THE EFFECT OF EMPLOYEE ENGAGEMENT ON ORGANIZATIONAL
PERFORMANCE IN MULTINATIONAL COMPANY (MNCS) IN THAILAND

By

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A Thesis Submitted in Partial Fulfillment of the Requirements
for Doctor of Philosophy (INTERNATIONAL BUSINESS) INTERNATIONAL
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Department of INTERNATIONAL BUSINESS
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MISS NGAOCHAI SUNGMALA : THE EFFECT OF EMPLOYEE ENGAGEMENT ON ORGANIZATIONAL PERFORMANCE IN MULTINATIONAL COMPANY (MNCS) IN THAILAND THESIS ADVISOR : DR. AMARA VERAWAT

This study investigated the phenomenon of employee engagement in multinational companies in Thailand. The aim was to identify the factors that affected employee engagement. There were five objectives set, which investigated the interrelationships of employee engagement, and organizational performance, and turnover intention. The research was conducted using a survey of employees of Thai subsidiaries of multinational companies (n = 423). The sample was selected using convenience sampling, with demographic and professional statistics collected to investigate the characteristics of the sample. Data analysis included descriptive statistics and structural equation modeling (SEM).

The descriptive statistics showed that the overall level of employee engagement was only moderate, but that there was a slightly higher level of engagement for the parent company than for the Thai subsidiary. It was also shown that employee engagement with the subsidiary had a positive effect on employee engagement with the parent company. The structural equation modelling process identified factors in employee engagement including employee trust, organizational identification and employee exchange ideology. Employee engagement was shown to influence employee satisfaction, employee commitment and organizational citizenship behavior. Employee engagement was also shown to have a significant effect on employee performance and turnover intentions (negative). Employee trust had a negative effect on turnover intentions, but did not influence employee performance. Employee satisfaction and employee commitment both significantly affected turnover intentions (negative) and employee performance. Organizational citizenship behavior did not influence turnover intention, but did influence employee performance. Thus, the internal relationships of the structural model revealed that there is a complex set of relationships between the various employee attitudes identified.

These findings have both academic and managerial implications. The academic implication is that employee engagement is associated with a wide range of employee attitudes and beliefs about the company. Another implication is that there may be a difference between employee engagement with the subsidiary of a multinational company and with the multinational company itself. Managerial implications of the study include that managers should address employee engagement and create conditions for engagement in order to boost performance and reduce turnover intentions.

There are several limitations to this study. The research did not investigate cultural differences between the Thai subsidiary and multinational parent company, and did not examine the differences between companies in detail. It also only

investigated multinational subsidiaries, meaning the phenomena studied could be different in domestic companies. These limitations offer opportunities for further research, especially investigating employee engagement in subsidiaries and parent companies and cross-cultural comparisons.

ACKNOWLEDGEMENTS

TABLE OF CONTENTS

Page

LIST OF TABLES

LIST OF FIGURES

Page

LIST OF ABBREVIATION

AGFI	Adjusted Goodness of Fit
AVE	Average Variance Extracted
C.R.	Critical Ratio
C.R.	Construct Reliability
CFA	Confirmatory Factor Analysi
CFI	Comparative Fit Index
CMIN/df	Relative Chi-square
CV	Coefficient of Variation
DE	Direct Effects
df	Degree of Freedom
EC	Employee Commitment
EE	Employee Engagement
EEM	Employee Engagement Multinational parent company
EEXI	Employee Exchange Ideology
EFA	Exploratory Factor Analysis
EP	Employee Performance
ES	Employee Satisfaction
ET	Employee Trust
FDI	Foreign Direct Investment
FL	Factor Loading
GFI	Goodness of Fit Index
H0	Null Hypothesis
H1	Alternative Hypothesis
IE	Indirect Effects
Ku	Kurtosis
LSD	Least Significant Difference Test
Max	Maximum
Min	Minimum
MNCs	Multinational Corporations

N	Number of Samples
NFI	Normed Fit Index
OCB	Organizational Citizenship Behavior
OI	Organization Identification
p-value	Statistically significant level
R^2	Coefficient of Determination (r-squared)
RMR	Root mean square residual
RMSEA	Root Mean Square Error of Approximation
S.D.	Standard Deviation
SE	Standard Error
SEM	Structural Equation Modeling
Sk	Skewness
SMC	Squared Multiple Correlation
SMEs	Small and Medium Enterprises
TE	Total Effects
TI	Turnover Intention
TLI	Tucker Lewis Index
$\bar{X}$	Arithmetic Mean
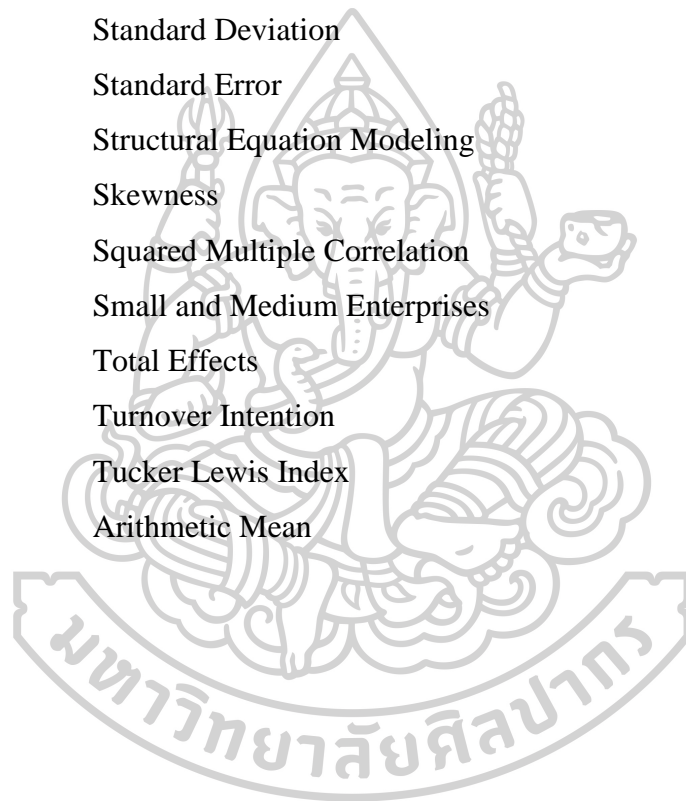
CHAPTER 1

INTRODUCTION

The research provided here looks on how employees of multinational corporations (MNCs) in Thailand get engaged and how it affects their performance. The objective of this chapter is to provide background information for the study, as well as to explain why the topic was chosen and how and why the research was carried out. The bankruptcy begins with an outline of the study's backdrop, protecting the relevance of worker engagement and the role of multinational groups in the Thai economy. It then explains the problem that the study is looking into. The phrases of reference for research are set up by the studies desires and objectives, the scope of the observe, the contribution of the examine, and the definition of vital terminology.

1.1 Background of the Study

The setting of this study is the multinational corporation (MNC) in Thailand. A MNC sometimes also called a multinational enterprise (MNE), is a firm that retains control over foreign direct investment (FDI) activities in one or more markets outside its domestic market (Shenkar et al., 2015). (Although not all authors make this distinction, Shenkar, et al. (2015) differentiate between MNCs and what it terms international firms, which have international operations such as financial or portfolio investments but do not maintain FDI.) Moreover, MNCs in the twenty-first century can be seen as the modernized way of managing a large company that has a high volume of production (Foley, Hines, & Wessel, 2021). However, some experts view these MNCs negatively. They criticize that MNCs are trying to penetrate the market by leading it to monopolize it, since their capacity allows them to deploy market position and control over government, to take advantage in public interest (Foley et al., 2021). Believing that MNCs decision can even impact the structure of tax in some countries they have operated. MNCs not only have power in controlling domestic politics, but also shaping the global economy. MNCs also importance because they operate under cross culture that can impact on organizational performance and

employee engagement(Gabel-Shemueli, Westman, Chen, & Bahamonde, 2019). By understanding nature of MNCs, it can help understand other cross-cultural organization.

While there are a lot of stereotypes surrounding MNCs, in practice they represent a diverse group of firms. MNCs can include firms from different sectors of the economy; while most traditional MNCs are manufacturing firms, service firms and financial firms are increasingly maintaining international operations (Shenkar et al., 2015). Furthermore, although the MNC is often thought of as a large firm (typically with 250-500 employees or more), MNCs may also be small and medium enterprises (SMEs) (Shenkar et al., 2015). While traditional internationalization theory argues that internationalization occurs after the firm has accumulated resources and needs to expand into new markets, new international ventures (or born global firms) are firms that are established specifically for international operations (Gil Pechuán et al., 2013). Finally, while MNCs are typically thought to originate in developed countries and operate in developing countries, there are a growing trend of MNCs from developing countries who operate in both developed countries and in South-South trade between developing countries (Gammeltoft et al., 2010; Guillen & Garcia-Canal, 2011). Thus, MNCs are a diverse group of firms, which share characteristics such as international workforces.

In general, MNCs are allowed to operate in Thailand under the Foreign Business Act 1999, although there are some restrictions on operation (Board of Investment, 2019). These restrictions include industries where foreigners are excluded (including media and natural resources extraction), sensitive industries (including industries where there are security concerns, cultural concerns, and natural resource concerns), and protected industries (Board of Investment, 2019). Otherwise, MNCs may operate in Thailand either freely or with a standard permission process as part of Thailand's liberalized market economy.

Historically, MNCs have shown a important role in the manufacturing segment of Thailand's economy (Ramstetter & Hutchinson, 2009). This role has included technology transfer from the parent company and subsequent transfer into Thai firms and employee-level benefits including better wages and benefits than

domestic firms (Ramstetter & Hutchinson, 2009). Thus, these authors have argued that MNCs in Thailand have historically benefited the Thai economy. Today, Thailand is one of the main destinations for MNCs in Thailand (ASEAN Secretariat & United Nations Conference on Trade and Development, 2018). According to this report, in 2017 Thailand received $9.1 billion in inward FDI, which was nearly triple the rate of inward FDI in 2016. This was in addition to the substantial existing FDI stocks in Thailand. These FDI inflows and stocks include a range of industries from manufacturing to finance to services to retail, and Thailand's role in the MNC has included both as a site of production and, with its growing consumer economy, a site of consumption. Furthermore, Thailand is the home country for many of the largest ASEAN-based MNCs, including large international firms such as Siam Cement Group (SCG), Charoen Pokphand (CP), PTT, and TCC, along with many smaller firms (ASEAN Secretariat & United Nations Conference on Trade and Development, 2018). Thus, Thailand is both the site of MNC investment in many different markets and the source of MNC investment into other countries.

Employee engagement is a strategic priority for global companies (Turner, 2020). It is one of the key issues in talent management strategies, which large firms use to recruit and retain high-value human resources. Employee engagement reduces turnover intentions, resulting in better talent retention for the company (Turner, 2020). Employee engagement also contributes to innovation, productivity, and organizational performance, creating a cycle of employee engagement, creative innovation and activity within the company (Vithayaporn & Suwaree Ashton, 2019). Therefore, a highly engaged workforce gave to the sustainable advantage of the firm and improves worker productivity (Turner, 2020).

Thailand's economy has a critical demand for such high-value workers. For more than a decade, Thailand has been moving toward a knowledge economy, with sectors like medical tourism, pharmaceuticals, and heavy manufacturing playing an increasing role in the economy (Yusuf et al., 2008). This trend has only accelerated in the past several years, with growing demand for productivity in these high-value sectors (The World Bank, 2020). Furthermore, the World Bank (2020) estimates that Thailand will undergo economic transition to a high-income country by 2037,

increasing both its competitiveness in the global economy and its need to compete at the global level.

Compared to the rest of the world, Thailand has relatively high employee engagement. According to the Global Employee Engagement Index, Thailand (7.6) ranks higher than the Asian average (6.9) and the global average (7.0) (Effectory International, 2020). Particularly strong elements of job satisfaction include working conditions, remuneration and development opportunities. However, if Thailand is to compete at the global scale, there is a need to improve employee engagement even further to promote innovation and commitment.

1.2 Statement of the Problem

The problem that my research looks into is how employee engagement and performance develop in Thai MNCs. The organizational culture of the MNC is a challenging one because of the complex interaction of different national cultures and internal issues like clashing values and norms (Levy et al., 2010). MNCs also have complex internal environments, which can create clashes between the expectations of foreign managers and domestic workers, resource conflicts and boundaries between different business units which can affect the employee's experience (Kelliher et al., 2014). MNCs in the twenty-first century also play a important role in social movement, believing that MNCs are powerful enough to negotiate with the government in many countries; especially developing, and third world countries. These companies mostly enter the country as FDI (Foreign Direct Investment) with high bargaining power to change many rules and regulations in those countries; exchanging and investing in these countries. Hence, MNCs have shown a crucial role in controlling and managing society nowadays.

One of the concerns raised by this is the extent to which it can promote employee engagement, which can be identified as the extent to which employees have a positive view of their work (trait engagement), experience feelings of energy and absorption in their work (state engagement), and their willingness to engage in extra-role or organizational citizenship behavior (OCB) (behavioral engagement) (Macey & Schneider, 2008). One of the first problems that MNCs need to face in employee engagement is that employees from different cultures may not even have the same

concept of employee engagement, due to different assumptions and norms about the role of work and their place in it (Kelliher et al., 2014). Employee engagement is currently regarded as one of the maximum critical factors that an organization need to bear in mind with a view to preserve company fulfillment. As a result, it's difficult to say what elements contribute to employee engagement in the workplace or how employee engagement would relate to employee performance.

This research draws on evidence from other studies which have evaluated the consequences and antecedents of employee engagement as a beginning point for resolving this research problem. Because of the ambiguity of the employee engagement concept and the wide array of ways in which the concept has been studied (Shuck et al., 2011), there were many different ways that this problem could have been investigated. Employee trust, employee happiness, employee commitment, and (OCB)organizational citizenship behavior were recognized as four connected topics for this study. Employee trust is one of the characteristics that co-occur with employee engagement, and when these two factors are combined, they can result in intermediate outcomes like employee happiness, commitment, and OCB (or extra role behavior within the context of the workplace).

