

Factors Influence Employee Engagement in Map Ta Phut Industrial Estate

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ABSTRACT

The Eastern Economic Corridor Office of Thailand (EEC) is a vital public agency aiming to encourage investment, uplift innovation, and advanced technology in Thailand for the future generation. Map Ta Phut Industrial Estate, one of the Promotion Zone has located largest industries in Thailand. This research aimed to study the Factors Influence Employee Engagement in Map Ta Phut Industrial Estate on the High-Performance Organization and Quality of work-life. The quantitative study is applied by using the related documentary review, including a quantitative data collection. Samples include 400 online from the Operation employees of the Petrochemical Industry in Map Ta Phut Industrial Estate. Data were analyzed using the descriptive statistics that focus on frequency, mean and standard deviation, Inferential statistics tools were used to test the hypothesis using the Multiple Regression technique adding independent variables through the Stepwise method. The content validity, construct validity, corrected-total correlation coefficients, and reliability coefficient are applied to appraise the quality of developed tools. The findings reveal that the High-Performance Organization (HPO) in Agile organization, Management Process, and Quality Management, including the Quality of Work Life (QWL) in Societal relevance of work life, Opportunity to use and Development of human capacities, Safe and healthy environment conditions, and Constitutionalism at a high level. Statistically significant level of 0.05. The highest value on High Performance Organization in Agile Organization with Beta value indicated the weight of significant (β) 0.455 and the highest value on Quality of Work Life in Social relevance of work with Beta value indicated the weight of significant (β) 0.504.

Keywords: Employees Engagement, High-Performance Organization, Quality of Work Life

Introduction

According to the Eastern Economic Corridor Office regarding the new restriction on the Industrial Promotion Zone, Smart Park, and New S-Curve. Map Ta Phut Industries Estate and the Industrial Port located in Rayong, which are located in the Eastern Economic Corridor Development are also one of the highly efficient industries in both human resource and logistically. Furthermore, it could be improved parallels with the government's policy. Map Ta Phut Industries Estate was established in the year 1981 and has been implemented in the

5th country society and economic development plan. It is also part of the Eastern Seaboard intending to support the petroleum industries, oil industries, iron industries, car manufacture industries, and plastic industries.

Map Ta Phut Industrial Estate is the foundation and largest industry in Thailand. Investments starting with upstream industries, such as refineries and petrochemicals, through to a wide range of downstream industries to promote and support New S-Curve. The industrial sector is a key manufacturing based such as, Ethylene and Propylene industries have a value-added product for downstream businesses to encourage the New S-Curve project in line with the government's Thailand 4.0 policy.

The high importance among these industries to the business and organizations are grateful for the organization could be adjusted its plans and target to become more organized and performed with higher performance. Limweeraaphan (2007), stated that high performance organizations are contributed from the assessment of the human resources within the company and/or employees. Therefore, the human resources and/or the employees have a full hand to contribution to the business to produce the output of a high performance service. To maximize the employee's capability and performance, the organization should nurture and continuously care for the employee, as well as, provide benefits that enable the workers to believe that the workers can maintain a stable job. Similarly, the employees should be granted other benefits and ensure a clear job advancement. Organizations have the responsibility to take care of employees' feelings and determination; this allows the employees to create a strong engagement with the organization. This is similarly related to Steers, R. M., and Porter, L. W. (1983), which stated that the Work environment contributed greatly towards the engagement of the employees and the organization.

This research was conducted in Map Ta Phut, Thailand. It's particularly emphasized the petrochemical industry which a sector includes the large companies with high workforce diversity. Their organizational structures gathering many knowledgeable employees with intensive skills and expertise Nasomboon (2014). The research of Hasanee (2007) studied that engagement between employees and organizations in Map Ta Phut Industries. The research indicated that the engagement of the employee is relatively low. This includes factors regarding the organizational policies, challenging aspects, type of jobs, freedom, compensation, benefits, and job advancement. This correlates to Thiengtrong's (2016) research on the engagement level of Map Ta phut's employees. It is indicated that the majority of the employee are always ready to change jobs. This is because of the factors such as better compensation and benefits has offered.

