

# The Impact of Organizational Communication Climate and Job Crafting on Employee Performance in Thailand's Automotive Parts Industry: The Mediating Role of Work Engagement

Pornnatcha Simanon<sup>1</sup> and Jutamard Thaweepaiboonwong<sup>2</sup>

Faculty of Management Sciences, Kasetsart University Sriracha Campus

Corresponding Author, E-mail: jutamard.t@ku.th<sup>2</sup>

Received: 2025-2-5; Revised: 2025-10-17; Accepted: 2025-10-25

## Abstract

This quantitative study, grounded in the Job Demands–Resources (JD-R) framework, examines how two organizational resources—communication climate and job crafting—affect employees' work engagement and, in turn, their performance in Thailand's automotive parts industry. Data were collected from 260 operational employees using a self-administered questionnaire. Structural equation modeling was used for statistical analysis. The measurement model indicated acceptable reliability and validity, and the structural model showed good fit (CMIN/DF = 1.623, CFI = .982, TLI = .977, RMR = .009, and RMSEA = .049). The results showed that the organizational communication climate and job crafting significantly influence work engagement, which then improves employee performance. Job crafting did not have a direct effect on performance, but it had an indirect effect through engagement, emphasizing the mediating role of engagement. The model accounted for 61.2% of the variance in employee performance. This research, therefore, broadens the scope of the JD-R model by explaining how job resources interact to influence employee engagement and performance. It also suggests that organizations should promote an open and participative communication climate and provide employees with opportunities to shape how they perform their work, which will strengthen employee engagement and performance in manufacturing contexts.

**Keywords:** Organizational Communication Climate, Job Crafting, Work Engagement, Employee Performance

## Introduction

The automotive parts industry plays an important role in the Thai economy and the globe's supply chains. According to the International Organization of Motor Vehicle Manufacturers (OICA, 2025), about 1.47 million vehicles were produced in Thailand in 2024, making it the tenth largest producer in the world and one of the largest bases of production in the world. Not only does the automotive parts industry enhance the assembly of vehicles, but it also provides major support by producing high-quality original equipment manufacturer

(OEM) parts as well as providing jobs. It provides about 850,000 jobs directly and provides employment for another 1.5 million people indirectly (Medina, 2025).

As competition intensifies and production systems become more complex, organizational success increasingly depends on employee performance at the operational level. Effective management requires internal communication systems that promote mutual understanding and trust, which are the essence of efficient operation. Such communication relates to increased work engagement and better performance (Sulaiman et al., 2023).

The organizational communication climate, which refers to employees' shared perceptions of supportiveness, openness, participation, trust, and goal orientation (Lantara, 2019), also influences behavior and performance (Men & Stacks, 2014). A positive communication climate serves as a valuable work resource that enhances employees' mutual understanding and engagement. Moreover, developing trust through open and honest communication enables members to express their opinions and contributes to organizational sustainability (Clampitt, 2017). Conversely, poor communication lowers employee morale and creates an unfavorable work climate (Kazimoto, 2016), while a negative climate leads to ambiguity, confusion, conflict, and a decline in the quality of working life (Öztürk et al., 2019).

The business world is rapidly evolving under VUCA conditions—volatility, uncertainty, complexity, and ambiguity—that arise from technological changes and shifting customer expectations. Many traditional jobs are being replaced or diminished, requiring employees to go beyond static job descriptions or routine-based tasks. More employees are engaging in job crafting, modifying how they do their work so that it better fits their interests, skills, and values (Letona-Ibañez et al., 2021). This behavior leads to greater meaning in work, which decreases boredom, increases satisfaction, and leads to greater engagement (Iida et al., 2024; Wrzesniewski & Dutton, 2001). It also helps organizations with less turnover (Hommelhoff et al., 2021), as well as increased efficiency (Shang, 2022).

However, previous research shows mixed findings of the effect of job crafting on job performance. Some studies show a direct positive causal relationship (Shang, 2022), whereas others indicate that job crafting enhances performance through another mediator, such as work meaning or work engagement (Hommelhoff et al., 2021; Letona-Ibañez et al., 2021). These inconsistencies point to the need to clarify how job crafting enhances performance in various contexts.

Building on this gap, this study draws on the Job Demands–Resources (JD-R) model in order to investigate how two types of job resources, namely, organizational communication and job crafting, enhance employee engagement and performance in the workplace. These resources should lead to greater work motivation and a greater sense of meaning at work, which will lead to improved performance outcomes. Rather than simply examining existing linkages, this research is intended to clarify and integrate previous findings and extend the JD-R model to the context of an emerging economy. For practitioners, the findings show that fostering internal communication and proactive work behavior can benefit performance in

operational employees in the automotive parts sector in Thailand. In addition to augmenting previous findings, the study extends the JD-R model to the context of an emerging economy.

### **Research objectives**

1. To analyze the direct effects of organizational communication climate and job crafting on work engagement.
2. To examine the direct effects of organizational communication climate, job crafting, and work engagement on employee performance.
3. To determine the mediating role of work engagement in the relationships between organizational communication climate, job crafting, and employee performance.

### **Literature review**

#### **Organizational communication climate**

The organizational communication climate refers to the communication environment between supervisors, workers, and coworkers, which enables all employees in the organization to cooperate to their fullest potential and willingness (Clampitt, 2017). It encompasses employees' perceptions, feelings, and understanding of various organizational aspects (Shockley-Zalabak, 2015). The key dimensions of the communication climate include 1) supportiveness, 2) participation in decision-making, 3) trust, 4) openness, and 5) a focus on achieving the highest goals.

From a theoretical perspective, supportive and participative communication builds trust and representation in the organization that satisfies the employees' needs for affiliation and competence as postulated by the Job Demands–Resources (JD-R) model (Bakker & Demerouti, 2007; 2017). A positive communication climate, therefore, becomes an important job resource for improving engagement behavior and performance.

Empirical evidence further supports this relationship, showing that communication climate generally exerts a positive influence on employee performance across different organizational settings (Chaudhary et al., 2016; Pitisiri & Thaweepaiboonwong, 2022), although the power of this effect differs across contexts as a result of organizational structure and communication culture (Meitisari et al., 2018; Lantara, 2019; Febrial & Herminingsih, 2020).