Thailand has a completely unique countrywide tradition, in particular in that it is especially collectivist, but also has a excessive electricity distance (Hofstede et al., 2010). This is distinct from many countries which hold multinationals in Thailand, which are culturally very different. Additionally, the country is undergoing rapid economic change, including a dramatic increase in demand for human capital (Yusuf et al., 2008). One of the major changes in the Thai economy is the growing participation of multinational corporations (MNCs) (Grothaus, 2015). These MNCs, who operate joint ventures and other strategic partnerships in Thailand, are drawn by Thailand's growing stock of human capital. At the same time, there is an adaptation process ongoing, in which foreign companies and Thai workers adapt to each other's expectations (Grothaus, 2015). These conditions make it worth studying employee engagement in Thailand, as it will provide information about how employee

engagement could be improved and what conditions MNCs will need to address in their workforce.

This is particularly true since employee engagement is known to be an issue in Thailand. A significant issue faced by international companies is employee engagement in the Thai subsidiary. Even though Thailand has higher than average employee engagement overall (Effectory International, 2020), historic evidence shows that there are some gaps and problems with employee engagement. Some of these problems include interpersonal relationships within the company (including co-worker relationships) and organizational factors (such as job roles and empowerment of employees), among other issues (Smithikrai, 2019). A potential lack of employee engagement is a problem for Thai subsidiaries of MNCs due to employee engagement is known to be a vital factor in employee retention (Tangthong et al., 2014). Skilled employee retention is increasingly important in Thailand, where growing demand for highly trained and skilled employees has created pressure for firms.

The final results of worker engagement have been studied in a miles greater restrained way. One of the outcomes that has been found for employee engagement is employee in-role performance, or the efficiency and effectiveness with which employees perform their job tasks (Saks, 2019). Other outcomes that have been found have included discretionary effort (which has significant overlaps with the OCB concept used here) and intent to turnover (Shuck et al., 2011). The end goal of employee engagement in this study is turnover intention and employee performance, rather than other criteria, because these have the greatest direct impact on the firm's operations. As a result, this study will use the model described in Chapter 2 to address the subject of employee engagement formation and its consequences.

1.3 Aims and Objectives

The objective of study is seeing how different factor affect employee engagement with MNCs in Thailand. Under this goal, there are five key development objectives. These objectives are;

1. To identify the Employee Engagement 's level (Thailand and Multinational parent company)

2. To examine factors influencing Employee Engagement toward MNCs in Thailand.

    a) Employee Trust (ET)

    b) Organization Identification (OI)

    c) Employee Exchange Ideology (EEXI)

3. To investigating factors in turnover intention toward MNCs in Thailand.

    a) Employee Trust (ET)

    b) Employee Engagement (EE)

    c) Employee Satisfaction (ES)

    d) Employee Commitment (EC)

    e) Organizational Citizenship Behavior (OCB)

4. To examine factors investigating factors in organizational performance toward MNCs in Thailand.

    a) Employee Trust (ET)

    b) Employee Engagement (EE)

    c) Employee Satisfaction (ES)

    d) Employee Commitment (EC)

    e) Organizational Citizenship Behavior (OCB)

5. Examining the effect of employee engagement on company performance.

1.4 Scope of the Research

This research is carried out on a per-employee basis. The observe is move-sectional, which means that each one information became accrued over a single period (Cooper & Schindler, 2014). Because of the study's cross-sectional approach,

the findings do not provide insight into changes in employee engagement, but rather a snapshot of employee engagement and its causes.

Employee trust, employee satisfaction, organizational citizenship behavior, employee commitment, and Employee Exchange Ideology, Organizational Identification are among the independent variables investigated in the study, which have an impact on results such as employee performance and engagement. It also looks into the link between employee performance and compensation. & employee motivation It does not, however, look at any elements that aren't related to this.

The population of this research is Thai employees of MNCs. The main perspective of interest is that of the employee. In keeping with these perspectives, the research uses a quantitative design. The research strategy is a survey of employees of MNCs in Thailand (n = 400). Sampling frames are applied to the population to ensure that respondents are of legal age (20 years or older in Thailand). Structural equation modelling (SEM) and descriptive statistics are used to analyze quantitative data. .

The variety of the observe is restricted in phrases of the range of labor attitudes and different constructs that had been included. This means a variety of possible individual-level factors in employee engagement, such as demographics, work position and experience, education and training, and job roles and industries, has been excluded. While these have all been shown to have a potential influence as discussed in the literature review, it was thought to be better to exclude them rather than having a highly complex and overdetermined model. Another limitation to the study is that it only investigates Thai employees of domestic subsidiaries of MNCs. This limitation was imposed in order to investigate one of the exploratory aspects of the research, which was the connection between employee engagement with the subsidiary and with the multinational parent company. This has implications for organizational culture, since all participants are working in multicultural organizations (both nationally and organizationally).

1.5 Contributions of the Study

The research is expected to have theoretical and practical contributions to the literature on employee engagement.

1.5.1 Theorical Contribution

The main contribution is academic. Employee engagement has historically been a poorly defined and ambiguous concept, with multiple definitions and models which are often poorly operationalized (Macey & Schneider, 2008; Shuck & Wollard, 2010). This means rigorous studies into worker engagement and its antecedents and effects, the usage of time-honored fashions of worker engagement and different constructs within the studies model, can offer to the instructional standards of employee engagement. This have a look at undertakes precisely such a complex investigation, inspecting a complete set of work attitudes, consisting of some which might be not often investigated including organizational involvement and worker exchange ideology. By doing so, the study hopes to illustrate how employee engagement emerges within the MNC and how it contributes to the individual performance within the MNC environment.

This research also takes place in a complex environment (the MNC), where national and corporate culture and different expectations of the workplace create some challenges for employees (Levy et al., 2010). This implies that there will be cultural clashes between the MNC and the Thai subsidiary, which can affect the employee experience and engagement. This connection, on the other hand, hasn't been put to the test in a long time. This research, to investigate employee engagement in the context of MNCs in Thailand, will provide evidence for the employee engagement model itself as well as the role of the MNC environment, providing useful information for future researchers. Additionally, by investigating relative engagement levels with the subsidiary and the MNC, and the relationships between them, the research can begin to investigate some unanswered questions about the nature of employee engagement within the MNC environment. This may be especially useful for future researchers in international business.

1.5.2 Practical Contribution

The research may also offer facts that managers and human resources (HR) professionals in MNCs in Thailand can also utilize to improve employee engagement and possibly decorate employee performance. The findings will show which traits are important in fostering employee engagement. It will also decide the have an effect on of worker engagement on employee-degree outcomes along with process overall performance and the chance of turnover. Companies that use talent management tactics to recruit and retain high-value and competent personnel will benefit greatly from this information. Companies that use talent management tactics to recruit and retain high-value and competent personnel will benefit greatly from this information. This data could be utilized to alter the organization's policies and management practices in order to increase employee engagement and possibly improve individual employee performance. It could also be used to improve the employee experience and reduce turnover intentions, making it easier for firms to retain strategic human resources. Thus, while the academic contribution is the main contribution of the study, the practical contribution could also be valuable.

1.6 Definitions of Key Terms

Employee Commitment (EC) "(a) describes the employee's dating or connection with the corporation and (b) has ramifications for the make selection to hold or terminate the employee's employment with the corporation" (Meyer & Allen, 1991, p. sixty seven).

Employee commitment is defined in this study as the condition of psychologic concern about an employee's engagement to a multinational corporation in three forms: effective commitment, normative commitment, and continuation commitment.

Employee Engagement (EE) Employee engagement is when employees

connect themselves to other organization employees related to their work, by engaging their physical, cognitive and mental abilities to perform their role (Kahn, 1990).

For this research, employee engagement can be implied as, the degree in which the employee engages themselves both physically and mentally with their MNCs.

Employee Exchange Ideology (EEXI)	"The strength of an employee's opinion that work effort should rely on manage by the organization (Eisenberger et al., 1986, p. 503)," according to the definition of exchange ideology. (Eisenberger et al., 1986, p. 503)."
	For this research, employee exchange ideology can be seen as the way employees respond, based on how they are treated by the MNCs they are currently working for.
Employee Performance (EP)	Employee performance refers to the efficiency and effectiveness with which the employee performs his or her job duties and achieves specific objectives (Daft, 2012).
	For this research, employee performance can be measured from both a non-financial and a financial standpoint that each employee performs, based on the multinational company goal that they currently work for; including, growth of the organisation, achievement, contribution and performance customer satisfaction.

Employee Satisfaction (ES)	"A favorable emotional state or a pleasurable effect from job experiences or appraisal of one's employment" is what employee satisfaction refers to (Locke, 1976, p. 1304).
	For this research, employee satisfaction is the degree of satisfaction that each employee has towards their MNCs in Thailand. By considering employee satisfaction in regard to responsibility, benefits, solving problems, culture and career path.
Employee Trust (ET)	Trust involved belief that a party (individual, organization or other) would "act benevolently", paired with willingness to risk the outcomes of this belief and some degree of dependence on the other party for the outcome.
	Propensity to perceive trustworthiness, trust, monitoring behaviors, cooperative behaviors, and as elements of the building of team trust are all factors that affect employee trust (Anderson & Costa, 2011).
	For this research, employee trust refers to the degree of trust and belief that each employee has towards their MNCs in Thailand. In this case, employee trust can be counted as trust in the organisation, decisions, team, equity, and boss.
Organizational Behavioral Citizen (OCB)	Cooperative behaviors which are not specified in an individual's job description, but which they undertake without prompting because of their perception of their social responsibility (Smith,

Organ, & Near, 1983).

For this research, organisational behavioural citizen can be referred to as the degree in which each employee dominates their organisation in terms of taking oneself seriously as a citizen in MNCs in Thailand including; consciousness, courtesy, civic virtue, sportsmanship and altruism.

Organizational Identification (OI)	Organizational identification can be defined very briefly as "the feeling of belonging to or oneness with the organization" (Jones & Volpe, 2011, p. 413)."
	For this research, organisational identification is referred to as the degree in which each employee belongs to MNCs in Thailand.
Turnover Intention (TI)	"Turnover refers to employees leaving organizations, either willingly or unwittingly (Shields et al., 2016).
	The term "turnover intention" refers to an employee's behavioral conviction that he or she will leave the company (Aydogdu & Asikgil, 2011, p. 43).
	For this research, turnover intention is the willingness of each employee that is willing to leave MNCs in Thailand.

CHAPTER 2
LITERATURE REVIEW

The previous chapter explained what was being studied and why the research was being conducted. In this chapter, the discussion turns to what is already known about employee engagement and personnel performance, as represented in the academic literature. The study used a traditional literature review approach (Jesson et al., 2011). In a traditional literature review, the researcher makes a selection of the most seminal, relevant, and recent sources associated with the research topic, to investigate the general trends of what has been studied previously (Jesson et al., 2011). For this research, selections were made based on recency and quality.

The chapter starts offevolved with a top level view of firm businesses in Thailand, then gives a definition of employee engagement and overviews of the elements that effect engagement. It then turns to a definition of employee performance and an overview of the factors which affect it. Related studies on both employee engagement and employee performance are then reviewed. A summary of the literature and a critical assessment of gaps in the literature is then presented. Finally, the conceptual framework and hypotheses of the study are presented.

2.1 Overview of Multinational Companies in Thailand

A multinational company (or multinational corporation, abbreviated MNC) is a company that has operations in two or more countries around the world (Perlmutter, 2003). In Thailand, the activities of MNCs are limited to some extent by laws on foreign ownership and participation (Anuktanakul et al., 2020). According to Anuktanakul, et al. (2020), there are 18 different laws restricting foreign ownership and participation by foreign firms. These restrictions include the Foreign Business Operations Act, B.E. 2542 (1999), which provide foreign businesses limitation of participating in 43 different business sectors without prior permission, and several other laws which limit foreign ownership in businesses engaged in activities like land ownership, financial institution, life insurance and other institutions, and land

transportation to not more than 49% (Anuktanakul et al., 2020). However, companies are allowed to establish strategic partnerships, register foreign branches of their business and otherwise engage in business as long as they are not participating in one of the constrained sectors.

Despite these constraints, Thailand is a highly attractive company for MNCs, as reflected in its foreign direct investment (FDI) figures (Santander Trade, 2021). Thailand attracted USD4 billion in net FDI flows on 2019, making it one of the leading FDI centers in the ASEAN region. Key sectors including manufacturing, financial and insurance industries dominated these inflows, accounting for more than 70% of total FDI during the 2019 year (Santander Trade, 2021). Major trading partners included Japan and Singapore, who accounted for 40.7% of total FDI inflows during this period. Thailand is also growing increasingly attractive, as reflected in its Ease of Doing Business ranking (World Bank, 2020). Thailand is currently ranked 21st in the world, which according to Santander Trade (2021) represents a six-position gain from 2019.

By promoting FDI from MNCs, the Thai government does not only gain economic growth and job creation, but also knowledge and technology transfers from these MNCs parent companies to their subsidiary in Thailand (Worasinchai & Bechina, 2010). Nonetheless, the level of benefits from these MNCs are different based on their performance, which is associated with their employee engagement. Employee engagement, in my opinion, is significant factor in encouraging organizational performance, profit growth, achieving goals that each organization has set, and stimulate innovation in the organization, increase productivity, and satisfy customer needs (Anitha, 2014, Benarkar & Pandita, 2014 ; Sorenson, 2013; Chi & Gursoy, 2009; Harter et al., 2002; Harter, Schmidt, & Hayes, 2002).

2.2 Theoretical and Definition of Engagement

2.2.1 Definition of Employee Engagement

The first author is Kahn(1990) who introduce and consider the importance of employee engagement. He states employee engagement is when employees connect themselves to other organization employees related to their work, by engaging their physical, cognitive and mental abilities to perform their role. Kahn (1990) had developed an engagement framework by focusing on three psychological factors that identify engagement, or disengagement at work. These concepts might be categorized as availability, meaningfulness, and safety.

The concept of Meaningfulness is the point when employees are considered important by other employees, and themselves regarding some sources of activities such as goal setting, providing creativity, give sovereignty.

Meaningfulness is the point when employees feel that they are considered important by other employees, and themselves regarding some sources of activities such as goal setting, providing creativity, give sovereignty.

Safety concept refers to relationships among employees, co-workers and superiors. Employees have to feel trusted and supported by their colleagues and superiors to create a nice environment at work, before they can engage with the company.