Furthermore, Rayong Province is considered to be the most efficient industries with highly concentrated industries center area with employees whom came from different parts of Thailand. Therefore, having the ability to manage resources is very important. An organization needs to maintain their employment since it is beneficial towards the devotion

of the employee towards the advancement of the organization Mowday, Steer and Porter, 1977, cited in Thientrong, 2016).

Research Objectives

As the objective of this study, the research question are :

1. To examine High-Performance Organization influence Employees Engagement in Map Ta Phut Industrial Estate.
2. To examine Quality of work-life influence Employees Engagement in Map Ta Phut Industrial Estate.

Conceptual framework

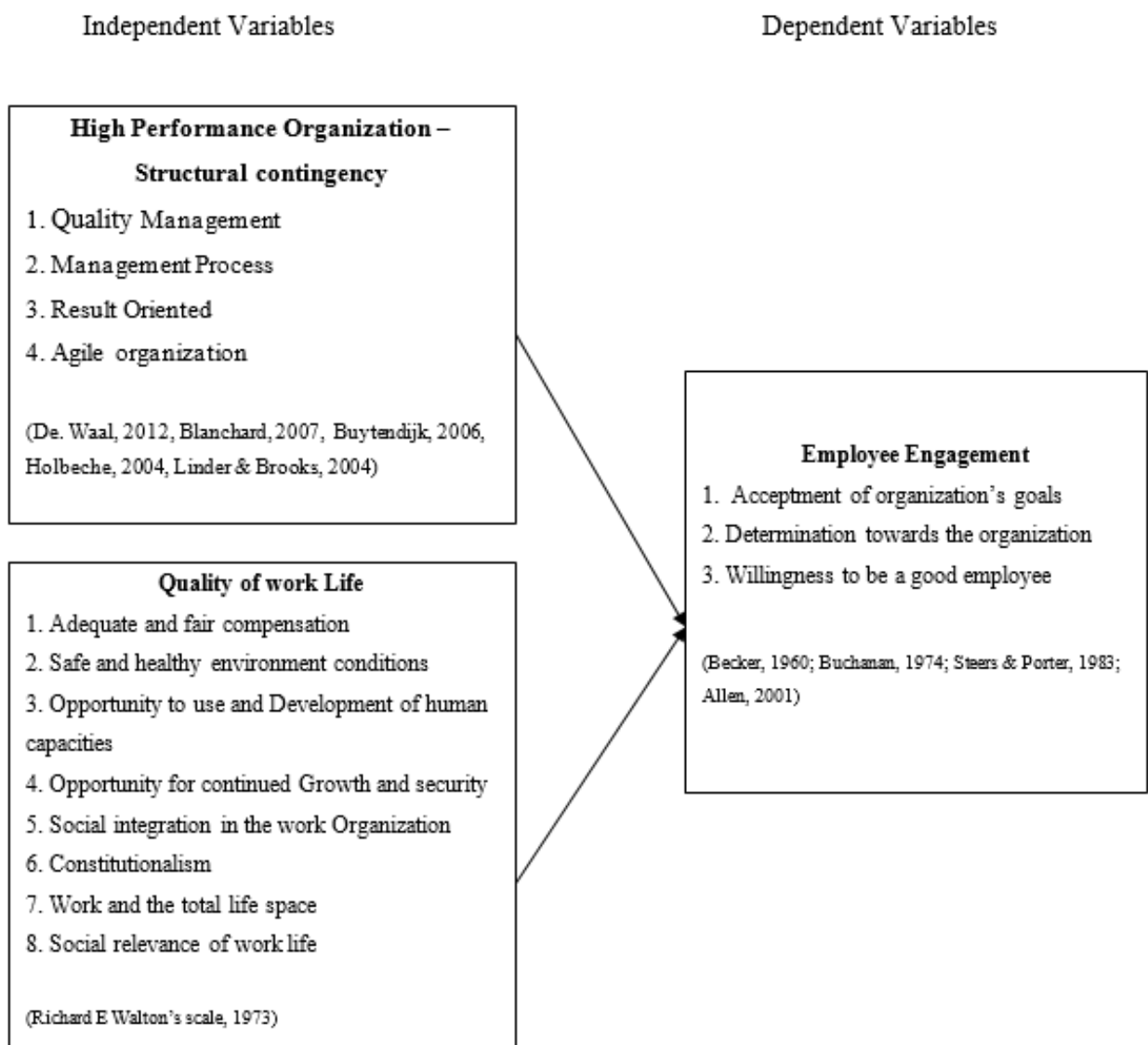


Figure 1 Conceptual framework

Research Hypothesis

1. High-Performance Organization-Structural Contingency Influence Employee Engagement in Map Ta Phut Industrial Estate.
2. Quality of Work-Life Influence Employee Engagement in Map Ta Phut Industrial Estate.

Literature Review

The concept of High Performance Organization (HPO)

Thailand have to increase the competitiveness of its businesses and strengthen its governmental sector. Thai managers are acutely aware of this as a recent study into the trends in strategies of Thai organizations showed a clear need for concepts, methods, and techniques Wattanasupachoke (2012). Thai managers state these need to help them create higher quality. Holbeche (2004) stated that High Performance organizations enable withstand to changes in the environment and can adapt to changes without having the follow of hierarchy system too strictly. Stimulate the employee in the organization to live under the culture of human resource management. Blanchard (2006) stated that High Performance Organizations can achieve their goals alongside the fact the employees are happy and are determined to work hard. Buytendijk (2006) stated that High-Performance Organizations can be reached the sustainable. The first theory points that the adaptation of structural management processes, technology, and strategy in response to changes in the environment, which explains that performance consists of internal and external elements as well as the cultural approaches, it's represents the importance of organization members who enhance performance, especially leaders. The effective leader needs to: create a good atmosphere, stimulate the development of competency, and integrate individuals' differences in the organization, including determining a vision and values with employees to develop learning and culture. Those would be related to a High Performing Organization's core competencies in the public sector. As previously mentioned, it is evidenced that many definitions and terms describe the meaning behind the High Performance Organization. The organization can be flexible to withstand different situations; to have a clear method, analyze different factors that could potentially affect the organization. Lastly, to be able to execute the plan thoroughly in a timely matter with high quality.