#### **Job crafting**

Job crafting is the process of modifying tasks to align with a person's interests and strengths. This process can resemble the act of crafting, where adjustments are made to a product to suit individual needs. Additionally, job crafting involves altering tasks or changing job relationships to expand personal opportunities and increase personal fulfillment (Wrzesniewski & Dutton, 2001; Wrzesniewski et al., 2013). Letona-Ibañez et al. (2021) identified three types of job crafting: 1) task crafting, referring to changing the number, type, or scope of tasks; 2) relational crafting, encompassing changing the amount and quality of social interactions at work; and 3) cognitive crafting, referring to changing how people think about their work so that they have a better understanding of it.

The JD-R model posits that job crafting is a personal resource that contributes to employees' work engagement by enhancing their perceived control over their work, the meaningfulness of their work, and their relational connections. Empirical studies support this premise. For instance, Shang (2022) found that job crafting positively influenced teachers' engagement and job performance in China, with indirect effects through meaningful work and engagement. Likewise, Robledo et al. (2019) found a significant positive relationship between job crafting and engagement among employees in Spain, suggesting that proactive job design stimulates both energy and motivation at work. Although the intensity of the direct effect on performance varies across occupations and cultural settings, the combined evidence shows that employees who engage in job crafting tend to report higher engagement and better performance outcomes.

### **Work engagement**

Work engagement occurs when employees feel deeply involved in their work, perform their tasks with full enthusiasm, and demonstrate commitment to and a sense of responsibility toward their assigned duties (Gallup, 2023). In other words, it is a mental state in which individuals feel both satisfied and motivated to invest effort in their work. Work engagement has three key components: 1) vigor, 2) dedication, and 3) absorption (Schaufeli et al., 2002).

According to the Job Demands-Resources (JD-R) Model, engagement is the key psychological mechanism through which job resources effectively result in improved performance (Bakker & Demerouti, 2017). They receive sufficient support, constructive feedback, and the opportunity to craft their jobs or have autonomy, which leads to gaining both energy and meaning out of their jobs and therefore motivates them to expend more effort in their roles.

This motivational process is further confirmed by empirical research—employees are more engaged, they show stronger positive work behaviors, and they obtain higher levels of performance. For example, Chen et al. (2024) show that engagement has a significant influence on job performance among nurses in Cameroon. Li et al. (2024), in a similar vein, report that medical professionals in China. Likewise, Lee and Ding (2022) and Shang (2022) showed engaged employees in the service and educational sectors to be better performers in their work roles.

### **Employee performance**

Employee performance refers to how employees behave in performing their work or pursuing organizational goals. It is a major contributor to an organization effectiveness and success (Borman & Motowidlo, 1993). Employee performance has been divided into two main types: 1) task performance, which concerns the completion of tasks related to the organization's core mission; and 2) contextual performance, which emphasizes behaviors that lead to a positive work environment, such as cooperation and communication within the organization (Borman & Motowidlo, 1993). An additional form of performance, identified by Pradhan and Jena (2017), is adaptive performance, which refers to an employee's ability to adjust to changes or meet the demands placed upon them by the organization.



In dynamic manufacturing settings, performance depends not only on some technical efficiency but also on psychological and interpersonal stimuli involved. Employees who are engaged or performing within climates of supportive communication probably will exhibit effective performance, both in task accomplishment and in adapting to conditions of changing employment. Within the JD-R model, performance is the dependent variable showing the result or outcome of the motivational process that is influenced by the availability of organizational and personal resources, indicating how engagement acts as the key intervening causal mechanism.

### Conceptual framework

Based on the literature review, the observed variables for the latent variables studied were defined as follows: Organizational communication climate was based on the concept of Lantara (2019), job crafting from Letona-Ibañez et al. (2021), work engagement from Schaufeli et al. (2002), and employee performance based on Borman and Motowidlo (1993) and Pradhan and Jena (2017). The influence of communication climate and job crafting on employee performance, both directly and indirectly through work engagement, is depicted in Figure 1.

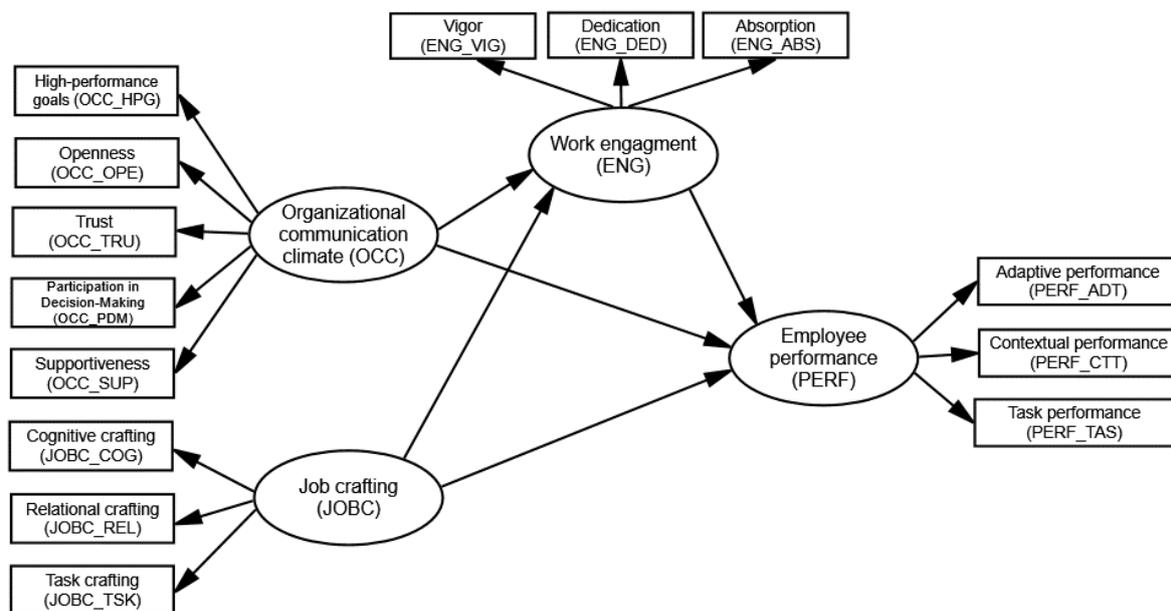


Figure 1: Conceptual framework

### Research hypothesis

Hypothesis 1: The organizational communication climate positively affects work engagement.