The physical and emotional preparedness of an individual to execute their task based on their function is referred to as availability such as developing their self-confidence toward their abilities, having a feeling of security at work, building up their self-esteem and becoming part of the social group.

Employee engagement as a concept has been defined vaguely and ambiguously, making it difficult to arrive at a direct explanation of the concept (Macey & Schneider, 2008). They explained that when individual work based on involvement, passionate and satisfaction, it can be defined as persistent positive state and employee engagement. Macey and Schneider's (2008) seminal paper on the concept of employee engagement, which summarized the previous work and integrated it into a single conceptual model, provides a useful insight into how

employee engagement is a multidimensional concept. This model proposes three dimensions (Figure 1). This framework proposes that trait engagement is the first such dimension; employees who exhibit characteristic engagement have a positive outlook on work and life, which creates a predisposition toward positive work. The second dimension is state engagement, in which employees are absorbed in their work and feel a positive energy towards it. The final aspect of employee engagement is behavioral engagement, which the authors identified as extra-role behavior (Macey & Schneider, 2008). This model is in line with the working meaning of employee engagement offered by Shuck and Wollard, which is "the emotional, cognitive, and behavioral state of an individual employee guided toward desirable organizational results" (Shuck & Wollard, 2010)." There is no single measure of employee engagement that has been widely accepted, but other authors have used the Gallup 12 measure to evaluate the construct (Abraham, 2012).
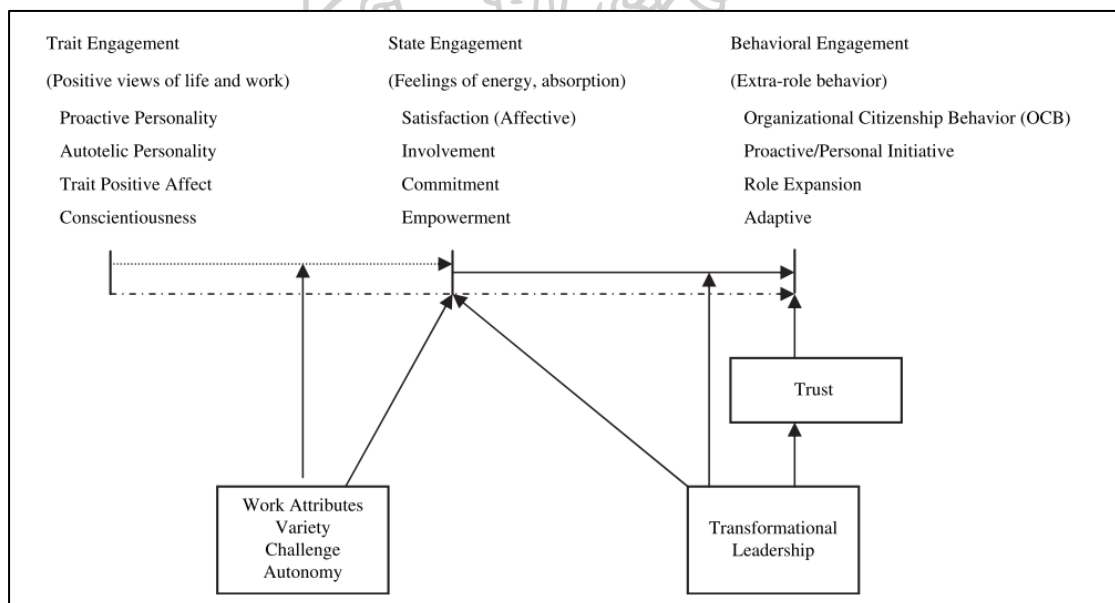
Figure 1 Model of employee engagement as a three-dimensional conceptual framework (Source: Macey and Schneider, 2008, p. 6)

Kumar and Pansiri (2014) defined employee engagement is defined as a collection of multiple characteristics in terms of both behavior and employees's attitude, towards their organization, which consists of employee commitment, satisfaction, identification, loyalty, and performance. Moreover, employee

engagement is a level of connectedness of employees' attitude and behavior toward their customers and organization when at work (Kumar & Pansiri, 2014). This can be implied as the level of effort that each employee has put in, to perform his or her work and how long that employee will stay with the organization.

Czarnowsky (2008) explained that employee engagement can be viewed as a state of affective-motivation that positively fulfils employee characteristics in terms of activation and pleasure. In spite of the importance of employee engagement, Czarnowsky (2008) stated that less than 20 percent of employees said they feel confident with their leaders' abilities to drive employee engagement. Czarnowsky (2008) also suggested that HRD (Human Resource Development) department should view this as opportunity to try fill in this gap by promoting strategies that help facilitate employee engagement.

Hayes, Harter and Schmidt (2002) explained employee engagement by involving work motivation and individual satisfaction as a part of it. They viewed engagement in two terms, which are involvement and satisfaction. They said that worker engagement is an individuals 's involvement, together with satisfaction and motivation for work. they also link employee engagement to organization final results in terms of profitability.

Hakenen et al. (2005) suggested that employee engagement is associated with job resources, which can be viewed as a beneficial driver to help employees coping with the amount of work and maintain employee engagement.

Hayday, Robinson and Perryman (2004) viewed engagement as a positive way of thinking that leads to cooperation between employees, the organization, and its values. It's an mind-set that nice perspectives that personnel have impact the organisation, wherein the employees carry out their work with attention of business angle, supporting other workers to enhance their personal overall performance, and work for the best component of the agency. At the same time the organization has to give back in order to maintain the engagement of these employees. This is a two-way relationship that both employees and employers have to work at to drive the success of the organization (Robinson et al., 2004).

By expanding Kahn's model of engagement, Sak (2006) explained that engagement is the development of the cognition by individual , emotion and

behavior. It is actually a performance of an individual that plays their role in the social exchange of working together as a team. Moreover, Saks (2006) developed and introduced a social exchange engagement model that helped connect employee engagement and its outcomes. He also pointed out the difference between job engagement and organization engagement.

In Summary,there were many perspective to identify factors that can effect employee engagement. Employee engagement is when employees connect themselves to other organization employees related to their work , Employee engagement refers to a positive way of individual thought that leads to cooperation between employees, the organization, Engagement is the improvement of an individual's cognition, emotion and behavior. Believing that employee engagement is actually a performance of an individual playing their role in the social exchange of working together as a team.

Both behavior and attitudes of employees towards their organization, which consists of employee commitment, satisfaction, identification, loyalty, and performance

This paper studied employee engagement under 8 academic research beginning from 1990, which can provide summarized in the table 1.

Table 1 Summary of employee engagement definition

Author (s)	Definition of Engagement
Kahn (1990)	Employee engagement is when employees connect themselves to other organization employees related to their work, by engaging their physical, cognitive and mental abilities to perform their role. The proposed framework of engagement that can be viewed under their psychological factors are; • Meaningfulness is the stage when an individual feels that they are important to other employees. • Safety concept is the stage when an individual has developed a relationship with co-workers and superiors, and feels trusted and supported by this group. • Availability is the level whilst the physical and emotional preparedness of an man or woman to carry out their paintings primarily based on their role, is met.

Author (s)	Definition of Engagement
Harter et al., (2002)	Employee engagement can be classified in two terms, which are involvement and satisfaction. They added that employee engagement is an individuals's involvement, together with motivation and satisfaction for work. This engagement can also lead to organization outcome in terms of profitability.
Robinson et al., (2004)	Employee engagement refers to a way 's positive of individual thought that leads to cooperation between employees, the organization, and its values; to perform their work with awareness of business perspective, helping other workers to enhance their own performance, and work for the organization's benefit.
Hakanen et al. (2005)	Employee engagement is associated with job resources, which can be viewed as a beneficial driver to help employees coping with the amount of work, and maintain employee engagement.
Saks (2006)	Modified from Kahn's model of engagement, he stated for employee engagement is the development of an personal's cognition, emotion and behavior. Believing that employee engagement is actually a performance of an individual playing their role in the social exchange of working together as a team. Based on this idea, he later proposed a social exchange engagement model that helped connect employee engagement and its outcomes.
Czarnowsky (2008)	Employee engagement can be considered as a state of effective-motivation that positively fulfills employee characteristics in terms of activation and pleasure.
Macey and Schneider (2008)	Employee engagement is the stage when individual work based on involvement, passion and satisfaction, can be identified as a persistent positive state and employee engagement. Their model included three dimensions. • Trait engagement happens when employees who exhibit characteristic engagement have a positive outlook on their work and lives, which creates a predisposition toward positive work. • When employees are involved in their paintings, they are said to be engaged within the country engagement, and sense a wonderful electricity in the direction of it. • Behavioural engagement is defined as extra-role behaviour that an individual is willing to engage in for the benefit of the organization without being pushed.
Kumar and Pansari (2014)	Employee engagement can be viewed as the combination of different aspects in terms of both behavior and attitudes of employees towards their organization, which consists of employee commitment, satisfaction, identification, loyalty, and performance. Employee

Author (s)	Definition of Engagement
	engagement is also defined as a level of connectedness, attitudes, and conduct toward customers and the organization by employees while at work.

2.2.2 Other related theoretical on Employee Engagement

2.2.2.1 Kahn's Model

In 1990, Kahn (1990) introduced Kahn's Model, which is believed to be the earliest engagement model, consisting of three main psychological elements that individual involvement and disengagement are linked. These elements are availability, meaningfulness and safety (Figure 2). Kahn (1990) conducted his research through interviews with architectural firm employees, and summer camp counsellors. The research focused on allowing the participants to work under conditions a greater sense of psychological meaningfulness and safety, once they were available from a psychological standpoint. The result of his research becomes fundamental to later engagement research by claiming that meaningfulness, safety, and availability are the most important factors in employee engagement in an organisation. Furthermore, Kahn's clarified "meaningfulness" as the feeling that the individual is considered worthwhile at work, and their work is perceived as valuable. He clarified "safety" as the sense of security when working without worry of being viewed negatively, nor having a negative impact on their career or status. Kahn's added that to make employees engage with the organization, the environment at work must be trusted in the sense that it allows them to perform their work without fear of negative feedback. Lastly, Kahn's defined "availability" as the conditioning of having the necessary resources required, psychological physical, and emotional formats, to be prepared to accomplish their work. Necessary resources can be classified tangible as well as intangible. Tangible belonging is viewed as enough materials, manpower, budget to complete work, while intangible resources are viewed as degree of job appropriateness, commitment of an individual, and opportunity for improving knowledge and skill.

Meaningfulness
(Need to feel valued about their work by themselves as well as by others)

Availability
(Emotionally and psychologically available to perform the work)

Safety
(Cordial relationship of the employee with his co-worker and supervisor)

- Create Goals.
- Ensure adequate level of challenges.
- Allow creativity.
- Give autonomy.

- Create a feeling of security.
- Develop confidence about his own capability.
- Develop self-consciousness.
- Ensure fit with the social system.

- Develop support by co-workers and supervisor.
- Create predictable norms and management style.

SOURCE: (Khan, 1990; Graber, 2014)

Figure 2 Kahn's Model on Employee Engagement

Kahn's model is actually a collaboration among three pillars, which are: the social organizational context (Alderfer 1985);need and motivation (Alderfer 1972; Maslow 1954); and working environment (Hackman and Oldham 1980). Kahn's model has been supported by several researchers in terms of motivation and self-development in work roles (Harter and May, Gilson, 2004; Crawford and Rich, Lepine, 2010). To become engaged, the first dimension that needs to be fulfilled is engaging with the work role. Social engagement is also one of the dimensions associated with engagement (Kahn,1990). Social engagement refers to the point that individuals connect with others in the workforce to complete work and share common beliefs with each other.

2.2.2.2 Social Exchange Theory

Currently, engagement theory has been expanded into several theories and models. One of the most well-known is the social exchange theory. Social exchange theory can be described as, the development of relationships, and feelings of loyalty together with the development of trust and commitment to the organization (Blau,1964). Saks (2006) added that commitment can be gathered through

communication among the group of people who share common values. These people do good work for others in the belief that in the future they will be rewarded by the same value of work from these people as well. Exchange in social exchange theory usually refers to the commitment from one to the others. This is the belief of give and take in society that one needs to balance give and take as a concept of social exchange. Therefore, implementing theory of social exchange can lead to employee engagement in the way that individuals exchange with their organization, and in the form of performing work.

The theory of employee engagement investigated in this paper is based on theory of social exchange and Kahn's Model as summary in this Table.
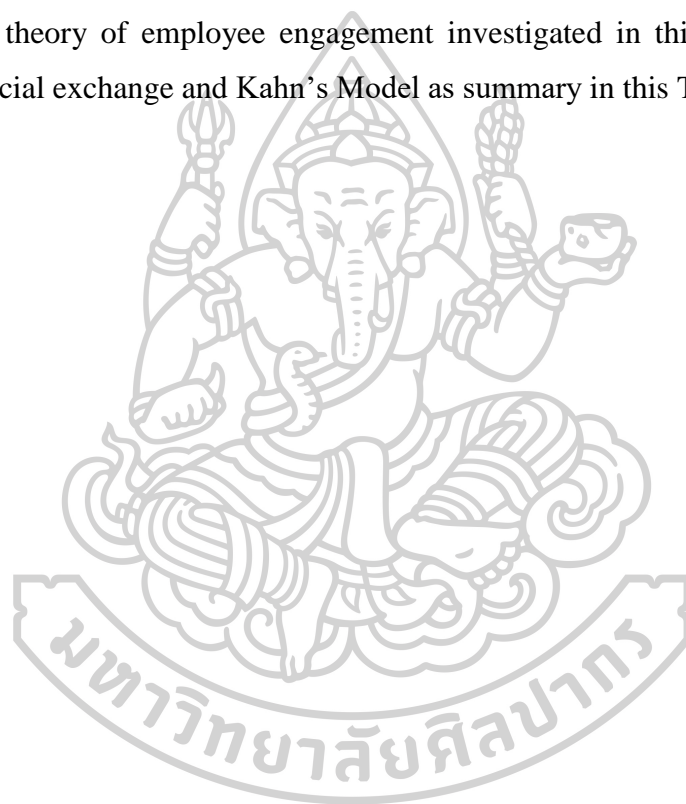
Table 2 Summary of Theoretical Related on Employee Engagement

Author (s)	Theory	Theoretical Relation to Employee Engagement
Blau (1964)	Theory of Social Exchange	Theory of Social Exchange can be described as, the development of relationships, and feelings of loyalty together with the development of trust and commitment to the organization.
Kahn (1990)	Kahn's Model	Kahn's Model, which can be counted as one of the earliest engagement models, consisting of three main psychological elements that linked with individual disengagement and engagement. These three elements are availability, meaningfulness, and safety. • Meaningfulness: the feeling that the individual is considered worthwhile at work, and their work is perceived as valuable. • Safety: as the sense of security when working without worry of being viewed negatively, nor having a negative impact on their career or status. • Availability: the state of having the necessary resources required, psychological physical,and emotional, formats, to be prepared to accomplish their work. The model is actually a collaboration among three pillars, which are: need; working environment; social organizational context.
Saks (2006)	Social Exchange Theory	Believing that commitment can be gathered through communication among a group of people who share common values. These people do good work for others in the belief that in the future they will be rewarded by the same value of work from these people as well.