The concept of Quality of Work Life (QWL)

The Quality of Work Life are different and unique for employees. However, it is agreed that the important factor towards the employees working under any organization. Therefore, having an appropriate and supportive environment will nurture a good feeling towards the organization. It will provide a stable environment which is beneficial for both parties. Walton, 1975 proposed eight major conceptual categories of QWL outline for analyzing its salient features such as; adequate and fair compensation, safe and healthy working conditions,

opportunity to use and develop human capacities, opportunity for continued growth and security, social integration in the work organization, constitutionalism in the work organization, work and total life space, and social relevance of work-life (Walton, 1973).

The concept of Employee Engagement

Organization ought to promote an employee engagement about their work and performance. Employees would be more devoted to the organization, vice versa. This would contribute to the most success for the organization. Employee engagement is a function of the relationship between an organization and its employees. It's about improving your workplace and culture such that employees feel more connected and dedicated to your company's goals and values. The definition of employee engagement that is commonly seen in the research, its the term commitment and engagement. These terms highlight the concept of building a relationship which can imply a positive connotation. Allen (2001) mentioned that the engagement of the employees is beneficial towards the organization and it is those engagements that will keep the employees with the organization for a long time because they feel like a part of the organization. Becker, H.S. (1960) stated that employee engagement can be seen as the investment of the employee's physical power, knowledge, and time towards the organization. Therefore, these individuals are likely going to want something back for a return. However, the more time and effort they spent, the more committed they will become. Mowday, Porter, and Steers (1982) stated that the factor contributing to employee engagement is spitted into 3 of the following factors; 1. Trust and the acceptance of the organization's goals. This means that the employee will stand beside their coworkers and devote their physical and mental power towards the value the organization holds. This also means that they will be loyal to the organization. 2. Determination towards the organization. That means, the employee is willing to devote themselves to the success of the organization. The employee should be contempt with the foundation and the position. 3. Willingness to be a good employee, present themselves as part of the organization. Employees willing to use their ability to improve themselves and demand to stay with the organization as long as possible. Therefore, Organisation bridges the gaps between the employee and the organization by driving force behind the hard work of the employee and predict the attendance of the employee.