Hypothesis 2: Job crafting positively affects work engagement.

Hypothesis 3: Work engagement positively affects employee performance.

Hypothesis 4: The organizational communication climate positively affects employee performance.

Hypothesis 5: Job crafting positively affects employee performance.

Hypothesis 6: The organizational communication climate indirectly influences employee performance through work engagement.

Hypothesis 7: Job crafting indirectly influences employee performance through work engagement.

## Methodology

This study has been approved by the Human Research Ethics Committee of Kasetsart University, Sriracha Campus (approval number: COE67/024). A quantitative research design was employed, and data were collected by using questionnaires.

### Population and planned sample size

The study population comprised 479 operational staff from various departments of an automotive parts manufacturing company located in the WHA Eastern Seaboard Industrial Estate in Rayong Province, Thailand. According to Hair et al. (2019), the recommended sample size ranges from 10 to 20 times the number of observed variables. This study included 14 observed variables. A sample size of 20 times the number of observed variables was selected, resulting in 280 participants.

### Sampling and data collection

The researcher used a proportional-stratified random sampling method based on the proportion of operational employees in each company department. This method was selected to ensure that all departments were proportionally represented in the sample, minimizing sampling bias. The sampling frame was obtained from the company's HR department, which provided a list of operational employees categorized by department. Within each stratum, simple random sampling was used to randomly select participants.

The period of collection of data was during November-December 2024. Questionnaires were distributed in person during work hours with prior permission from supervisors, and participation was voluntary. Respondents were informed about the study's purpose, procedures, and confidentiality protection. Written informed consent was obtained before completing the questionnaire.

After data collection, questionnaires answered incompletely that presented blank answers or outliers were eliminated, thus producing a sample of 260 respondents, equivalent to 92.86% of the sample that was planned. This sample size is adequate, as the minimum recommended sample size is 200 (Kline, 2023), and it maintains a ratio of 18.57 respondents per observed variable, which falls within the 10–20 times range recommended by Hair et al. (2019).

### Measures (Questionnaire)

A self-administered questionnaire was used to collect data. The variables in the conceptual framework were measured using a five-point Likert scale (1 = lowest, 5 = highest). Table 1 below summarizes the observed variables for each latent variable, the number of

items, reliability test results based on Cronbach's alpha coefficients, and examples of the questionnaire items used.

The questionnaire demonstrated content validity, with an index of item-objective congruence (IOC) ranging from .67 to 1.00, with values exceeding .50. It also exhibits good reliability. A pilot test conducted with 30 respondents yielded Cronbach's alpha coefficients ranging from .706 to .899, all exceeding the acceptable threshold of .70 (Nunnally & Bernstein, 1994).

**Table 1:** Questionnaire and test results

| Latent variables  | Observed variables                            | Cronbach's alpha | Example items  |
|---|---|------------------|--|
| Organizational Communication Climate (Lantara, 2019)                  | 1) Supportiveness (5 items)                   | .899             | "I receive work objectives from my supervisor clearly and understandably."                       |
|   | 2) Participation in decision-making (5 items) | .812             |  |
|   | 3) Trust (4 items)                            | .755             |  |
|   | 4) Openness (4 items)                         | .870             |  |
|   | 5) High-performance goals (5 items)           | .846             |  |
| Job Crafting (Letona-Ibañez et al., 2021)                             | 1) Task crafting (4 items)                    | .706             | "I actively look for and try new ways to improve my work efficiency."                            |
|   | 2) Relational crafting (4 items)              | .730             |  |
|   | 3) Cognitive crafting (5 items)               | .857             |  |
| Work Engagement (Schaufeli et al., 2002)                              | 1) Vigor (5 items)                            | .819             | "I keep trying to do my work even when it is difficult."   |
|   | 2) Dedication (5 items)                       | .906             |  |
|   | 3) Absorption (5 items)                       | .710             |  |
| Employee Performance (Borman & Motowidlo, 1993; Pradhan & Jena, 2017) | 1) Task performance (5 items)                 | .849             | "I work consistently toward the objectives and maintain the efficiency set by the organization." |
|   | 2) Contextual performance (5 items)           | .759             |  |
|   | 3) Adaptive performance (5 items)             | .758             |  |

### Data analysis

Descriptive statistics were used to present the respondents' demographic characteristics, including gender, age, level of education, job position, department, and work experience. These characteristics were summarized using frequencies and percentages. The characteristics of the data were described through means, standard deviations (SDs), skewness, and kurtosis. The level of the variable was determined based on mean scores, which were categorized into five levels ranging from 1.00–1.50 (very low) to 4.51–5.00 (very high). The interpretation was guided by the descriptive statistics approach suggested by Best and Kahn (2006).

Inferential statistics were used to analyze the structural equation modeling (SEM) through parameter estimation using covariance-based SEM with AMOS. The model's fit with the empirical data, including for both the measurement and hypothesized structural models, was evaluated using the following indexes and criteria: chi-square value (CMIN/df)  $\leq$  3.00, comparative fit index (CFI)  $\geq$  .95, Tucker–Lewis Index (TLI)  $\geq$  .95, root mean square residual

(RMR)  $\leq$  .05, and root mean square error of approximation (RMSEA)  $\leq$  .06 (Hair et al., 2019; Tabachnick & Fidell, 2019).

The measurement model was assessed by evaluating the relationship between the observed and latent variables through confirmatory factor analysis (CFA). The structural model was assessed using critical ratios (CRs) and p-values to determine the significance of the hypothesized paths. Direct effects were indicated by standardized regression weights, while indirect effects were examined using the bootstrap method (5,000 resamples) to ensure the reliability of the results and calculate confidence intervals.