2.2.3 Measurement of Employee Engagement

An employee who is engaged in their job and work is focused and fully absorbed, a state which Macey, et al. (2009) describes as a flow state. In this state, employees can be efficient and highly productive. However, employees are not constantly in a flow stat, but levels of task engagement can vary throughout the day Employee engagement levels also are not static or uniform, and do not necessarily respond to a one-size fits all strategy (Macey et al., 2009). Instead, organizations are

made up of people with different abilities, interests and personalities. These factors, along with prior experience in the workplace, can all affect employee engagement (Robinson et al., 2004). Individual employee engagement ranges can also be tormented by burnout, inefficacy and cynicism which might be aggregate of emotional tiredness in the administrative center also can have an effect on worker engagement stage (Maslach et al., 2001).

Several measures of employee engagement, such as the Gallup G12, Blessing White surveys and others, share the notion of employee engagement levels (Bhuvaniah & Raya, 2014). Generally, there can be said to be three levels. *Engaged* employees represent the ideal of highly engaged in work and invested in the organization, while *disengaged* employees are actively unsupportive, unproductive, and negative in the workplace. The middle ground is the *not engaged* employee, who is neither engaged nor disengaged. Instead, they do their jobs effectively, but with little enthusiasm, and may not be as effective or productive as engaged employees (Bhuvaniah & Raya, 2014). Surprisingly, engaged employees may be more likely to become disengaged than not engaged, due to the negative effects of burnout if forced into a sustained period of high engagement (Maslach et al., 2001).

Several different tools have been developed to measure the individual conditions of employee engagement. Here, (UWES), the Utrecht Work Engagement Scale Gallup G12, and AON Hewitt Engagement Models are reviewed.

The Utrecht Work Engagement Scale (UWES) (Schaufeli, et al. 2002) is one of the top commonly took measures of work and task engagement (Mills et al., 2012). In this scale, there are three parts of engagement (and its opposite, burnout), including absorption; vigor, and dedication (Schaufeli et al., 2002). This scale, including 17 items, is summarized in Table 3. The six items of the Vigor scale relate to employee energy, fatigue, resilience and perseverance. The Dedication scale includes five items, that relate to the perceived meaningfulness of work, pride, inspiration, enthusiasm and feelings of being challenged. The Absorption scale includes six items, which relate to feelings of immersion, absorption and flow states (Schaufeli et al., 2002). A later version of the scale, the UWES-9, is a short measure that may have similar reliability and reflect the same dimensionality of work engagement (Mills et al., 2012).

Table 3 Summary of the Utrecht Work Engagement Scale (UWES)

Dimension	Items
Absorption	1. When you're at work, time flies. 2. You forget everything else around you when you're working. 3. When you are working hard, you are joyful. 4. You're totally absorbed in your work. 5. When working, you can get carried away. 6. Detaching yourself from your job is challenging. *
Dedication	1. You find that the work you do has a lot of significance and purpose for you. 2. You seem genuinely interested in my work.. 3. Your work motivates me. 4. You take pride in your work. 5. Your work is challenging.
Vigor	1. At work, you're overflowing with vigor. 2. At work, you're feeling motivated and energized. 3. You feel like going to paintings while you stand up in the morning. 4. You have the ability to work for long amounts of time. 5. Mentally, you are a strong worker. 6. Even when things aren't going well at work, you never give up.

Source: Schaufeli, et al. (2002)

The Gallup Q12 Index is the instrument developed for the Gallup employee engagement survey, which has been used in more than 10,000 teams around the world to assess employee engagement (Gallup, 2021). The Gallup G12 is a unidimensional measure of employee engagement, which uses 12 items (summarized in Table 4) to assess different aspects of employee engagement. These aspects are assessed using a five-point Likert scale, with number 1 representing total disagreement and number 5 representing entire agreement.

Table 4 Summary of the Gallup Q12 Index

Items
1. Do you realize of other expectations about your work?
2. Are there any tools and instruments to help your work efficiency?
3. During your work, do you have any chances to your best in daily life?
4. During last week, have you got any complimentary or admiration from performing work well?
5. Have you been considered as a human in your workplace by your chief?
6. Are you been motivated by someone regarding of your development?
7. Does anyone at your work aware that your comments are important?
8. Do you think that the important of your job comes from the goal and mission of organization?
9. Do your collegues recognize of work quality?
10. Do you have any close friends at the workplace?
11. During the last six months, any of your colleagues discuss about your development?
12. During the last year, do you have any chance to study and develop yourself?

Source: Gallup (2021)

Moreover, BlessingWhite (2013) and Gallup (2014) model classified employees into three types based on their level of engagement. These types can be seen as "engaged", "disengaged", and "not engaged". Engaged employees are happy to support organization accomplish its goal. Disengaged employees are not willing to support organization to achieve its goal and mostly create negativism to the co-workers, while not engaged can be implied as the employees who have low passion to work, but do not act wrongly to the organization.

AON Hewitt Engagement Model (2015)**.** The Aon Hewitt employee engagement model is widely used in organizational employee engagement studies (AON Hewitt, 2015). Employee engagement is defined as "a combination of rational thought, behaviors, emotions, and intentions essential for optimal performance and productivity" according to this paradigm (AON Hewitt, 2015, p. 1)." The AON Hewitt model includes three dimensions of employee engagement, which they present as *Say, Stay* and *Strive*. (Items are summarized in Table 5.) Each of these dimensions is operationalized by two items. The willingness to speak positively about the firm to others, such as potential workers, is measured by the Say dimension. The Stay dimension relates to turnover intention, while the Strive dimension relates to work productivity and contributions. These dimensions have a moderately high reliability

(0.91 on average), with the scales and subscales also demonstrating good internal consistency. AON Hewitt (2015) also reports that the instrument has suitable criterion validity and construct validity. Thus, overall the validity of used instrument is good.

There are some aspects that are excluded from this measure, which as explained by the company is deliberate. Specifically, 'enablement' measures, such as tools and resources, staffing levels and so on, were excluded from their measure of employee engagement. This is a deliberate choice because it is thought that this is a distinct construct (though it is a possible driver of employee engagement) (AON Hewitt, 2015).

Table 5 Summary of the AON Hewitt employee engagement model

Dimension	Items
Say	Rapidly suggest this company to a friends to work with company Tell my friends for great points about working in company
Stay	Use extra enegy to get me to depart this enterprise. I barely assume to resign from this business enterprise to paintings with others enterprise.
Strive	I was stimulated from organization to do my high-quality component at paintings every day. I had been influenced from company to offer more than is typically required my work get done.

Source: AON Hewitt (2015)

Employee engagement has been measured by several scholars, which differed slightly as seen in Table 6.

Table 6 Summary of measurement scale

Author (s)	Name	Number of items	Measurement scale
Schaufeli, et al (2002)	(UWES),The Utrecht Work Engagement Scale	17	Vigor scale. • The six items of the Vigor scale relate to employee energy, fatigue, resilience and perseverance. Dedication scale. • The Dedication scale includes five items, that relate to the perceived meaningfulness of work, pride, inspiration, enthusiasm and feelings of being challenged. Absorption. • The Absorption scale includes six items, which relate to feelings of immersion, absorption and flow states.
Gallup (2021)	The Gallup Q12 Index	12	It is a unidimensional measure of employee engagement, which uses 12 items to assess different aspects of employee engagement; adopting
AON Hewitt (2015)	AON Hewitt Engagement Model	6	The model includes three dimensions of employee engagement, which they present as Say, Stay and Strive. Each of these dimensions is operationalized by two items. Say • The Say dimension relates to willingness to speak positively about the company to others, such as prospective employees. Stay • The Stay dimension relates to turnover intention. Strive • Strive dimension relates to work productivity and contributions.

2.3 Individual Antecedents and Consequences of Employee Engagement (EE)

An awful lot of the beyond studies has been done on worker engagement (EE) has focused on poor outcomes like disengagement and next burnout (Shuck et al., 2011). For this research, the choice was made to focus on positive outcomes rather than negative outcomes, since this may affect the performance of the individual employee more strongly. There were seven individual consequences of employee engagement that could be identified. These consequences included employee trust (ET), employee exchange ideology (EEXI), organizational identification (OI), multinational parent company (EEM), organizational citizenship behavior (OCB), employee satisfaction (ES), and employee commitment (EC)

2.3.1 Employee Trust (ET)

The first antecedent of EE was employee trust (ET). Trust has been defined in a broad variety of details and situations, each of which result in a slightly different definition (Walterbusch & Teuteberg, 2014). The most representative definition identified by Walterbusch and Teuteberg (2014, p. 8) argued that trust involved belief that a party (individual, organization or other) would "act benevolently", paired with willingness to risk the outcomes of this belief and some degree of dependence on the other party for the outcome. Definitions of trust in the organizational context typically include relational aspects, as well as characteristics like trustworthiness and propensity to trust (Anderson & Costa, 2011). Anderson and Costa's (2011) version of crew agree with, that is used here, diagnosed elements along with perceived trustworthiness, propensity to believe, cooperative behaviors, and monitoring behaviors as dimensions of the formation of team trust.

Moreover, Wang (2013) found that trust in leaders is an important element in driving employee engagement. Dirks and Ferrin (2002) added trust with leaders is associated with employee satisfaction, employee commitment, and organization citizenship behavior, which is known as desirable outcome. In addition, it seems that leaders at supervisor level have more influence than CEO level (Hunt and Aldrich, 1998).

Trust is not only act as direct influencer to employee engagement. Macey and Schneider (2008) investigated the connection amongst worker engagement, authentic management, and employee believe, with the aid of focusing on the pinnacle thousand production companies and the pinnacle 500 carrier corporations in Taiwan, a listing turned into posted. They discovered that employee trust can impact employee engagement in several ways. First, worker consider showed a extensive high quality effect on worker engagement. 2d, employee trust of supervisors in terms of verbal behavior, movement taken, and moral perception, can undoubtedly impact employee engagement. However, they found that only verbal behavior and action taken can have a positive impact on employee trust. Thirdly, they found that employee trust cannot only act as a direct influencer toward employee engagement, it can also act as a mediating variable between employee engagement and authentic leadership. This means that the relationship between worker engagement and trust can be regarded as both indirect and direct.

Trust at the organizational level has been identified as a significant antecedent to EE (Ugwu et al., 2014). These authors have found that trust in the organization, paired with empowerment (or the ability to make individual and appropriate job decisions) resulted in employee engagement (Ugwu et al., 2014). A second study also found a significant, positive and relatively large effect of ET on EE when there was authentic leadership in use (Wang & Hsieh, 2013). Therefore, while there are other factors involved in this relationship can be presumed to be a positive relationship between ET and EE.

A recent report by Gallup (2021) showed that during COVID-19 pandemic, employee engagement of global companies dropped approx. 2 percent in 2020 from the previous years. The report suggested that in order to increase employee engagement, the management needs to do something to gain employee trust, believing that employee trust is key to driving employee engagement. Employee trust can refer to trust in the management team, trust with college, and trust with the organization.

Melhem and Qudah (2019) conducted research in Jordan by collecting data from 181 employees who worked for an oil and energy supply company. They found that the feeling of found that employee trust can operate as a mediating component in the relationship's development between employees feeling respected and work

engagement. They also determined that worker trust can act like a mediating issue to power the relationship between personnel feeling reputable and work engagement.

Furthermore, 2021 report by Zenger Folkman, confirmed the relationship between employee trust and employee engagement(Folkman, 2021). The company has spent many years working and collecting data relating to trust in leaders, superiors and the organization. The data was collected from 97,632 managers' direct subordinators. The research focused on the manager's trust, and the level of employee engagement, by accessing information through these manager's direct subordinators. The engagement evaluated under the report was classified into 3 groups. These groups were: Level of confidence these subordinators hold in achieving organization targets; The willingness to move forward; The willingness to recommend their organization to others. The results weren't much different from other research. It showed a positive relationship between trust and engagement as shown in Figure 3. This means the more that direct subordinators trusted their manager, the higher the level of employee engagement would be.
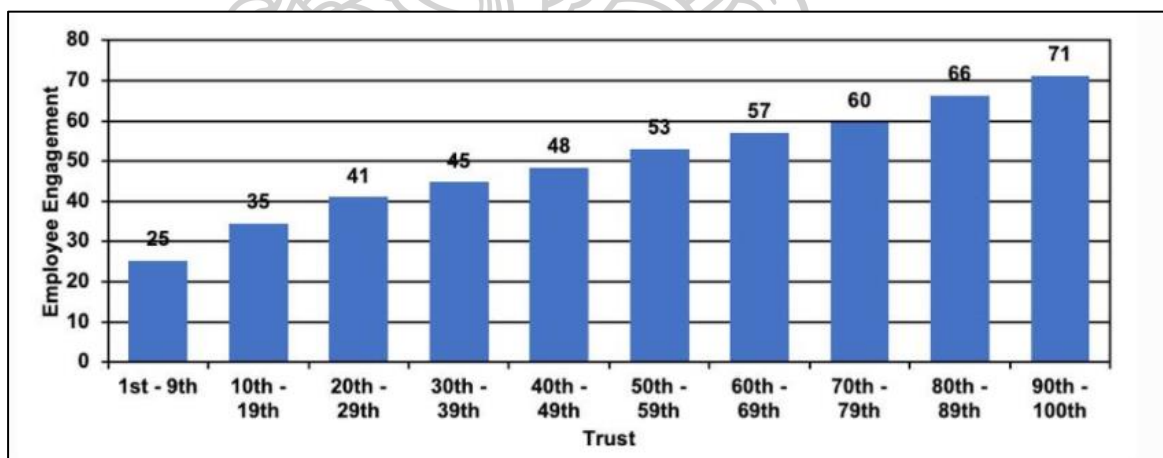
Figure 3 Study on Trust and Engagement by Zenger Folkman 2021
Sources: Folkman (2021)

It can be summed up that trust is a individual attitude that is a foundation of engagement. Before this individual becomes engaged with the organization, they need to trust that organization on several levels. These can be viewed in two levels, which

are an individual level and organizational level. For the man or woman stage, it can be seen as the degree wherein character perception in their superiors within the shape of verbal, movement and ethical. While, trust at organization level can be explained as the level in which individual belief in the organization that they work for, incentives and benefit sharing, organization philosophy and ethical. Trust not only has a direct effect on employee engagement, but also indirectly drives employee engagement through several factors, such as authentic leadership. In short, it can be summary that there is a relationship between ET and EE. ET can positively influence EE both directly, and indirectly, as summarized in Table 7. Therefore, this paper would investigate the direct relationship between ET and EE in positive ways.