Research mehtodology

The research design for this study was quantitative methodology, plan for researchers to better map out the procedures and methods of collecting and analyzing data. Also, to address research questions and hypotheses. It focuses on collecting both primary and secondary data using an unstructured format and amongst all research designs.

The sampled population in this study consisted of Operation employees who are working in the Petrochemical industry, located at Map Ta Phut Industrial Estate in Rayong City.

Sample Size Since the sampled of the population is relatively large and the researchers are not able to determine the exacted number, the researchers used Wanichbuncha's (2002) formula to find the rough estimate of the sampled size this study is determined with an error, not more than 5% and confident level of 95%. Based on the calculation above the size consisted of 385 employees. The researchers further added 15 more employees; therefore, the total sample size is equal to 400 employees. The method used in this study is Convenience Sampling, the question tools being a Questionnaire which collected data through the online method from the Operation employees who are working with Petrochemical industry in Map Ta Phut Industrial Estate in Rayong City. Each part of the questionnaire was target each research hypothesis as illustrated in the conceptual framework. Part one features five questions relating to demographics, for High Performance Organization has fifteen questions. Part two focuses on the Quality of work Life with thirty-nine questions and part three consists of nine questions relating to Employee Engagement within their organization. A total of sixty-three questions are analyzed and conducted in a matter that will result in the overall consensus about factor's influence the Map Ta Phut Industry's employee.

Data analysis, a descriptive statistics such as number and percent of participant were firstly conducted by using the Statistical Package for the social sciences (SPSS). Data were collected by 1) Descriptive statistics to focuses on the frequency, mean, and standard deviation for summarizing the frequency and percentage. 2) Inferential Statistic to tests the hypotheses of the study by multiple regression analysis and adding independent variables through the Stepwise method. In this research, the Stepwise Regression is chosen to be the independent variable through the Stepwise method to minimize the Multicollinearity. Since the independent variable is correlated in the Multiple Regression, it will change the coefficient and the t-statistic test. This is likely to reduce some of the independent variables down. In this case, the equation with little correlation will not be able to predict, nor will be needed. The variables left in the equation will have a high correlation and will be able to be accurately predicted. Therefore, this makes the Stepwise Multiple Regression to be the analyzing method which leaves only the important variable.

Result

The results indicated that the influence Employee Engagement in Map Ta Phut Industrial Estate, whether the High-Performance Organization (HPO) and/or Quality of Work-Life (QWL) has influenced Employee Engagement. The analysis of the demographics of Operation employees are working at the Petrochemical industrial in Map Ta Phut Industry Estate consisted of 400 people, Finding that the majority were more than 40 years old which represented 269 respondents or 67.25%. Highest Education Level that is lower than Bachelor's Degree. This demographic was 187 respondents or 46.75%. Most of our respondents had monthly incomes of more than 75,000 Baht with 187 respondents or 46.75%, and the majority

of the sample group has experienced more than 7 years this includes 282 respondents which are 70.50%.

Mean and Standard Deviation of High-Performance Organization The majority of the respondents agreed with the statements, with the mean equal to 4.18 (SD = 0.606). When considering each aspect, the research found that the highest score is Quality Management. In descending order, this score is followed by Management Process, Agile Organization, and Result Oriented, respectively (see Table 1 below).

