok Metropolitan Land Office at statistically significant difference of 0.05.

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