Table 7 Summary of Employee Trust and Employee Engagement

Author	Variables			Results
	Independent	Mediating/ Associated factors	Dependent	
Macey and Schneider (2008)	Employee Trust	-	Employee Engagement	Positive relationship
	Authentic Leadership	Employee Trust	Employee Engagement	Positive relationship
Wang (2013)	Trust in leaders	-	Employee Engagement	Positive relationship
Wang and Hsieh (2013)	Employee Trust	Authentic Leadership	Employee Engagement	Positive relationship
Ugwu et al. (2014)	Trust at the organizational level	-	Employee Engagement	Positive relationship
Melhem and Qudah (2019)	Employee Trust	-	Work Engagement	Positive relationship
	Employee feel's respect	Employee Trust	Work Engagement	Positive relationship
Flokman (2021)	Turst	-	Level of Employee Engagement	Positive relationship

2.3.2 Employee Exchange Ideology (EEXI)

Exchange ideology is a concept derived from broader social exchange theory (Scott & Colquitt, 2007). The classical definition of exchange ideology is "the degree to which an employee believes and perceived that his or her work effort should be

influenced by how the company retreat" (Eisenberger et al., 1986, p. 503)." Byun et al. (2020) added that exchange ideology can also refer to the degree in which individuals perceive how well their organizations have treated them, and offer them tangible benefits in return for their efforts. The more an employee believes they will be rewarded by the organization, the higher the effort these employees will give (Byun, et al., 2020). Exchange ideology is an individually held reciprocity belief (Kim et al., 2017). This is distinct from similar concepts such as the psychological contract, because there is the acknowledgement that individuals have varying levels of exchange ideology (commonly modelled as high and low exchange ideology). As explained by Kim, et al. (2017, pp. 150), "A strong exchange ideology in each individual are likely to hold a self-serving bias", with demand for high returns and sensitivity to what they are given coupled with weak reciprocity, short-term orientation and negativity bias . Thus, these individuals are less likely to engage in voluntary or pro-social behavior (Kim et al., 2017). A study in Indonesia has shown that exchange ideology had an effect on employee engagement, and furthermore that it mediated the effects of person-organization fit and self-efficacy (Lianto et al., 2018). Another study showed a moderation effect, with strong exchange ideology increasing the strength of relationships between perceived supervisor support, decision-making participation and employee engagement (Sze & Angeline, 2011). Akinci (2018) conducted research in Turkey with 499 white and blue collar employees, across 10 diverse industries, via 15 companies. They found that employee exchange ideology acted as a mediating role in driving the relationship between distributive justice and work engagement (Akinci, 2018, pp. 379-392). However, another study found that employee engagement was negatively affected by interaction between employee brand and exchange ideology, contrary to expectations (Mayuran & Kailasapathy, 2020). Therefore, the role of exchange ideology in employee engagement is not yet clear.

As discussed by many researchers, it can be concluded that Employee Exchange Ideology is an individual attitude that relates to the level of willing between that person and the organization. Moreover, each person will perform their work based on the way they are being treated by the organization. This mean that if the

organization has treated them well at work, they will return the favor to the organization. Once the organization makes this person feel that they are being treated unfairly, that person will not be as willing to support the organizations goals. It could be visible that the way personnel interact with the agency is associated with employee alternate ideology, which the diploma of alternate can be one-of-a-kind for everybody. In some cases, worker change ideology can also assist steer up the connection among character-organisation, self-efficacy, and employee engagement. Similar to ET, EEXI also shows a positive relationship toward EE both directly, and indirectly, as summarised in Table 8. Based on these previous studies, this paper would also investigate direct relationships between EEXI and EE.

Table 8 Summary of Employee Exchange Ideology and Employee Engagement

Author	Variables			Results
	Independent	Mediating/ Moderating	Dependent	
Lianto et al. (2018)	Exchange Ideology	-	Employee engagement	Positive relationship
	Self-efficacy	Exchange Ideology	Employee Engagement	Positive relationship
	Person-organization	Exchange Ideology	Employee Engagement	Positive relationship
Sze and Angeline (2011)	Exchange Ideology	-	Employee engagement	Positive relationship
Akinci (2018)	Distributive justice	Exchange Ideology	Work Engagement	Positive relationship
Mayuran and Kailasapathy (2020)	Exchange Ideology	-	Employee engagement	Negative relationship

2.3.3 Organizational Identification (OI)

The concept of organizational identification is derived from symbolic interplay idea and social identity idea (Jones & Volpe, 2011). However, most of the actual research on organizational identification has taken a functionalist approach (He & Brown, 2013). Organizational identification can be defined very briefly as "the belongingness to an organization and perception of oneness (Jones & Volpe, 2011, p. 413)." This sense of belonging to the team or a part of the organization can affect

levels of employee integration into organization activities (Blader, et al., 2017). Nonetheless, Blader et al. (2017) added that although organizational identification can affect employee behavior to support organization performance, its benefit is not that straight forward. Furthermore, Organizational identification has been associated with multiple positive job attitudes, ranging from high job involvement to low turnover intentions, in previous studies (Lee et al., 2015). However, there are problems in the research on organizational identification, including over-reliance on techniques like vignettes rather than investigation of actual social ties (Jones & Volpe, 2011). Evidence does suggest a connection of organizational identification and employee engagement, which is one of the common work attitudes investigated (Lee et al., 2015). One examine turned into conducted to examine the impact on organizational procedural justice (He et al., 2014). The authors did locate that organizational identity had a nice impact on employee engagement, which moreover partly mediated the procedural justice-worker engagement dating. Another study examined the organizational identification-employee engagement relationship to help explain job satisfaction (Karanika-Murray et al., 2015). The authors found that there has been a positive effect of organizational identification on worker engagement (modelled as work engagement). It additionally had an oblique impact on process delight via employee engagement. these research indicate that, like other paintings attitudes (Lee et al., 2015), organizational engagement has a fine effect on worker engagement. Furthermore, Srivastava and Singh (2020) conducted research in India in the hotel industry. They collected data from 382 employees who worked for a hotel in North India. They found that the relationship between organization identification can be reconciled by psychological empowerment .

As mentioned by several researchers that organizational identification is a vital element to predict the degree of employee engagement in the organization. It can be summary that Organizational Identification is the feeling of belonging that individuals held on to for their organization. It happens at an individual level, yet it affects on an organizational level. This means that the more employees feel that they belong to the organization, the more they will support, protect, and stay with the organization. This sense of belonging can also assist force the connection among Organizational

Procedural and employee Engagement. furthermore, it is able to also influence task pride underneath the incentive of employee engagement.

As presented in Table 9, the relationship between OI and EE can be varied. For example, OI can directly influence EE in positive ways, OI can also positively influence EE by acting as a mediator between Organizational Procedural Justice and EE. Therefore, this paper would investigate the effect of OI on EE.

Table 9 Summary of Organizational Identification and Employee Engagement

Author	Variables			Results
	Independent	Mediating/ Moderating	Dependent	
He et al. (2014)	Organizational Identification	-	Employee engagement	Positive relationship
	Organizational Procedural Justice	Organizational Identification	Employee Engagement	Positive relationship
Karanika-Murray et al. (2015)	Organizational Identification	-	Work engagement	Positive relationship
	Organizational Identification	Employee Engagement	Job Satisfaction	Positive relationship
Lee et al (2015)	Organizational Identification	-	Employee engagement	Positive relationship
Srivastava and Singh (2020)	Organizational Identification	Psychological empowerment	Employee engagement	Positive relationship

2.3.4 Employee Engagement with Multinational Parent Company (EEM)

Employees working for subsidiaries of larger companies have in some respects two distinct layers of organization: that of the subsidiary they work for, and that of the parent company, which may have distinct norms, practices, values and working conditions (Kelliher et al., 2014). These organizations can also be distinct in terms of organizational culture and employee-organization fit. However, this does not mean that the two are unrelated. For example, parent companies make investment decisions for subsidiaries which can affect employee engagement, such as capital investment decisions and corporate social responsibility (CSR) and ethics decisions (MacLeod & Clarke, 2010). Parent companies also provide organizational support, make decisions such as compensation, and otherwise direct subsidiaries that can affect employee engagement (Mirvis, 2012). One example is the Accenture Development Partnership,

which is a non-profit unit operated by accounting and services firm Accenture, whose activities are subsidized by the wider company (Mirvis, 2012). Thus, at least in theory, employees who work in subsidiaries may have engagement with the broader parent company as well as their own subsidiary, which could be different from their base engagement levels. While this is potentially an important relationship, there is a research gap in terms of understanding the difference between employee engagement in their own subsidiaries and in the parent company. Kelliher, et al. (2014) showed that there were differences in employee engagement in different national-level subsidiaries of various multinational companies, but did not investigate the possibility of a bi-level difference in employee engagement. A related study by Sungmala (2021), who investigated how different socio-demographic factors impact engagement of employees who worked for a multinational company in Thailand. They found that the level of engagement can be different among different countries, by collecting data from 400 employees of a multinational company. This means that the parent company's country of origin can affect levels of engagement of employees of their subsidiary companies. They supported that this might be the results of different nations having different culture, rules and policies in managing employees They also found that among these socio-demographic factors that were investigated by them, age, education, and years of service also impacted levels of engagement differently. However, type of industry, marital status, and job position showed no difference in employee engagement. Although there is evidence to support that employee engagement of subsidiaries and parent companies can be associated in some ways, there is limited solid information about the direct relationship between employee engagement of subsidiaries and parent companies.

Even though there was much research that focused on employee engagement, most of them focused on single levels of engagement. As discussed earlier, the concept of MNCs have been widely spread around the globe. However, most of the organizations seem to look at employee engagement as a whole, which can lead to mistakes. Employee engagement in the organization which has multiple levels should be viewed at multiple levels. The engagement at subsidiary level might not be the same as at the parent companies. It is far very crucial with a view to separate them

from every other, so that you can power the success of the organisation. Investigating their relationship is also important to drive organizational performance.

Therefore, the result investigated in this research can help identify the direct relationship between the two in a statistical way.

2.3.5 Employee Satisfaction (ES)

Employee satisfaction (ES) is another factor related to EE, although the relationship is complicated. Like the other factors in this research, job satisfaction has a long history of definitions and a single definition has not been arrived at fully (Aziri & Irfan, 2011). Although the concept has been in use since the 1930s, there have been multiple definitions and models proposed, many of which have gained some level of acceptance in the literature (Aziri & Irfan, 2011). For this research, the definition of job satisfaction that will be used is the definition offered by Locke: "a positive emotional state or pleasurable resulting from the appraisal of one's job or job experiences (Locke, 1976)."

The relationship of EE and ES is complex, and there are studies that have investigated this relationship in both directions. One small study including 30 participants found that work satisfaction was a significant tool of employee engagement (Abraham, 2012). Reviews of the research on EE have also routinely found that EE predicts ES (Saks, 2019; Shuck et al., 2011). However, some studies have also identified ES as a predictor of EE (Alarcon & Edwards, 2011; Saks, 2019; Shuck et al., 2011). For example, Alarcon and Edwards (2011) surveyed 227 students to predict turnover intentions and job pride. The findings showed that job satisfaction significantly predicted burnout and turnover intentions (Alarcon & Edwards, 2011). Thangaraj (2020) conducted a study in a textile company in India, by collecting data from 85 employees. She studied employee engagement on three levels which were, work policies and procedures, rewards and benefits, and personal growth. She found that overall, employee engagement can positively influence employee satisfaction(Thangaraj, 2020, pp. 387-399).

For many years Employee Satisfaction became one of the vital goals many organizations have invested in pursuing. Employee Satisfaction has a long history that can be summed up as, the level in which each employee is satisfied with the organization that they work for. This satisfaction can be various in terms of, satisfied

with the job itself, satisfied with satisfied with working systems, the working environment, satisfied with superiors and management team, satisfied with incentives and benefit offers, etc. As soon as those pleasure factors were fulfilled, the extent of engagement the employee has toward the organisation will boom, which results in better person and organizational performance. In comparison, if an employee is dissatisfied with the employer, that worker would possibly carry out badly and become leaving the enterprise. nevertheless, the connection among worker pride and employee Engagement is quite complicated. Some believe that Employee Satisfaction is a fundamental of employee engagement. Before engaging with the organization, the employee needs to be satisfied with the organization first. In contrast, some stated that Employee Engagement comes before Employee Satisfaction. Once employee engagement reach a particular level, that employee will become satisfied with the organization.

Overall, it can be stated that it is more common for studies to find that EE predicts ES, rather than that ES predicts EE as showed in Table 10. In keeping with this observation, this research evaluates ES as a consequence, rather than an antecedent, of EE. However, it should be kept in mind that there is some evidence of a two-way causation relationship. For this paper, the investigation focuses on the effect of Employee Satisfaction on Employee Engagement of employees who work for MNCs in Thailand.