Table 1 Mean and Standard Deviation of High-Performance Organization

High-Performance Organization – Structural contingency	\bar{X}	SD	Level
1. Quality Management	4.28	.679	Strongly Agree
2. Management Process	4.24	.689	Strongly Agree
3. Result Oriented	4.04	.645	Agree
4. Agile Organization	4.19	.688	Agree
Total High-Performance Organization – Structural Contingency	4.18	.606	Agree

Mean and Standard Deviation of Quality of Work Life shows the mean and the standard deviation for Quality of Work Life of the Operation employees and found that the overall Quality of Work-Life opinion level was at the Agree level, with the mean equal to 4.13 (SD = 0.637). When considering each aspect, the research found that the highest score is Safe and Healthy Environment Conditions, followed by Social Relevance of Work-Life, Opportunity to use and Development of Human Capacity, Social Integration in the Work Organization, Constitutionalism, Opportunity for Continued Growth and Security, Work and the Total Life Space, and Fair and Adequate Compensation, respectively (see Table 2 below).

Table 2 Mean and Standard Deviation of Quality of Work Life

Quality of Work Life	\bar{X}	SD	Level
1. Fair and adequate compensation	3.89	.855	Agree
2. Safety and Healthy Environment Conditions	4.36	.632	Strongly Agree
3. Opportunity to Use and Develop Human capacity	4.18	.717	Agree
4. Opportunity for Continued Growth and Security	4.05	.745	Agree
5. Social Integration in Work Organization	4.15	.667	Agree
6. Constitutionalism	4.06	.749	Agree
7. Work and the Total Life Space	4.04	.686	Agree
8. Social Relevance of Work Life	4.31	.679	Strongly Agree
Total Quality of Work Life	4.13	.637	Agree

Mean and Standard Deviation of Employee Engagement shows the mean and the standard deviation for Employee Engagement and found that the overall Employee Engagement opinion level was at the Strongly Agree level with the mean equal to 4.42 (SD = 0.667). When considering each aspect, the research found that every aspect has a strongly agree level, with the highest score being “Determination towards the organization”, followed by “Acceptance of Organization’s goals”, and “Willingness to be a good employee” respectively (see Table 3 below).

Table 3 Mean and Standard Deviation of Employee Engagement

Employee Engagement	\bar{X}	SD	Level
1. Acceptance of Organization’s goals	4.36	0.716	Strongly Agree
2. Determination towards the organization	4.57	0.618	Strongly Agree
3. Willingness to be a good employee	4.34	0.835	Strongly Agree
Total Employee Engagement	4.42	0.667	Strongly Agree

Multiple regression results of High-Performance Organization shows the analysis of the factors of High Performance Organization-Structural Contingency Influence Employee Engagement in Map Ta Phut Industrial Estate using Stepwise Multiple Regression Analysis. It was found that 3 variables influenced Employee Engagement in Map Ta Phut Industrial Estate which were Quality Management ($\beta = 0.142$, $p < .05$), Management Process ($\beta = 0.241$, $p < .05$), and Agile Organization ($\beta = 0.455$, $p < .05$). We found that all 3 variables did not have a Multicollinearity problem because Tolerance was greater than 0.1 for all variables and VIF value was less than 10 for all variables, this means all variable has no relationship to any other predictor variable in the model. Table 5 the hypothesis test results by analyzing Stepwise Multiple Regression Analysis, it was found that the correlation coefficient (R) between the independent variables was influenced employee engagement in Map Ta Phut Industrial Estate equal to 78.4% and has a coefficient of influence for Employee Engagement (R^2) equal to 0.614, the Adjust R^2 value is 0.612, meaning the employee engagement in Map Ta Phut Industrial Estate coefficient, when eliminating the influence of the R^2 value caused by the number of samples can forecast employee influence engagement in Map Ta Phut Industrial Estate was 61.20% and had a SE (est.) value of 0.416 units, meaning that the standard error from the estimation resulting from the use of this model was 0.416 units, respectively (see Table 4 below).