## Results

### Respondent profile

The operational staff who responded to the questionnaire comprised 50.38% males and 49.62% females. By age, 35.38% were 28-35 years old, 30.77% were 36-43 years old, 18.46% were 20-27 years old, 13.85% were 44-51 years old, and 1.54% were 52-59 years old. Regarding education level, 39.23% of the respondents held an associate degree or vocational certificate, 31.54% held a high school or vocational certificate, 22.31% had a bachelor's degree, and approximately 6.92% held higher qualifications. The majority of the respondents (56.92%) worked in the production department, 21.54% in the quality control and production engineering departments, 8.46% in the raw material management and planning departments, and 13.08% in other supporting departments. By work experience, 44.62% had 7 or more years of experience, 25.77% had 3-4 years, 15.77% had 5-6 years, 10.00% had 1-2 years, and 3.85% had less than 1 year of experience.

### Preliminary data analysis

The preliminary characteristics of all observed variables within the model were assessed through descriptive statistics (Table 2). The mean values ranged from 3.917 to 4.064, indicating relatively high response levels, and SDs ranged from 0.375 to 0.649. Skewness values ranged from -1.415 to -0.205, which is within the acceptable range of -2 to +2 (Hair et al., 2019; Tabachnick & Fidell, 2019). Meanwhile, kurtosis values ranged from -0.419 to 2.291, which is within the acceptable range of -7 to +7 (Hair et al., 2019). Therefore, the data were considered to be approximately normally distributed.

The correlation coefficients between the observed variables within each latent variable were as follows: organizational communication climate (.728-.768), job crafting (.649-.718), work engagement (.535-.685), and employee performance (.582-.648). The correlation coefficients between the observed variables of the different latent variables ranged from .297 to .544, indicating a moderate-to-high level of correlation. As the correlation coefficients did not exceed .70, there was no serious concern about multicollinearity in the analysis (Tabachnick & Fidell, 2019).

**Table 2:** Mean, standard deviation, skewness, and kurtosis of observed variables.

| Variable                                    |          | Mean  | S.D.  | Skewness | Kurtosis |
|---|----------|-------|-------|----------|----------|
| <b>Organizational communication climate</b> |          |       |       |          |          |
| Supportiveness                              | OCC_SUP  | 3.940 | 0.543 | -1.084   | 1.249    |
| Participation in decision-making            | OCC_PDM  | 3.917 | 0.628 | -1.415   | 1.824    |
| Trust                                       | OCC_TRU  | 3.910 | 0.649 | -1.313   | 1.473    |
| Openness                                    | OCC_OPE  | 3.930 | 0.628 | -1.395   | 2.291    |
| High-performance goals                      | OCC_HPG  | 3.925 | 0.590 | -1.208   | 1.795    |
| <b>Job crafting</b>                         |          |       |       |          |          |
| Task crafting                               | JOBC_TAS | 4.057 | 0.509 | -1.201   | 2.036    |
| Relational crafting                         | JOBC_REL | 4.012 | 0.558 | -1.307   | 2.748    |
| Cognitive crafting                          | JOBC_COG | 4.016 | 0.494 | -1.347   | 2.748    |
| <b>Work engagement</b>                      |          |       |       |          |          |
| Vigor                                       | ENG_VIG  | 4.064 | 0.440 | -0.841   | 0.410    |
| Dedication                                  | ENG_DED  | 4.104 | 0.408 | -0.727   | 0.574    |
| Absorption                                  | ENG_ABS  | 4.003 | 0.389 | -0.406   | 0.067    |
| <b>Employee performance</b>                 |          |       |       |          |          |
| Task performance                            | PERF_TAS | 4.094 | 0.375 | -0.951   | 1.170    |
| Contextual performance                      | PERF_CTT | 4.045 | 0.415 | -0.413   | -0.294   |
| Adaptive performance                        | PERF_ADT | 3.992 | 0.446 | -0.205   | -0.419   |

### Examining the measurement model

The CFA results indicated that the measurement model fit the empirical data well, without any model adjustments. The fit indices were as follows: CMIN/DF = 1.623, CFI = .982, TLI = .977, RMR = .009, and RMSEA = .049. These indices indicate that the hypothesized model is consistent with the observed data (Hair et al., 2019). The low RMSEA and RMR values confirm minimal residual variance, while the high CFI and TLI values demonstrate that the proposed structure accurately reflects the relationships among the latent constructs.

The results of the assessment of the measurement model undertaken on the basis of factor loadings, squared multiple correlations (SMC), composite reliability (CR), and average variance extracted (AVE) are shown in Table 3.

The standardized component loadings for each latent variable ranged from .729 to .883. All values exceeded .70, demonstrating that the observed variables accounted for sufficient variance in the reliability of all latent variables (Byrne, 2016). Square multiple correlation (SMC) values were above 50%, meaning that at least 50% of the variance in the observed variables was explained by the latent variables. Composite reliability (CR) for all latent variables was above .70, confirming adequate reliability for the model (Fornell & Larcker, 1981; Hair et al., 2019). The construct validity assessment demonstrated that the average variance extracted (AVE) exceeded .50 for all latent variables, indicating acceptable convergent validity (Hair et al., 2019).

**Table 3:** Factor loadings, squared multiple correlations (SMC), composite reliability (CR), and average variance extracted (AVE) to assess the appropriateness of the measurement model.

| Variables |          | Factor loading | Squared multiple correlations (SMC) | CR   | AVE  |
|-----------|----------|----------------|-------------------------------------|------|------|
| OCC       | OCC_SUP  | .853           | .728                                | .937 | .747 |
|           | OCC_PDM  | .883           | .780                                |      |      |
|           | OCC_TRU  | .863           | .745                                |      |      |
|           | OCC_OPE  | .861           | .741                                |      |      |
|           | OCC_HPG  | .861           | .741                                |      |      |
| JOB       | JOB_TAS  | .795           | .633                                | .870 | .690 |
|           | JOB_REL  | .825           | .681                                |      |      |
|           | JOB_COG  | .871           | .785                                |      |      |
| ENG       | ENG_VIG  | .842           | .708                                | .827 | .615 |
|           | ENG_DED  | .778           | .605                                |      |      |
|           | ENG_ABS  | .729           | .532                                |      |      |
| PERF      | PERF_TAS | .787           | .619                                | .823 | .610 |
|           | PERF_CTT | .801           | .642                                |      |      |
|           | PERF_ADT | .750           | .562                                |      |      |