Table 10 Summary of Employee Satisfaction and Employee Engagement

Author	Variables		Results
	Independent	Dependent	
Alarcon and Edwards (2011)	Job Satisfaction	Predicted Burnout	Positive relationship
	Job Satisfaction	Turnover Intentions	Positive relationship
Shuck et al. (2011)	Employee Engagement	Employee Satisfaction	Positive relationship
Abraham (2012)	Job Satisfaction	Employee Engagement	Positive relationship
Saks (2019)	Employee Engagement	Employee Satisfaction	Positive relationship
Thangaraj (2020)	Employee Engagement	Employee Satisfaction	Positive relationship

2.3.6 Employee Commitment (EC)

The third factor in EE is employee commitment (EC). This research uses Meyer and Allen's (1991) three-topics model of organizational commitment, which defines organizational commitment as " (a) characterizes the employee's relationship with the organization as psychological state and (b) has implications for discontinue membership or the decision to continue in the organization (Meyer & Allen, 1991, p. 67)." The three dimensions of organizational commitment on this version include continuance commitment, affective commitment, and normative commitment. Affective commitment refers to an emotional effect to the enterprise, even as normative dedication refers to a belief that social norms ward off leaving and continuance dedication is associated with the agency's fee of leaving. because the authors statement,

"Employees whose primary link to the organization is based on continuance commitment remain because they *need* to do so ,Employees with a strong affective commitment continue employment with the organization because they *want* to do so… … [and] Employees with a top level of normative commitment remain because they feel that they *ought* to remain with the organization." (Meyer & Allen, 1991, p. 67)

Studies have routinely identified EE as a prerequisite to EC (Saks, 2019; Shuck et al., 2011; Shuck & Wollard, 2010). However, this relationship could be a two-way relationship; for example, Shuck, et al. (2011) noted that there have been several studies that identified affective commitment in particular as one of the antecedents of EE instead. Thus, as with ES, there is the question of which direction this relationship should be tested in. A study from Jordan provided strong evidence that EE was a cause of EC, rather than the other way around (Albdour & Altarawneh, 2014). This observe showed that at the same time as employee engagement had a significant high-quality effect on affective commitment and normative dedication, it had a slight result on continuance commitment as properly. based totally in this evidence, the research exams EC for this reason, in preference to an antecedent, to ES.

According to Glorai (2017), many organizations not only aim for high employee engagement, but also give priority to employee commitment. Employee commitment has a reciprocal relationship with organizational commitment. Employee commitment can be moderately affected by job structure, which results in a positive effect on the intrinsic motivation of employees. Therefore, employee commitment has become one of the important elements when driving employee engagement.

The Institute for Employee Studies conducted a survey in 2004 to help human resource representatives understand employee engagement in more detail (Robinson et al., 2004). The results showed that in order to be engaged, employees need to have belief in the organization, they need to have a desire to improve their work, having fundamental knowledge of the business they are performing, willing to put in extra effort, understand the big picture of the company, act in a respectful and helpful way to their colleagues, and a willingness to stay updated regarding the business. This means that employee engagement can be driven by various facets under commitment. However, Robinson et al. (2004) added that the survey results also showed that employee engagement is a personal outcome that should be driven by organizational giving. This should be a mutually beneficial partnership. Employees will not be willing to stay engaged if the organization does not encourage employee commitment. There is a link between employee engagement, employee commitment and organization commitment.

Uddin, Mahmood, and Fan (2019), performed a observe to research the relationship between employee engagement and team performance, using employee dedication and organizational citizenship behaviour and mediating variables. They discovered that employee engagement can definitely impact group overall performance beneath the mediation of each worker commitment and organizational citizenship conduct (Uddin, 2019, pp. 47-68).

Furthermore, employee engagement has been viewed as a normal expected attitude to the job, or factors related to the job such as supervisor relations, working atmosphere, job characteristics, which made employee engagement a temporary state that can be changed depending on the surrounding factors. Nonetheless, employee commitment is claimed to be not dependent on the job or factors related to the job. It seems to tie to the organization itself. For example, employees might view the

organization goals as their ambition also. It is the alignment between organization and employees that connect in some way, as a result, the organization's performance improves, allowing them to achieve their objectives. (Locke & Latham, 1990; Harrell-Cook Offstein, Childers, &McClellan,2012). Thus, commitment becomes a permanent state of mind for employees to align with organization goals, policies, strategies, and aim to help drive the success of the organizations performance.

Another factor that becomes one of the vital factors for many organizations in the past few years is Employee Commitment. Believing that employee commitment is a psychological country which shapes the relationship among personnel and company. it's far an emotional element that an individual has toward the company. It helps prevent the idea of leaving the organization and keeps employees with the organization. It is also viewed as a vital element of driving employee engagement. Many researchers agree that before employees become engaged with the organization, that employee needs to fall into the state of commitment first. Similarly, the relationship between these two is also complicated. Since some research found the opposite to be also true. They found that employee engagement should come first, and once employees engage with the organization, that employee will enter the state of commitment in terms of effective normative and continuance of commitment. Furthermore, Employee Commitment also has a relationship with Employee Satisfaction and Employee Engagement. When employee engagement acts as a mediating factor it can help encourage the relationship between Employee Satisfaction and Employee Commitment.

To summarize, EC can positively affect EE in various ways, as shown in Table 11. For instance, EC can undoubtedly effect on EE, in addition to, EE also undoubtedly affects EC. EC can also act as a mediating variable to steerage up the relationship between EC and EE. based on these studies, this research focuses on investigating the effect of OCB on EE in a tremendous manner.

Table 11 Summary of Employee Commitment and Employee Engagement

Author	Variables			Results
	Independent	Mediating/ Moderating	Dependent	
Robinson et al. (2004)	Employee Commitment		Employee Engagement	Positive relationship
Shuck et al. (2011)	Affective commitment	-	Employee Engagement	Positive relationship
Albdour and Altarawneh (2014)	Employee Engagement	-	Employee Commitment	Positive relationship
	Employee Engagement	-	Normative Commitment	Positive relationship
	Employee Satisfaction	Employee Engagement	Continuance Commitment	Positive relationship
Glorai (2017)	Job Structure	Employee commitment	Intrinsic Motivation of Employees	Positive relationship
Uddin et al. (2019)	Employee Engagement	Employee Commitment	Team Performance	Positive relationship

2.3.7 Organizational Citizenship Behavior (OCB)

The final measure evaluated is that of organizational citizenship behavior (OCB). OCB, sometimes termed extra-role behavior, can be generally defined as cooperative behaviors which are not specified in an individual's job description, but which they undertake without prompting because of their perception of their social responsibility (Smith et al., 1983). The social perception of the importance of OCB stems from the mental settlement, that's the character employee's notion of the unstated venture of duties and expectations between their employer and themselves (Shih & Chuang, 2013). One of the most common models of OCB describes five dimensions, which include civic virtue, altruism, conscientiousness, sportsmanship, courtesy, (Organ, 1988). This model, which was used in most of the studies reviewed, is also used here.

There is strong evidence that OCB is one of the outcomes of EE (Saks, 2019; Shuck et al., 2011). A research in Thailand provides an example of this evidence (Rurkkhum & Bartlett, 2012). This study demonstrated that employee engagement factors predicted between 5% and 27% of variance in the five OCB dimensions, all of which were positive. This was a relatively small effect, but given that there are many

other factors in OCB, especially the psychological contract (and its perceived breach) (Shih & Chuang, 2013), it can be stated that EE is a significant antecedent to OCB. Moreover, Riad et al. (2019) conducted a study in Egyptian University. They collected data from faculty members and analyzed them through regression and structural equation models for path analysis. They found that the engagement of faculty members can significantly positively influence OCB (Riad, 2019, pp. 1-15). Likewise, Rurkkhum and Bartlett (2012) also conducted research in Thailand, and found a positive relationship between organizational citizenship behaviour and employee engagement . Therefore, it can be final that employee engagement can significantly positively affect organizational citizenship behavior.

As mentioned above, an extra role isthe organizational citizenship behavior that each employee is willing to pursue outside their job description. This is not a promise or exchange between employee and organization, but actually the social perception that employees held inside their minds that they should support the organization as a part of its team. This organizational citizenship behavior can be classified into five term which are, civic virtue, altruism, conscientiousness, sportsmanship,and courtes. There is clear that organizational citizenship behavior can be positively driven by employee engagement. It is clear that once the degree of employee engagement reaches a particular level, that employee will perceive oneself as a member of the organization, who is willing to take part in activities that positively support the success of organization. This relationship is a direct relationship that has been investigated in several organization across the world.

In conclusion, above research illustrate that there is a advantageous courting between OCB and EE in both methods. therefore, this paper might check out the impact of employee engagement of personnel who paintings in MNCs in Thailand on organizational citizenship behavior.

Table 12 Summary of Organizational Citizenship Behavior and Employee

Engagement

Author	Variables		Results
	Independent	Dependent	
Shuck et al. (2011)	Employee Engagement	Organizational Citizenship Behavior	Positive relationship
Rurkkhum and Bartlett (2012)	Employee Engagement	Organizational Citizenship Behavior	Positive relationship
Shih and Chuang (2013)	Employee Engagement	Organizational Citizenship Behavior	Positive relationship
Riad et al. (2019)	Employee Engagement	Organizational Citizenship Behavior	Positive relationship
Saks (2019)	Employee Engagement	Organizational Citizenship Behavior	Positive relationship

2.4 Organization Performance

The ultimate outcome that is investigated in this study is employee performance. There are two dimensions of employee performance that are considered here, including in-role employee performance (EP) and turnover intention (TI).

2.4.1 Employee Performance (EP)

Employee performance (EP) refers to the efficiency and effectiveness with which the employee performs his or her job duties and achieves specific objectives (Daft, 2012). This research specifies EP as referring to in-role performance, in order to distinguish it from the extra-role behavior characterized by OCB, which is behavior which is specifically *not* an aspect of measured employee performance and may not in fact even be evaluated by employers (Organ, 1988). Employee performance has complicated result that is influenced by a variety of factors, including person-role fit (the degree to which the individual is suitable for his or her job role), organizational policies and practices, relationships with supervisors, co-workers and customers, and the evaluation and measurement strategy as well as individual characteristics (Shields et al., 2016). In addition, Menguc et al (2013) suggested that supervisor feedback can also help to reinforce employee engagement. Menguc also found that the support of supervisors can act as a mediator to drive the influence of supervisor feedback toward employee performance.

Unlike organizational citizenship behavior that is not being measured by most organization, employee performance is the performance of each employee that is basically based on job description, and these performances are being measured by the organization. Employee performance can be driven by several factors such as, employee engagement, organizational citizenship behavior, employee satisfaction, employee commitment, employee trust, etc.

2.4.2 Turnover Intention (TI)

The second aspect of employee performance is turnover intention (TI). *Turnover* refers to employees leaving organizations, either voluntarily or involuntarily (Shields et al., 2016). Here, the emphasis is on voluntary turnover. . "One's behavioral attitude to exit from the organization" is defined as "Turnover intention. (Aydogdu & Asikgil, 2011, p. 43)." Turnover intention may or may not be followed by actual separation of the employee from the organization, as typically the formation of turnover intention comes before the employee has engaged in activities like seeking a new job (Cho & Lewis, 2011). Turnover intentions are not always related to organizational factors, as they can also be related to life-stage events such as childbirth, retirement and career changes (Cho & Lewis, 2011). However, there is a significant connection between the worker's process experience and turnover intentions.

In contrast with employee performance, turnover intention is something that is not accepted by any organization. It is the term describing when an employee has the idea or intends to leave the organization. Believing that turnover intention can be derived by employee dissatisfaction, disengagement, no commitment, and not trusted or want to be a part of the organization.

2.5 Factors Influencing Employee Performance and Turnover Intention

2.5.1 Employee Trust (ET)

There is some evidence that ET has an effect on EP and TI, although ET is perhaps the least investigated of the five potential factors proposed. One study invested trust in leadership as one of the factors in EP (Mo & Shi, 2017). These authors evaluated 247 employees and 45 team leaders. Their performance measures

included deviant behavior and positive employee behavior. They found that employees with higher performance also showed increased levels of trust in leadership (along with lower levels of deviant behavior) (Mo & Shi, 2017). A case examine on worker consider building argued that ET within the employer and management has a direct impact on the worker's paintings engagement and overall performance, as a end result to agency-, main to company-extensive performance outcomes (Covey & Conant, 2016). Although these authors did not test their assertion empirically, they pointed to evidence such as the high levels of ET among high-performing organizations, indicating that this meant organizational trust was crucial for EP (Covey & Conant, 2016).

A study conducted among Thai employees also supported a relationship between ET and TI (Ariyabuddhiphongs & Kahn, 2017). These authors conducted a survey of 187 employees of cafés in Bangkok. They found that trust had a negative effect on TI, which partially mediated the effect of transformational leadership. They also found that EP was negatively related to TI, but did not test the relationship of ET and EP directly (Ariyabuddhiphongs & Kahn, 2017). Another study evaluated the relationship of ET and TI in a study including four countries, using an affect-based trust model (Costigan et al., 2012). Those authors authors indicated that for most of the nations, there has been a robust, bad courting between have an effect on-based totally consider and TI, although in Russia there was a nonlinear dating (Costigan et al., 2012). Moreover, to create collaborative relationships among employees, and to retain employees, it is important that leadership creates trust in their employees (Sharkie, 2018). Once employees trust their leader, they will cooperate and be more willing to stay with the organization.

As mentioned in advance that worker believe can immediately lead to employee overall performance and turnover aim. It can be concluded that when the degree of employee trust is high, the employee performance will be high as well. On the opposite side, if the degree of employee trust is low to none, the turnover intention will be raised.

Taken together, these studies guide a tremendous courting of ET and EP, and a negative dating of ET and TI (table thirteen). However, since the relationship is

measured only relatively infrequently, it is not certain that this relationship will hold. Thus, this test can be considered to be somewhat exploratory in the current research.