Table 4 Multiple regression results of High Performance Organization

Model	Coefficient			t	Sig.	Collinearity statistics	
	b	Std. error	β			Tolerance	VIF
(Constant)	0.988	0.140		7.060	0.000		
Quality Management (X ₁)	0.139	0.058	0.142	2.386	0.017*	0.275	3.630
Management Process (X ₂)	0.234	0.057	0.241	4.106	0.000*	0.282	3.544
Agile organization (X ₄)	0.441	0.054	0.455	8.238	0.000*	0.320	3.129

* P-value \leq 0.05

The Model effects that the hypothesis test results by analyzing Stepwise Multiple Regression Analysis, it was found that the correlation coefficient (R) between the independent variables was influenced employee engagement in Map Ta Phut Industrial Estate equal to 78.4% and has a coefficient of influence for Employee Engagement (R^2) equal to 0.614, the Adjust R^2 value is 0.612, meaning the employee engagement in Map Ta Phut Industrial Estate coefficient, when eliminating the influence of the R^2 value caused by the number of samples can forecast employee influence engagement in Map Ta Phut Industrial Estate was 61.20% and had a SE (est.) value of 0.416 units, meaning that the standard error from the estimation resulting from the use of this model was 0.416 units, respectively (see Table 5 below).

Table 5 The Model effect

Model	R	R square	Adjust R square	Std. error of the estimate
1	0.784	0.614	0.612	0.41570

* P-value \leq 0.05

Multiple regression results of the analysis of Quality of Work Life shows the best analysis of the factors of Quality of Work Life Influence Employee Engagement in Map Ta Phut Industrial Estate using Stepwise Multiple Regression Analysis. It was found that 4 variables which influenced Employee Engagement in Map Ta Phut Industrial Estate which were Safe and Healthy Environment Conditions ($\beta = 0.234$, $p < .05$), Opportunity to Use and Development of Human Capacities ($\beta = 0.245$, $p < .05$), Constitutionalism ($\beta = -0.099$, $p < .05$), and Social Relevance of Work-Life ($\beta = 0.504$, $p < .05$). We found that all 4 variables did not have a Multicollinearity problem because Tolerance was greater than 0.1 for all variables and VIF value was less than 10 for all variables, this means all of the variables have no relationship to any other predictor variable in the model, respectively (See table 6 below).

Table 6 Multiple regression results of the analysis of Quality of Work Life

Model	Coefficient			t	Sig.	Collinearity statistics	
	b	Std. error	β			Tolerance	VIF
(Constant)	0.597	0.120		4.968	0.000		
Safe and healthy environment conditions (X ₆)	0.251	0.065	0.237	3.871	0.000*	0.166	6.028
Opportunity to use and Development of human capacities (X ₇)	0.228	0.063	0.245	3.640	0.000*	0.138	7.263
Constitutionalism (X ₁₀)	-0.088	0.038	-0.099	-2.308	0.021*	0.341	2.937
Social relevance of work life (X ₁₂)	0.495	0.050	0.504	9.842	0.000*	0.238	4.197

* P-value \leq 0.05

The Model effect Hypothesis test results by analyzing Stepwise Multiple Regression Analysis. It was found that the correlation coefficient (R) between the independent variables was influenced Employee Engagement in Map Ta Phut Industrial Estate equal to 86.80%. We have a coefficient of Influence Employee Engagement in Map Ta Phut Industrial Estate (R^2) equal to 0.753 of the variation. The adjusted R^2 value is 0.751 which suggests that the Employee Engagement in Map Ta Phut Industrial Estate coefficient when eliminating the influence of the R^2 value caused by the previously mentioned significant variables, can forecast 75.10% of Employee Engagement in Map Ta Phut Industrial Estate and had a SE (est.) value of 0.333 units (See table 7 below).