**Table 4:** Assessment of discriminant validity for the measurement model.

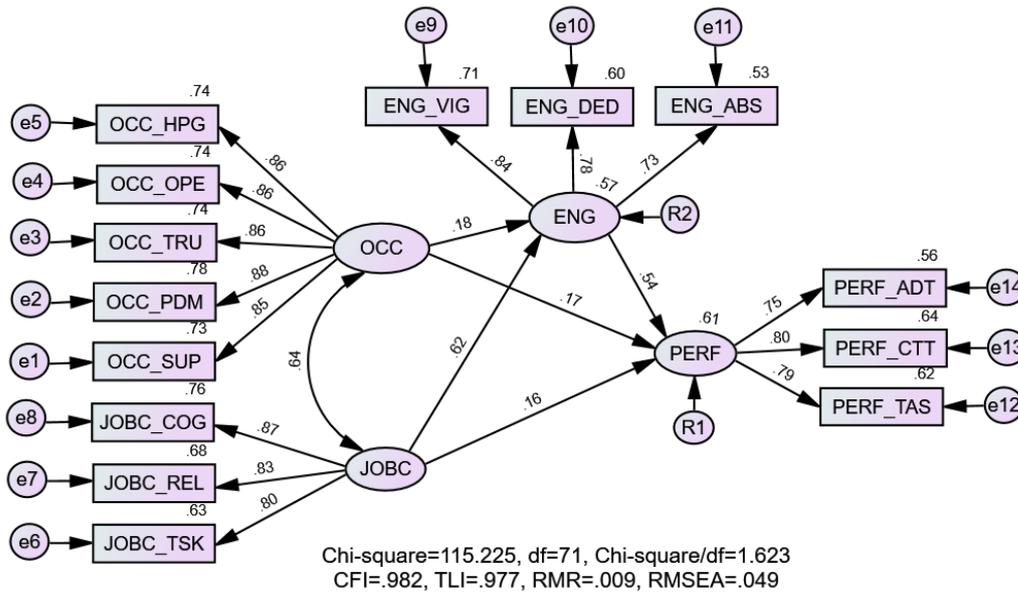
| Variables | OCC         | JOB         | ENG         | PERF        |
|-----------|-------------|-------------|-------------|-------------|
| OCC       | <b>.864</b> |             |             |             |
| JOB       | .638        | <b>.831</b> |             |             |
| ENG       | .582        | .741        | <b>.784</b> |             |
| PERF      | .586        | .666        | .755        | <b>.780</b> |

**Note:** Bold diagonal values show the square root of the AVE, and the remaining values reflect the correlations among the constructs.

Additionally, as presented in Table 4, the square root of the AVE for each latent variable was greater than its correlation coefficients with all other latent variables, which presented acceptable discriminant validity for all latent variables (Fornell & Larcker, 1981; Hair et al., 2019). The findings indicate that the latent constructs were distinguishable empirically while remaining theoretically valid, allowing for a proper measurement model to be proposed.

#### Structural model analysis results

The fit indices of the proposed structural model with empirical data indicated a good model fit without the need for modifications. The fit indices were CMIN/DF = 1.623, CFI = .982, TLI = .977, RMR = .009, and RMSEA = .049. These results support the JD-R model's assumption that job resources such as communication climate and job crafting support work engagement, which subsequently leads to performance. A structural model illustrating the relationships between the organizational communication climate (OCC), job crafting (JOB), work engagement (ENG), and employee performance (PERF) is demonstrated in Figure 2.



**Figure 2** Relationship model of organizational communication climate (OCC), job crafting (JOBC), work engagement (ENG), and employee performance (PERF)

Table 5 presents the analysis of direct, indirect, and total relationships between the variables contained in the structural equation model. The findings can be summarized as follows:

1. Organizational communication climate (OCC) and job crafting (JOBC) show a significant direct relationship with work engagement (ENG), with direct influences of .184 and .624, respectively. Together, OCC and JOBC explain 56.9% of the variance in ENG. This finding supports the JD-R premise that supportive communication and proactive job behaviors function as motivational resources that energize employees.

**Table 5:** Direct, indirect, and total effects between the variables in the model

| Variables      | Dependent Variables |    |         |         |         |         |
|----------------|---------------------|----|---------|---------|---------|---------|
|                | ENG                 |    |         | PERF    |         |         |
|                | DE                  | IE | TE      | DE      | IE      | TE      |
| OCC            | .184*               | -  | .184*   | .172*   | .099**  | .271**  |
| JOBC           | .624***             | -  | .624*** | .158    | .336*** | .494*** |
| ENG            | -                   | -  | -       | .538*** | -       | .538*** |
| R <sup>2</sup> | .569                |    |         | .612    |         |         |

**Note:** \*  $p < .05$ , \*\*\*  $p < .001$

DE = Direct effect, IE = Indirect effect, and TE = Total effect

2. Organizational communication climate (OCC) directly influences employee performance (PERF) with a direct effect value of .172 at a significance level of .05. It also has

an indirect effect on PERF through work engagement (ENG) with an indirect effect value of .099 at a significance level of .01. The total effect is .271. Job crafting (JOB) has no significant direct effect on PERF but does have an indirect effect on PERF through ENG, with an indirect effect value of .336 at a significance level of .001, yielding a total effect of .494. Work engagement (ENG) directly influences PERF at a significance level of .001, with a direct effect value of .538. Together, OCC, JOB, and ENG explain 61.2% of the variance in PERF. The results of the hypothesis testing are summarized in Table 6.

**Table 6:** Summary of hypothesis testing results

| Hypothesis             | $\beta$ | t-test | p-value   | Results       |
|------------------------|---------|--------|-----------|---------------|
| H1: OCC --> ENG        | .184    | 2.471  | .013*     | Supported     |
| H2: JOB --> ENG        | .624    | 7.398  | < .001*** | Supported     |
| H3: ENG --> PERF       | .538    | 5.130  | < .001*** | Supported     |
| H4: OCC --> PERF       | .172    | 2.313  | .021*     | Supported     |
| H5: JOB --> PERF       | .158    | 1.541  | .123      | Not Supported |
| H6: OCC -> ENG -> PERF | .099    | 2.766  | .018*     | Supported     |
| H7: JOB -> ENG -> PERF | .336    | 5.025  | < .001*** | Supported     |

**Note:** \*p < .05, \*\*\* p < .001

## Discussion

Based on the Job Demands–Resources (JD-R) framework, this study presents evidence from empirical analysis that the organizational communication climate and job crafting function as essential job resources that support employee engagement and performance within Thailand’s automotive parts industry. The results support the motivational process proposed by the JD-R theory, in which job resources stimulate engagement, which subsequently improves performance.