Table 13 Summary of Employee Trust, Employee Performance and Turnover Intention

Author	Variables		Results
	Independent	Dependent	
Costigan et al. (2012)	Employee Trust	Turnover Intention	Negative relationship
Covey and Conant (2016)	Employee Trust	Employee Performance	Positive relationship
	Employee Trust	Employee's Work Engagement	Positive relationship
Ariyabuddhiphongs and Kahn (2017)	Employee Trust	Turnover Intention	Negative relationship
Mo and Shi (2017)	Employee Trust	Employee Performance	Positive relationship
Sharkie (2018)	Employee Trust	Turnover Intention	Negative relationship

2.5.2 Employee Satisfaction (ES)

There is somewhat more evidence for the effect of ES on both EP and TI. Several studies in extraordinary contexts have shown that ES has a right away, beneficial impact, high-quality impact on employee overall performance (Atmojo, 2012; Dalal et al., 2012; Duggah & Agaya, 2014; Thamrin, 2012). These studies have routinely found that ES is one of the strongest predictors of EP. A study in the automobile industry has also shown that ES can affect EP (Shaju & Subhashini, 2017). These authors conducted an exploratory study investigating different tenure levels and job roles (managers and employees). They found that ES was one of the most important factors influencing EP overall, with satisfaction with the job itself, co-worker and supervisor relationships, and pay and benefits having a particularly high effect (Shaju & Subhashini, 2017).

Early research that integrated emotional factors in terms of employee satisfaction, together with employee engagement to drive organizational outcomes, was researched by Gloria (2017). The research uses meta-analysis by focusing 42 studies using 37 different companies. The findings revealed a link between the two

variables of employee satisfaction and employee engagement. The belief that any employees who are engaged with the organization, will be more invested, and put more effort into performing their work roles. They will feel that their effort is being valued, and viewed as important by the organization. They concluded that there may be the relationship between employee engagement and worker satisfaction can result in elevated organizational effects, in term of growing customer delight, corporation profitability, productivity, and assist in lowering employee turnover.

Madan (2017), who also studied the correlation between employee satisfaction and employee engagement, found that although employee satisfaction is an important element of managing employees, it cannot alone drive the success of employee output. In order to drive up employee productivity, employee engagement needs to be seen as a vital factor. Employee engagement appears to have a direct effect on organization productivity, while employee satisfaction can be evaluated to assess how each employee feels towards organization structure, policies, rules and regulations of the organization, and other factors related to their job such as leaders, environment, work characteristics, etc. Currently, many organizations invest their money on employee satisfaction surveys just to understand the level of happiness the employees have towards the organization, hoping this will help with employee engagement. Level of happiness at work, or satisfaction of employees toward the organization does not directly correlate with engagement of the employees (Madan, 2007).

By considering Blue (2013) work on employee satisfaction using the Trait Activation Theory. It found that employee satisfaction can be correlated to the relationship between both affect → performance; and affect → turnover. The results showed a strong impact of employee satisfaction as a mediating variable to drive the influence of effect toward performance in positive way. The drive of employee satisfaction in mediating roles that helps motivate the negative relationship between effect and employees willing to quit the job.

A study of hotel employees in Cyprus (n = 482) showed that there was a correlation between the two variables of employee satisfaction and staff engagement, according to the data., although there was no significant relationship between intrinsic job satisfaction and TI, although there was no significant relationship between intrinsic job satisfaction and TI (Zopiatis et al., 2014). This suggests that while

aspects like pay and benefits and supervisor and co-worker relationships negatively influence TI, the job itself may not have such an effect. Another study, conducted in the casino entertainment industry, showed that ES does have an overall effect on TI (Thomas et al., 2017). This study was interesting because it showed that there were also differences between front of house and back of house ES and TI. Their analysis showed that some aspects of ES did have an effect on TI, especially valuing opinions, proper training, fair supervisor treatment and attention from and visits from top management (Thomas et al., 2017). Other studies have also found a strong negative effect of ES on TI (Alarcon & Edwards, 2011; Aydogdu & Asikgil, 2011; Yi et al., 2011). There are some studies that did not find this effect, although the authors concurred that this contradicted the previous findings (Tnay et al., 2013). Overall, the evidence most strongly supports a positive relationship between ES and EP, and a negative relationship between ES and TI.

As discussed above, this can be summed up because of the connection between employee satisfaction, employee performance and turnover intention being varied. Some of them found significant relationships, but some did not find any relationships. Some of them also found direct relationships among them, while some of them found indirect relationships. Even though the results seem to be varied, it can be concluded that when employee satisfaction is increasing, employee performance will be enhanced as well, while turnover intention would go down.

Based on these previous studies, the investigation of ES is quite famous among researchers. Many researchers did conduct the research on satisfaction and its effects, yet the results were different, as shown in Table 14. Some of them found direct negative relationships between ES and IT, while some of them found no relationship between the two. Furthermore, some researchers also illustrated that ES can significantly influence EE, and EP. Therefore, this paper investigated the impact of EE, TI and EP of employees who work in MNCs in Thailand.

Table 14 Summary of Employee Satisfaction, Employee Performance and Turnover Intention

Author	Variables			Results
	Independent	Mediating/ Moderating	Dependent	
Madan (2007)	Employee Satisfaction	-	Employee Engagement	No effect relationship
(Alarcon and Edwards (2011)	Employee Satisfaction	-	Turnover	Negative Relationship
Aydogdu and Asikgil (2011)	Employee Satisfaction	-	Turnover	Negative Relationship
Yi et al. (2011)	Employee Satisfaction	-	Turnover	Negative Relationship
Blue (2013)	Employee Satisfaction		Employee Performance	Positive Relationship
	Employee Satisfaction	-	Turnover	Negative Relationship
Tnay et al. (2013)	Employee Satisfaction	-	Turnover	No effect relationship
Zopiatis et al. (2014)	Extrinsic Job Satisfaction	-	Turnover	Negative Relationship
Gloria (2017)	Employee Satisfaction	-	Employee Engagement	Positive Relationship
	Employee Satisfaction	Employee Engagement	Employee Performance	Positive Relationship
Madan (2017)	Employee Satisfaction	Employee Engagement	Employee Output	Positive Relationship
	Employee Engagement	-	Organization productivity	Positive Relationship
Thomas et al. (2017)	Employee Satisfaction	-	Turnover	Negative Relationship

2.5.3 Employee Commitment (EC)

The evidence for the effect of EC on both EP and TI is strong as well. A number of prior research have discovered that that there is a positive relationship between EC and EP (Atmojo, 2012; Dalal et al., 2012; Thamrin, 2012). Typically, the effect of EC was among the strongest effects found. There was one contradictory study, which the authors acknowledged was inconsistent (Tnay et al., 2013). Studies have also found a negative effect of EC on TI, in line with the original concept of EC as the employee's intent to remain with the organization (Ahmad, 2010; Aydogdu & Asikgil, 2011; Meyer & Allen, 1991; Yi et al., 2011; Zopiatis et al., 2014).

In Asia, recent research have also supported the effects of OC on EP and TI, as established in earlier research. A study among Indian employees investigated OC, its relationship to EE and its effect on EP (Nazir & Ul Islam, 2017). The authors used a SEM-based approach to investigate internal relationships between their constructs. They found that EE did have an effect on both AC and EP, and that AC and EP were related (Nazir & Ul Islam, 2017). Another study investigated the relationships between ES, OC and TI in employees of an Indonesian bank (Ekhsan, 2019). The findings showed that both JS and OC had a significant negative effect on TI, with OC having a much stronger effect. The authors did not test interaction effects between JS and OC, which may have been interesting. However, the findings do support the strong negative effect of OC on TI, as proposed theoretically.

Sometimes these studies only found a significant effect of affective commitment (Zopiatis et al., 2014). There may also be differences based on the employee's commitment profile, or the extent to which they express each individual dimension of commitment (J. Meyer et al., 2012).

The research on employee commitment and employee engagement is also various. However, the research all agrees that employee commitment can positively influence employee performance; and contradictorily, it can negatively impact turnover intention. Thus, it may be appropriate for this study to test all three dimensions of EC separately, rather than as a single construct. However, the evidence does support a positive relationship between EC and EP and a negative relationship between EC and TI.

Table 15 Summary of Employee Commitment, Employee Performance and Turnover Intention

Author	Variables		Results
	Independent	Dependent	
Meyer and Allen (1991)	Employee Commitment	Turnover	Negative Relationship
Ahmad (2010)	Employee Commitment	Turnover	Negative Relationship
Aydogdu and Asikgil (2011)	Employee Commitment	Turnover	Negative Relationship
Yi et al. (2011)	Employee Commitment	Turnover	Negative Relationship
Atmojo (2012)	Employee Commitment	Employee Performance	Positive Relationship
Dalal et al. (2012)	Employee Commitment	Employee Performance	Positive Relationship
Thamrin (2012)	Employee Commitment	Employee Performance	Positive Relationship
Zopiatis et al. (2014)	Employee Commitment	Turnover	Negative Relationship
Nazir and Ul Islam (2017)	Employee Engagement	Employee Performance	Positive Relationship
	Employee Engagement	Affection Commitment	Positive Relationship
	Affective Commitment	Employee Performance	Positive Relationship
Ekhsan (2019)	Job Satisfaction	Turnover	Negative Relationship
	Organizational Commitment	Turnover	Negative Relationship

2.5.4 Organizational Citizenship Behavior (OCB)

Evidence for the effect of OCB on EP and TI is mixed and inconclusive. A meta-analysis of studies on OCB and EP has found that there is a positive, moderate relationship between them (ρ = .29) (Nielsen et al., 2009). This relationship is not uncomplicated, as the research also showed the presence of several moderating variables including the measurement of OCB, source ratings, common raters, and whether objective or subjective measures were used (Nielsen et al., 2009). However, this study does support the presence of a relationship between OCB and in-role EP. A study in Turkey, which showed a relationship between OCB and EP, is especially useful because it decomposes the dimensions of OCB (Günay, 2018). This study

investigated ES, OCB and EP. It found that EP was more strongly predicted by OCB than by ES. The decomposed analysis of OCB found that dimensions of altruism, civic virtue, courtesy and sportsmanship affected EP significantly, with the strongest effect coming from courtesy (Günay, 2018). Moreover, Hermawan, Thamrin and Susilo (2020) invested in relationships among OCB, EP and the role of EE in Indonesia. They collected data from 200 workers in manufacturing sectors in Tangerang, Indonesia. Adopting a Structural Equation Model (SEM) as an analysis tool. Their model showed all fit criteria was achieved. This means that the model testing was acceptable. They found that OCB can positively influence EP. The research results also confirmed the relationship between OCB and EE, as well as the relationship between EE and EP At the same time EE can also act as a mediating construct to steer up the relationship between OCB and EP (Hermawan, 2020, pp. 1089–1097).

There is less evidence for a relationship between OCB and TI, although some authors have investigated it. One study examined employees at a call center in Pakistan (Ahmad, 2010). Although this research did find a significant negative relationship between EC and TI, it did not find a significant effect of OCB on TI. Another study also did not find a relationship of OCB and TI (Yi et al., 2011). However, some authors did find a negative effect of OCB on TI (Plooy & Roodt, 2010). In 2018, Yin et al. (2018) conducted a study in Malaysia to examine the relationship between OBC and TI among generation Y, aged between 17 and 36 years at the research processing time. They classified OBC into 5 groups, which were: Altruism; Conscientiousness; Courtesy; Sportsmanship; Civic virtue. The questionnaire was tested through factor analysis for validity, and Cronbach's alpha for reliability. Unfortunately, conscientiousness, courtesy, sportsmanship and civic virtue failed the minimum requirement to pass the reliability test. There were only altruism and courtesy that were investigated. The investigation results indicated that altruism negatively influenced turnover intention, while courtesy showed no significant effect on turnover intention. Nonetheless, the relationship between altruism and turnover intention was weak ($\beta = -0.14$). This can be implied that OCB can partially impact turnover intention in a negative way (Yin, 2018, pp. 690-701).

Furthermore, Bolino et al. (2015) found a negative impact of organizational citizenship behavior on employee perception. They indicated that the higher degree of OCB, the higher level of citizenship fatigue. Employees seem to be more tired, and demotivated if they do not get enough support and motivation from the organization. On the other hand, if employees are supported and motivated by the organization, they will be less likely to develop citizenship fatigue. Under strong support from the organization, employees showed high intention to cooperate with colleagues, and were less likely to quit the job. Supported by research by Diane (2014) who investigated the relationship between OCB, productivity, and career advancement. Diane found that in the long run, internal OCB showed a negative impact on organizational outcomes. However, when considering professional service OCB it was found to contrast with the former. Besides, professional service OCB showed a positive impact on organization productivities and career advancement. This means that the OCB impact on organizational outcomes can be dependent on time and management of the organization.

A study in public administration in South Korea provides some nuance to the findings on OCB and TI, as it uses a complex moderation model (Campbell & Im, 2016). The authors investigated public service motivation (PSM) as a potential intervening variable. They found that change-oriented OCB mediated the PSM-TI relationship (and thus did have a significant effect on TI on its own). They explained this by suggesting that change-oriented OCB offered the chance for creativity and innovation, reducing TI.

The impact of organizational citizenship conduct in the direction of employee overall performance can be concluded as a positive relationship. however, the effect of organizational citizenship conduct closer to turnover intention is quite complex. It can be a negative relationship to no relationship. Thus, while this research expects to see a positive relationship of OCB and EP, it is not certain that there will be a relationship between OCB and TI.