Table 7 The Model effect

Model	R	R square	Adjust R square	Std. error of the estimate
1	0.868	0.753	0.751	0.33286

* P-value \leq 0.05

Discussion and Conclusion

Overall, the results show that High Performance Organization from Operation employees who working on Petrochemical industrial in Map Ta Phut Industry Estate which are influenced Employees Engagement: are 3 items as the following,

Agile organization Employee engagement in Map Ta Phut Industrial Estate was statistically significant at the 0.05 level ($\beta = 0.455$, $p < .05$) when it came to being an agile organization. Flexible organizations at the Agree level may be attributed to internal support for proactive problem solving and flexibility in dealing with the environment in which they

occur. As well as being willing to assist in decision-making which can be changed for the better or more swiftly. Encourage the development of a flexible and efficient working environment, as well as the development of an agile environment and culture, and flexibility in working conditions to make decisions, empower mid-level and departmental managers. Management should urge each department to review the work process or lessen the work process as needed, while yet remaining effective. As a result, staff on the ground can deploy fast and effectively. The Head of function or Manager should encourage quick decision-making to have value-added into the company.

Management Process; was statistically significant at the 0.05 level ($\beta = 0.241, p < .05$), it had a statistically significant impact on employee engagement in Map Ta Phut Industrial Estate. Employee feedback on management is generally Strongly Agreed, which could be attributed to internal factors. The individual in charge of each section's work has been explicitly defined by the organization. Together with the head of human resources should clearly define roles or responsibilities in each position as well as each employee and also encourage teamwork. Human resources should encourage teamwork and collaborative work in the organization. Management should set goals and deliver to employees and this will motivate all departments to work together and achieve the established goals

Quality Management; was statistically significant at the 0.05 level ($\beta = 0.142, p < .05$), had a statistically significant impact on employee engagement in Map Ta Phut Industrial Estate. Employees' overall attitude about the organization's leadership is Strongly Agree. It could be because CEOs in that organization are expected to set a good example for others in a variety of ways. Management should lead by being role models and demonstrate a willingness to follow the law as well as an act promoting legal and ethical behavior. Management should set and share the organization's vision with employees. In addition, management should emphasize the organization's personnel.

This research found that High Performance Organization, consisting of Agile organization, Management Process and Quality Management were influenceing Employee Engagement in Map Ta Phut Industrial Estate. The Leaders or executives should have good leadership qualities, Act lawfully and be leading for employee, have a positive mindset and clear vision and mission, clear communication, leader encourage solving problems systematic this make their jobs done and achieve to goal. Building flexibility in workplaces, Encourages rapid decision-making and added value to the organization. According to Holbeche, L. (2004) and De Waal's (2012) and agreed with Leesuwankul's (2016), Blanchard's (2006), and Buytendijk (2006).

Base on the Quality of Work Life from Operation employees who working on Petrochemical industrial in Map Ta Phut Industry Estate which are influenced Employees Engagement are 4 items as the following;

Social relevance of work. Statistically, a significant influence on employee engagement in Map Ta Phut Industrial Estate at the .05 level ($\beta = 0.504$, $p < .05$). Overall, the level of employee opinion towards work, engagement, and social relations was at a strongly Agree. Employees in the organization that is operating are glad to be employed to the organization because it's supported and operated on public benefit initiatives incorporating a sense of pride in the organization's image. Furthermore, the organization or agency with which it is linked encourages employees to participate in public benefits or social contribution activities whenever the opportunity arises, which the organization supports and operates. Employees are ready to support and drive the event successfully. As a result, both the organization's good image and the fact that it arranges social activities are important. Employees are happy to be a part of this group. Also, make employees care about the company and want to be a part of it. Actions to foster positive relationships with society and communities, as well as to project a positive image to the public. Steers (1977) asserts that organizational and individual goals can be aligned or divergent. When a person believes that the organization's norms and principles are acceptable.