The results reveal that organizational communication climate has a significant direct effect on work engagement ( $\beta = .184$ ,  $p < .05$ ), underscoring the importance of supportive, transparent, and participative communication. When employees perceive openness, trust, and involvement in decision-making, they become more psychologically connected to their work. These findings are consistent with Chaudhary et al. (2014) and Abu Dalal et al. (2022), who reported that effective communication builds positive work relationships and supports employee work engagement. From the JD-R perspective, communication climate fulfills the important basic psychological needs of relatedness and competence and acts as a motivational resource that strengthens the employees’ feeling of belonging and purpose. Consequently, executives should prioritize developing a supportive organizational communication climate that is essential for maintaining long-term engagement and organizational success.

Similarly, job crafting has a significant direct influence on work engagement ( $\beta = .624, p < .001$ ), indicating that these proactive behaviors play an important role in shaping their work experience. Hence, a structured, flexible work design that supports employee skill development seems to play a meaningful role in promoting work engagement. These findings are consistent with those of Iida et al. (2024), who reported that job crafting increases employee dedication and work engagement, and with Shang (2022), who found that job designs incorporating employee participation and skill development improve work engagement as well as overall efficiency and performance. In practice, organizations should develop engagement-oriented interventions—such as recognition programs, career progression systems, and meaningful goal-setting—to translate engagement into sustainable performance gains.

The results also confirm that work engagement has a significant direct influence on employee performance ( $\beta = .538, p < .001$ ), validating its role as the key motivational mechanism of the JD-R model. So, work engagement, therefore, tends to contribute to improved employee performance and increased efficiency. Employees who are engaged and aligned with their work goals are more likely to exert effort and energy to achieve organizational objectives. Consequently, organizations may focus on strategies that promote work engagement to gain long-term benefits for both employees and the organization. These findings are consistent with Rai et al. (2018) and Li et al. (2024) who emphasized work engagement as a psychological bridge linking job resources to performance outcomes. In practical terms, organizations can strengthen engagement by implementing recognition programs, clear career progression systems, and participative goal-setting initiatives that align employees' efforts with organizational outcomes.

Furthermore, organizational communication climate has a significant direct influence on employee performance ( $\beta = .172, p < .05$ ), confirming that communication serves not only as a psychological driver but also as an operational mechanism for effectiveness. Clear and consistent communication improves coordination, minimizes misunderstandings, and strengthens interpersonal trust (Clampitt et al., 2000; Lantara, 2019). This direct path indicates that even without mediation through engagement, effective communication contributes to better task performance and collaboration, reflecting the dual motivational and instrumental roles of communication resources. In practical terms, firms may institutionalize internal communication systems—such as regular feedback mechanisms, open forums, and participatory meetings—to improve both employee performance and organizational cohesion.

Interestingly, job crafting had an insignificant direct effect on employee performance ( $\beta = .158, p = .123$ ). Although unexpected, this finding offers a useful theoretical implication. It implies that while job crafting strengthens employees' engagement and adaptability, its immediate effect on performance may be limited. In JD-R terms, job crafting primarily shapes motivational states (e.g., engagement) rather than behavioral outcomes directly. Its influence unfolds over time through the mediating role of engagement and the presence of supportive

organizational conditions. This finding resonates with Shang (2022), who noted that job crafting alone may not be sufficient to drive performance in certain contexts. Organizations should explore ways to improve employee performance and skill development while providing coworker support and access to modern technologies. Therefore, managers should view job crafting as a long-term developmental process rather than a short-term performance driver, integrating it into employee development and continuous improvement programs.

Moreover, the study shows that both organizational communication climate and job crafting have an indirect positive influence on employee performance through employee work engagement ( $\beta = .099, p < .01$ ;  $\beta = .336, p < .001$ ). This mediating role of engagement reflects the fundamental proposition of the JD-R framework, as job resources exert their performance-increasing effect mainly through the stimulation of motivational states. The effective interaction between organizational and personal resources, namely communication and proactive job crafting, produces a synergetic effect that leads to a positively reinforced link between engagement and employee performance. When communication promotes openness and employees actively shape their work, engagement flourishes, leading to measurable improvements in job outcomes.

Overall, these findings reconcile inconsistencies in previous research by demonstrating that while job crafting indirectly influences performance through work engagement, organizational communication climate influences performance both directly and indirectly and explains how communication and job crafting reinforce each other toward the JD-R framework. This study also builds on theoretical knowledge regarding how organizational resources are transformed into performance outcomes, particularly within the context of Thailand's automotive parts industry—an emerging economy where empirical investigation remains limited. Finally, the findings clarify inconsistencies in previous research and provide evidence from a developing-country perspective, building on the JD-R framework's applicability beyond Western contexts.

## Conclusion

This study provides empirical support for the JD-R framework, showing that communication climate and job crafting motivate employees to be more engaged, which, in turn, enhances their performance. The results also clarify some previous conflicting results, since they show that communication climate has both a direct and indirect effect on employee performance, while job crafting has a performance effect only indirectly through engagement. In theory, the research extends the applicability of the JD-R approach to an emerging economy context and shows how organizational and personal resources contribute to enhancing motivation and performance. In practice, organizations in Thailand's automotive parts sector will benefit from developing open and participative communication on the one hand, while on the other hand, granting employees greater freedom in how they do their work. Both of these practices help to enhance engagement and add to productivity. This will lead to better success for the organization in the long term. The findings not only support the

application of the JD-R framework to the Thai industrial situation but also provide practical directions for enhancing employee motivation and organizational performance.