Opportunity to use and Development of human capacities: This had a statistically significant effect on employee engagement at Map Ta Phut Industrial Estate with agreement at the 0.05 level ($\beta = 0.245$, $p < .05$). It could be because Employees are given opportunities to put their skills and knowledge to use. Ability and aptitude to work to their greatest potential, as well as a training room for coordinating staff training by offering high quality and appropriate equipment for the experiment or hands-on virtual reality instruction, also develop employees' knowledge, abilities, job efficiency, and potential, regularly. In addition, the agency or organization should notify employees about the performance appraisal so that they could be aware of it and may use it to develop and enhance their job. As a result, if the company always pays attention to and emphasizes its employees' potential development making employees aware of their success at work and work-related abilities that have been improved. Employees feel more connected to the company as a result of this. This is in accordance with Bluestone, Irving. (1977, p. 44) theory that provides fresh possibilities for all levels of the organization leading to increased intelligence, expertise. Other skills and abilities utilized in the workplace would increase the satisfaction of the members or labor force.

Safe and healthy environment conditions; was statistically significant at the 0.05 level ($\beta = 0.234$, $p < .05$), the impact on employee engagement in Map Ta Phut Industrial Estate was statistically significant. Employees generally agreed that safe and healthy working environments were important. This could be related to the cleanliness of the practitioner's body or the location of the practice. Always tidy, using superior office equipment or tools and equipment, as well as being prepared, there are specific procedures in place to avoid accidents. Employees feel comfortable at work when there are fires or natural calamities. Furthermore, the working unit or organization needs to improve the working environment to

help employees feel more at ease while working. It demonstrates the operators' concern, attention, and focus. Both in terms of workplace safety and the working environment, employees feel more confident in their work and are more engaged with the company.

Constitutionalism in the work organisation. There was a statistically significant influence on employee engagement in Map Ta Phut Industrial Estate at the 0.05 level ($\beta = -0.099$, $p < .05$). Overall, the employee perspective on the nature of work employment, based on the law and the judicial procedure. There are standards, regulations, and policies in place inside the organization to adequate and fair compensations for employees and do not discriminate. All employees including supervisors are an equal, even duties and obligations are appropriate for their positions. to treated with dignity and their rights are respected, give an opportunity to share their thoughts and ideas with their bosses and coworkers completely. Furthermore, respects other individual rights, not intervene in personal affairs within the organization, whether it is a coworker or a supervisor

This research was found that Quality of Work-Life is consisting of Social relevance of work life, Opportunities to use and Development of human capacities, Safe and healthy environment conditions and Constitutionalism at work have influenced Employees Engagement in Map Ta Phut Industrial Estate. Organisation should contribute the policy by creating a safe working environment defined policy in order to avoid an accidents, as well as rules that have an impact on society. Encourage employees to develop more knowledge for their jobs to make employees recognized and meaningful. Persuade employees to participate in community service or social initiatives in accordance with Walton, Richard E. (1973), Netto (2019) Muangkham (2016), and Thienstrong (2016).

Recommendations

According to the objective of this study that factors to influence Employee Engagemengt in Map Ta Phut Industrial Estate, surrounding enablers of the followings; Chief Executive Officer, Executive director or Management level in the organization of the petrochemical industry in Map Ta Phut Industrial Estate should provide insights to senior managers and human resource manager on how to manage employees engagement, Work Policies and proceeuures guidelines or specifications of leaders in each section. Motivate all employees with a different regulatory focus such as job involvement, job promotions and support for further training and development to expand their knowledge and abilities or may be given as rewards to employees with promotion, compensations and benefit. Focus while significant salary inreases of rotation to more secure jobs, a safe working environment or on agility to optimal operational efficiency and speedy value creation. Organizing events provide benefit to the community, recreate activities for the commonwealth encourage employees to take part in community service or social contributions as employees engagement could Say-Stay-Strive, which is consistent with Becker, 1960; Buchmm, 1974; Steers and Pocter, 1983; Allen, 2001.

Recommendations for further study

1. For those who want to participate in the next study to get further insights, more qualitative research involving in-depth interviews should be conducted.
2. Those interested in doing further research should broaden the scope of the study including the other industries in the Map Ta Phut Industrial Estate to reach a regional or national level.
3. Those who want to do more research should look at the factors that influence engagement in other domains and broaden the definition of engagement.

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