## Recommendations

### Practical recommendations for industry application

1. To improve both work engagement and performance, employees should be empowered to engage in job crafting. First, executives and managers should provide employees with autonomy to schedule and assign their own work, select projects that align with their interests, and collaborate with colleagues across the organization. In the automotive parts industry—where production precision, safety, and standardization are critical—job crafting should be guided by safety and quality standards. Supervisors can incorporate safe job redesign programs that encourage creativity while maintaining compliance with ISO and IATF requirements. The impact of employees' work should be emphasized, helping them recognize the value they bring. This can encourage a positive attitude and motivation, and a sense of purpose can also motivate employees and increase their job satisfaction. Second, the human resources department should organize activities that build relationships within the organization, such as team-building events, collaborative skills training, and feedback for supervisors. In manufacturing environments, structured feedback sessions that emphasize continuous improvement and Kaizen-based communication can help improve both engagement and operational efficiency.

2. Organizations should encourage employee involvement in decision-making to boost work engagement and performance. Executives and supervisors can foster a participative climate by encouraging employees to express their views on work-related matters and by providing regular opportunities for idea exchange and constructive feedback. For instance, suggestion systems and digital idea boards can be implemented to gather production-level insights from machine operators and line technicians. These mechanisms not only improve participation but also strengthen vertical communication between supervisors and workers. Moreover, the HR department within the company can create opportunities for employees to express their ideas and opinions about company decisions. Such channels of communication could involve daily briefings, safety meetings, etc., used to develop two-way communications in high-intensity production organizations. This can create a sense of involvement and empowerment that makes employees feel more connected to the organization's decision-making process.

3. To develop employee engagement, managers and supervisors should create specific and measurable performance goals, assign challenging tasks, and empower employees with the authority to make operational decisions. They can also create a supportive and flexible work environment while offering training opportunities that help employees develop essential skills, such as leadership and team building. In the context of industrial operations, engagement initiatives can be linked with Lean or Total Productive Maintenance (TPM) programs to ensure that employee participation directly contributes to productivity and

quality outcomes. These strategies, along with the establishment of effective work patterns and a positive organizational communication climate, may meaningfully increase employee engagement. Moreover, communication training for line leaders and foremen should be provided to ensure clarity in instruction, feedback, and coordination on the production floor.

#### **Future research recommendations**

1. Since the organizational communication climate, job crafting, and work engagement explained only 61.2% of the variance in employee performance, the remaining 38.8% variance is probably connected with other factors. Future research should examine situational factors, such as organizational culture or leadership, that influence performance. Researchers might consider adding mediating variables, such as job satisfaction and organizational trust, to contribute to a better understanding of the relationships among the variables examined. Additionally, leadership style (e.g., transformational, ethical, or empowering leadership) and organizational safety culture could be examined as potential moderators in industrial environments to capture contextual influences more accurately.

2. Future studies should include cross-industry comparisons within Thailand's Eastern Economic Corridor (EEC). By broadening the sample groups to include different sectors such as electronics, food processing, and logistics in the same industrial estate, cross-sector comparisons can be done between sectors, and results can be generalized to different manufacturing situations. This approach would also help determine whether the JD-R model's motivational processes differ across industries with varying job demands and technological advancement.

3. Future research should enhance the measurement of additional variables, supplementing quantitative research with qualitative methods such as interviews or observations. In addition, a longitudinal design would allow additional insight to be gained regarding how the organizational communication climate and job crafting evolve over time, especially with the development of technology and automation of manufacturing industries. Such designs would also facilitate understanding of the supervisor-worker relationship in the context of work engagement and performance over time.

#### **Acknowledgment**

The authors gratefully acknowledge the partial financial support provided by the Faculty of Management Sciences, Kasetsart University.

#### **References**

- Abu Dalal, H. J., Ramoo, V., Chong, M. C., Danaee, M., & Aljeesh, Y. I. (2022). The impact of organisational communication satisfaction on health care professionals' work engagement. *Journal of Nursing Management*, 30(1), 214–225.  
<https://doi.org/10.1111/jonm.13476>

- Bakker, A. B., & Demerouti, E. (2007). The Job Demands–Resources model: State of the art. *Journal of Managerial Psychology, 22*(3), 309–328.  
<https://doi.org/10.1108/02683940710733115>
- Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology, 22*(3), 273–285.  
<https://doi.org/10.1037/ocp0000056>
- Best, J. W., & Kahn, J. V. (2006). *Research in education* (10th ed.). Pearson Education.
- Borman, W. C., & Motowidlo, S. J. (1993). Expanding the criterion domain to include elements of contextual performance. In N. Schmitt & W. C. Borman (Eds.), *Personnel Selection in Organizations* (pp. 71–98). Jossey-Bass.
- Byrne, B. M. (2016). *Structural equation modeling with AMOS: Basic concepts, applications, and programming* (3rd ed.). Routledge.
- Chaudhary, R., Rangnekar, S., & Barua, M. K. (2014). Organizational climate, climate strength and work engagement. *Procedia - Social and Behavioral Sciences, 133*, 291–303.  
<https://doi.org/10.1016/j.sbspro.2014.04.195>
- Chen, H., Kewou, N. Y. N., Atingabili, S., Sogbo, A. D. Z., & Tcheudjeu, A. T. (2024). The impact of psychological capital on nurses' job performance: A chain mediation analysis of problem-focused coping and job engagement. *BMC Nursing, 23*, Article 149.  
<https://doi.org/10.1186/s12912-024-01802-6>
- Clampitt, P. G. (2017). *Communicating for managerial effectiveness: Problems, strategies, solutions* (6th ed.). Routledge.
- Clampitt, P. G., DeKoch, R. J., & Cashman, T. (2000). A strategy for communicating about uncertainty. *The Academy of Management Executive, 14*(4), 41–57.  
<https://doi.org/10.5465/ame.2000.3979815>
- Febrial, E., & Herminingsih, A. (2020). The effect of organizational communication and job satisfaction on employee engagement and employee performance at PT. *DIJEMSS: Dinasti International Journal of Education Management and Social Science, 1*(4), 479–489. <https://doi.org/10.31933/dijemss.v1i4.216>
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research, 18*(1), 39–50.  
<https://doi.org/10.2307/3151312>
- Gallup. (2023). *State of the global workplace: 2023 report*. Gallup Press.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate data analysis* (8th ed.). Cengage Learning.
- Hommelhoff, S., Weseler, D., & Niessen, C. (2021). The role of cognitive job crafting in the relationship between turnover intentions, negative affect, and task mastery. *Anxiety, Stress, & Coping, 34*(6), 704–718. <https://doi.org/10.1080/10615806.2021.1892653>
- Iida, M., Sakuraya, A., Watanabe, K., Imamura, K., Sawada, U., Akiyama, H., Komase, Y., Miyamoto, Y., & Kawakami, N. (2024). The association between team job crafting and work

- engagement among nurses: a prospective cohort study. *BMC Psychology*, 12(1), 66.  
<https://doi.org/10.1186/s40359-024-01538-7>
- International Organization of Motor Vehicle Manufacturers. (2025). *World motor vehicle production by country and region and type: 2019–2024* [PDF]. OICA. Retrieved August 31, 2025, from <https://www.oica.net/wp-content/uploads/By-country-region-2024.pdf>
- Kazimoto, P. (2016). Employee engagement and organizational performance of retail enterprises. *American Journal of Industrial and Business Management*, 6(4), 516–525.  
<https://doi.org/10.4236/ajibm.2016.64047>
- Kline, R. B. (2023). *Principles and practice of structural equation modeling* (5th ed.). Guilford Press.
- Lantara, A. N. F. (2019). The effect of the organizational communication climate and work enthusiasm on employee performance. *Management Science Letters*, 9, 1243–1256.  
<https://doi.org/10.5267/j.msl.2019.4.017>
- Lee, M. C. C., & Ding, A. Y. L. (2024). The relationship between market culture, clan culture, benevolent leadership, work engagement, and job performance: Leader’s dark triad as a moderator. *Psychological Reports*, 127(2), 887–911.  
<https://doi.org/10.1177/00332941221121564>
- Letona-Ibañez, O., Martínez-Rodríguez, S., Ortiz-Marqués, N., Carrasco, M., & Amillano, A. (2021). Job crafting and work engagement: The mediating role of work meaning. *International Journal of Environmental Research and Public Health*, 18(10), 5383.  
<https://doi.org/10.3390/ijerph18105383>
- Li, J., Ao, L., & Pan, P. (2024). Satisfaction with clinical pathway implementation versus job performance of clinicians: empirical evidence on the mediating role of work engagement from public hospitals in Sichuan, China. *BMC Health Services Research*, 24, Article 348.  
<https://doi.org/10.1186/s12913-024-10856-w>
- Medina, A. F. (2025, March 27). Thailand’s Automotive Industry: A Guide for Foreign Investors [Online article]. ASEAN Briefing.
- Meitisari, N., Hanafi, A., & Wahab, Z. (2018). Analysis on the effects of organizational communication climate and career development toward employee performance with job satisfaction. *International Journal of Scientific and Research Publications*, 8(8), 444–449. <https://doi.org/10.29322/IJSRP.8.8.2018.p8054>
- Men, L. R., & Stacks, D. (2014). The effects of authentic leadership on strategic internal communication and employee–organization relationships. *Journal of Public Relations Research*, 26(4), 301–324. <https://doi.org/10.1080/1062726X.2014.908720>
- Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric theory* (3rd ed.). McGraw-Hill.
- Öztürk, O. T., Soytürk, M., & Gökçe, H. (2019). Investigation of relationship between communication in academic environment and quality of work life among academic staff. *Asian Journal of Education and Training*, 5(1), 280–286.  
<https://doi.org/10.20448/journal.522.2019.51.280.286>

- Pitisiri, S., & Thaweepaiboonwong, J. (2022). Relationship between organizational communication climate and employee performance: The role of employee work satisfaction as a mediator. *Executive Journal*, 42(1), 17–30. <https://so01.tci-thaijo.org/index.php/executivejournal/article/view/255380>
- Pradhan, R. K., & Jena, L. K. (2017). Employee performance at workplace: Conceptual model and empirical validation. *Business Perspectives and Research*, 5(1), 69-85. <https://doi.org/10.1177/2278533716671630>
- Rai, A., Ghosh, P., Chauhan, R., & Singh, R. (2018). Improving in-role and extra-role performances with rewards and recognition: Does engagement mediate the process? *Management Research Review*, 41(8), 902–919. <https://doi.org/10.1108/MRR-12-2016-0280>
- Robledo, E., Zappalà, S., & Topa, G. (2019). Job crafting as a mediator between work engagement and wellbeing outcomes: A time-lagged study. *International Journal of Environmental Research and Public Health*, 16(7), 1376. <https://doi.org/10.3390/ijerph16081376>
- Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory analytic approach. *Journal of Happiness Studies*, 3, 71–92. <https://doi.org/10.1023/A:1015630930326>
- Shang, W. (2022). The effects of job crafting on job performance among ideological and political education teachers: The mediating role of work meaning and work engagement. *Sustainability*, 14(14), 8820. <https://doi.org/10.3390/su14148820>
- Shockley-Zalabak, P. S. (2015). *Fundamentals of organizational communication: Knowledge, sensitivity, skills, values* (9th ed.). Pearson.
- Sulaiman, N. S., Abdullah, Z., & Man, N. I. (2023). The effects of employee communication and engagement on organisational performance: A conceptual study. *International Journal of Accounting, Finance and Business (IJAFB)*, 8(46), 233–251.
- Tabachnick, B. G., & Fidell, L. S. (2019). *Using multivariate statistics* (7th ed.). Pearson.
- Wrzesniewski, A., & Dutton, J. E. (2001). Crafting a job: Revisioning employees as active crafters of their work. *Academy of Management Review*, 26(2), 179–201. <https://doi.org/10.5465/amr.2001.4378011>
- Wrzesniewski, A., LoBuglio, N., Dutton, J. E., & Berg, J. M. (2013). Job crafting and cultivating positive meaning and identity in work. In A. B. Bakker (Ed.), *Advances in positive organizational psychology* (Vol. 1, pp. 281–302). Emerald Group Publishing. [https://doi.org/10.1108/S2046-410X\(2013\)0000001015](https://doi.org/10.1108/S2046-410X(2013)0000001015)