Table 16 Summary of Organizational Citizenship Behavior, Employee Performance and Turnover Intention

Author	Variables		Results
	Independent	Dependent	
Nielsen et al. (2009)	Organizational Citizenship Behavior	Employee Performance	Positive Relationship
Plooy and Roodt, (2010)	Organizational Citizenship Behavior	Turnover Intention	Negative Relationship
Yi et al. (2011)	Organizational Citizenship Behavior	Turnover Intention	No Significant Relationship
	Employee Commitment	Turnover Intention	Negative Relationship
Diane (2014)	Organizational Citizenship Behavior	Organizational Outcomes	Negative Relationship
Bolino et al. (2015)	Organizational Citizenship Behavior	Employee Perception	Negative Relationship
Campbell & Im, 2016	Change-oriented OCB	Turnover Intention	Negative Relationship
Günay (2018)	Organizational Citizenship Behavior	Employee Performance	Positive Relationship
	Employee Satisfaction	Employee Performance	Positive Relationship
Yin et al. (2018)	Altruism Courtesy	Turnover Intention	Negative Relationship
Hermawan, Thamrin and Susilo (2020)	Organizational Citizenship Behavior	Employee Performance	Positive Relationship

2.5.5 Employee Engagement (EE)

The final relationship considered here is the relationship between EE and employee performance, including EE and TI. This relationship has been well-studied, although there are some surprising gaps in the literature. Various literature reviews and meta analyses have addressed the role of EE in EP and TI. One such review, which focused on the earliest studies on the topic, found that EE had a negative effect on TI (Saks, 2019). Other reviews have demonstrated that both EP (positive) and TI (negative) have been long established as outcomes of EE (Shuck et al., 2011, 2013; Shuck & Wollard, 2010). Therefore, this may be one of the most strongly support relationships in the study in terms of the historical literature. There is also evidence from more recent studies, which have supported these relationships. For example, one study, which focused on task performance, found that EE had the strongest positive

effect on the outcome compared to several other predictor variables (Dalal et al., 2012). Another study, which surveyed employees in Jordan, found a positive effect of EE on EP dimensions (Ram & Prabhakar, 2011). A study in Indonesia also demonstrated that there was a strong positive relationship between EE and EP (Nazir & Ul Islam, 2017). This effect partially mediated the relationship between perceived organizational support and EP as well. A study of employees in hotels in Bali investigated the relationships of EE, OCB and EP (Ayu Putu Widani Sugianingrat et al., 2019). These authors found that EE did have a significant effect on EP, although it was weaker than the direct effect of OCB on EP. However, they did not find that ethical leadership affected this relationship. In addition Motyka (2018) conducted a good process of literature review research on employee engagement and employee performance. His study covered 70 peer review articles that were published on three famous online databases, which were EBSCO, Emerald, and ProQuest from 2013–2018. The review results showed most of these articles demonstrated the relationship between employee engagement and employee performance was statistically confirmed (Motyka, 2018, pp. 227–244).

Reddy (2017) conducted research on intention to quit and employee engagement. Reddy indicated that employee engagement showed a negative relationship to employee intention to resign from work. Employee engagement factors under his research can be seen as working environment, leader support, reward system, and training and development. Moore (2001) conducted similar research by comparing engagement in terms of job engagement, and lack of job engagement that impacted on intention to resign from work. Believing that the relationship between engagement and intention to quit the job can be impacted by other factors. The research suggested not only a direct relationship between the two, but also other factors that can lead to indirect impact. These factors can be seen as socio and psychological attributes, as mentioned in the Reddy (2017) study.

A study on EE found that absorption had a significant negative relationship to TI, although vigor and dedication did not have such an effect (Alarcon & Edwards, 2011). A second investigation was conducted in a South African company also found a strong negative effect of EE on TI (Plooy & Roodt, 2010), as did a study in Jordan (Ram & Prabhakar, 2011). An analysis of the US Federal Employee Viewpoint

Survey also revealed a connection between EE and TI (McCarthy et al., 2020). These authors decomposed their analysis by engagement factors, using odds ratios to represent effects on TI. They found that intrinsic work experience had the highest odds for TI, followed by leaders lead and supervisors dimensions. Likewise, a study by Lacap (2020) also found the relationship between EE and TI. They collected data from 500 participants in both private, and public sectors in Pampanga, Philippines, using a sampling technique from December 2017 to February 2018. The PLS-SEM (Partial Least Square Structural Equation Model) results indicated that there was a direct negative relationship between EE and the intention to quit. There was also an indirect negative relationship among EE, the intention to quit and transformational leadership, in which the relationship between transformational leadership and the intention to quit can be mediated by EE (Lacap, 2020, pp. 665–670).

Furthermore, research by Reissová and Papay (2021) investigated factors affecting potential turnover in the Czech Republic. They collected data from 257 employees who work under a large call centre company. The result showed that the relationship between employee engagement and job satisfaction is positive, even under high pressure. The results also showed that employee engagement can negatively drive potential turnover.

Unlike organizational citizenship behavior, the relationship among employee engagement, employee performance and turnover intention is quite solid. It can be summed up that employee engagement can positively and directly drive employee performance, while negatively drive turnover intention. Therefore, it can be strongly stated that EE is expected to have a positive effect on EP and a negative effect on TI, from the existing literature. This paper would investigate this relationship under the perspective of MNCs in Thailand.

Table 17 Summary of Employee Engagement, Employee Performance and Turnover Intention

Author	Variables		Results
	Independent	Dependent	
Moore (2001)	Employee Engagement	Turnover Intention	Negative Relationship
Plooy and Roodt (2010)	Employee Engagement	Turnover Intention	Negative Relationship
Shuck and Wollard (2010)	Employee Engagement	Employee Performance	Positive Relationship
	Employee Engagement	Turnover Intention	Negative Relationship
Alarcon and Edwards (2011)	Employee Engagement	Turnover Intention	Negative Relationship
Ram and Prabhakar (2011)	Employee Engagement	Employee Performance	Positive Relationship
Shuck et al. (2011)	Employee Engagement	Employee Performance	Positive Relationship
	Employee Engagement	Turnover Intention	Negative Relationship
Dalal et al. (2012)	Employee Engagement	Employee Performance	Positive Relationship
Shuck et al. (2013)	Employee Engagement	Employee Performance	Positive Relationship
	Employee Engagement	Turnover Intention	Negative Relationship
Nazir and Ul Islam, (2017)	Employee Engagement	Employee Performance	Positive Relationship
Reddy (2017)	Employee Engagement	Turnover Intention	Negative Relationship
Motyka (2018)	Employee Engagement	Employee Performance	Positive Relationship
Saks (2019)	Employee Engagement	Turnover Intention	Negative Relationship
McCarthy et al. (2020)	Employee Engagement	Turnover Intention	Negative Relationship
Lacap (2020)	Employee Engagement	Intention to Quit	Negative Relationship
Reissová and Papay (2021)	Employee Engagement	Potential Turnover	Negative Relationship
	Employee Engagement	Job Satisfaction	Positive Relationship

2.6 Studies on MNCs and Previous studies in Thailand

In the previous section, general evidence for the effects of the identified factors on EP and TI were reviewed. This section turns to a more specific investigation, focusing on studies conducted in MNCs and in Thailand, to evaluate the relationships observed. The related studies include three groups: those that address EE and its relationships to ET, ES, EC and OCB; those that evaluate the role of ET, EE, ES, EC and OCB in EP; and those that evaluate the role of these factors in TI. As these reviews show, the evidence is not balanced in these studies, and very few of the studies (if any) evaluate a full holistic model of the relationships investigated here. Instead, many of the studies address only a few of the variables proposed for this research, often using one of the factors as an intervening variable. Therefore, there were no studies found that evaluated a full chain of consequences as proposed here in the context of either Thai firms or MNCs.

2.6.1 Employee Engagement

There were relatively few studies that could be found that addressed the relationship of EE and its antecedents (ET) and consequences (EC, ES and OCB). One study surveyed employees of Thai firms (n = 522) to evaluate the relationship of EE and OCB (Rurkkhum & Bartlett, 2012). The authors showed that total EE predicted between 5% and 27% of variance in the five dimensions of OCB; thus, there was a noticeable positive (although small) effect. A second study investigated EE as a mediating variable between perceived employer branding and discretionary effort (one formulation of the OCB concept) in a Thai oil firm (n= 1,349) (Piyachat et al., 2014). These authors indicated that EE had a strong positive effect on discretionary effort, which almost fully mediated the effect of employer branding. A study conducted in India investigated the relationships of ET, OI, and corporate ethical values and their role in the EE-OCB relationship (Srivastava & Madan, 2016). This study revealed that EE and OCB were affected by OI, and that there was an interaction effect of EE*OCB. EE and ET also had a significant effect on OCB. Thus, these factors were connected to each other, offering support for the research although it does not test the full model. An investigation of EE in Indian power companies is

also related to this study (Mohanty & Arunprasad, 2020). These authors investigated antecedents of EE. They found that co-worker trust and supervisor trust, along with organizational trust, were all antecedents of EE. Taken together, this supports the role of ET on EE. However, the authors did not investigate further either to examine other antecedents or to investigate the outcomes of EE. A study on Thai employees investigated antecedents and consequences of EE (Smithikrai, 2019). This study found that ES, attitudes toward the organization, and positive orientation affected EE. EE in turn affected proactive work behavior, innovative work behavior and OCB. Thus, this study supports EE as a factor in EP in different dimensions (Smithikrai, 2019). Thus, these studies do provide support for the proposed relationships, but this support is minimal as it does not follow through the full model of the study.

There are also some related studies on the effects of organizational identification (OI) on employee engagement (EE), although it is not one of the main work attitudes that are investigated (He & Brown, 2013). One of these studies investigated the relationships of OI and moral identity centrality as possible mediators of the procedural justice-EE relationship (He et al., 2014). The authors showed that OI increased the effect of procedural justice on EE, having a positive effect. A study from China investigated the role of OI and organizational justice in perceived organizational support and EE (Dai & Qin, 2016). These authors surveyed employees from different companies across China. They proposed that OI has a mediating role between perceived organizational support and OI, and that OI contributes to EE. Their analysis revealed that OI did have a significant impact on EE, and that this effect was moderated by high perceived organizational support. From this study, it is possible to notice that OI and EE are related, but that their relationship is connected to other work attitudes. Another study showed that OI had a positive relationship to work engagement, which led to an indirect effect on job satisfaction (Karanika-Murray et al., 2015). A recent investigation focused on employee engagement for sustainability (Fairfield, 2019). The authors showed that OI did lead to positive EE for sustainability (for example, support of organizational sustainability goals and participation in actions). Furthermore, the authors also showed that engagement in organizational sustainability actions also increased OI. Therefore, there is the possibility of a two-way or feedback effect present here. The authors suggest that this could be due to the

interaction of sense-making activities of individuals, through which OI could be enhanced through participation in sustainability goals. A similar study investigated corporate social responsibility (CSR) and EE (Esmaeelinezhad et al., 2015). These authors found that OI has a mediating effect within this relationship, being positively influenced by CSR and positively influencing EE. Thus, like Fairfield (2019), OI did have a relationship to EE, but it was also a relationship that was influenced by the company's own policies and activities. A slightly different approach focused on personal growth initiatives, individual empowerment and OI (Srivastava & Singh, 2020). These authors found that there was a complex set of relationships between the organizational activities and individual work attitudes, though OI did generally have a positive relationship with EE (Srivastava & Singh, 2020). Thus, while these studies do exist, for the most part OI plays a mediating role, rather than being investigated directly. Furthermore, the exact mechanism of the effect is unclear, and it is not certain whether there is a one-way or two-way relationship between OI and EE. This is an area that could use more clarification, although it is inherently complex.

One of the most great gaps inside the studies is the fact that there aren't any assisting studies on the relationship of worker engagement with subsidiary organizations on worker engagement with the multinational discern organization (or vice versa) (desk 18). In fact, although the importance of employee engagement with the parent company is noted in the literature (Kelliher et al., 2014), it does not appear that this has been investigated as a bi-level or directional relationship in the literature at all. Therefore, this is one of the main areas where there is an opportunity to control to the literature.

Table 18 Summarize of studies of MNCs and Employee Engagement in Thailand

Author(s)	Method	Relationship	Results
Rurkkhum and Bartlett (2012)	Quantitative	Employee Engagement → Organizational Citizenship Behavior	Positive (weak)
He and Brown (2013)	Quantitative	Procedural justice→ Employee Engagement, Organizational Identification as moderator	Positive
Piyachat et al. (2014)	Quantitative	Perceived employer branding→ Discretionary effort (Organizational Citizenship Behavior), mediating by Employee Engagement	Positive (strong)
Esmaeelinezhad et al. (2015)	Quantitative	Corporate Social Responsibility → Employee Engagement, mediating by Organizational Identification	Positive
Karanika-Murray et al. (2015)	Quantitative	Organizational Identification → Work engagement	Positive
		Organizational Identification has indirect effect on job satisfaction	Positive
	Quantitative	Organizational Identification → Employee Engagement	Positive (moderated)
Fairfield (2019)	Quantitative	Organizational Identification → Employee Engagement	Positive
Smithikrai (2019)	Quantitative	Employee Satisfaction → Employee Engagement	Positive
		Attitudes toward the organization → Employee Engagement	Positive
		Positive orientation→ Employee Engagement	Positive
		Employee Engagement → Employee Performance (Proactive work behavior and innovative work behavior)	Positive
		Employee Engagement → Organizational Citizenship Behavior	Positive
Mohanty and Arunprasad (2020)	Quantitative	Employee Trust → Organizational Citizenship Behavior	Positive
		Employee Engagement → Organizational Citizenship Behavior	Positive
		Employee Engagement → Organizational Identification	Positive
		Organizational Citizenship Behavior → Organizational Identification	Positive
Srivastava and Singh (2020)	Quantitative	Organizational Identification → Employee Engagement	Positive

2.6.2 Employee Performance

There were also relatively few studies that addressed EP from the perspective of the factors in this study. A study that investigated ET was carried out sampling of IT employees in a Thai firm (n = 187) (Pratoom & Cheangphaisarn, 2011). This study found that organizational trust was influenced by trust in supervisors and perceptions of procedural, interactional and distributive justice. In turn, it directly and positively influenced OCB, through which it influenced in-role EP. However, this effect was not fully mediated. Therefore, this study provides evidence that both ET and OCB could influence EP. Another study, conducted in Thai hotel workers (n= 194) and managers (n = 29), investigated ES as a mediating variable between management commitment to service and employee service behavior (a concept of EP that included cooperation and service behaviors) (H. J. Kim et al., 2009). Authors found that ES did have strong impact on both service behaviors and cooperation. A third study investigated ES as a mediating variable between psychological climate and transformational leadership and EP in Indian employees of MNCs (n = 357) (Biswas & Varma, 2012). The authors showed that ES had a significant positive effect on EP, which partially mediated the effects of psychological climate and transformational leadership. Other recent studies have also identified relationships to EP which are used in this study, though not all of these studies have used the same approach or theoretical models as the present research. Most of these recent studies have been concerned with ES, OC and OCB, rather than the broader factors such as OI. One of these studies investigated organizational culture, personality, ES and OC on EP in Bali (Kawiana et al., 2018). Authors found that ES had a significant effect on OC. Furthermore, both ES and OC had a positive effect on EP. Thus, there are connections between ES, OC and EP based on the findings of this study. A second study, this time in the Indian banking industry, also addressed a connection between ES and EP (Mishra et al., 2020). The authors used structural equation modelling to identify ES antecedents of EP, which included relationships, appraisal and working conditions, along with organizational motivators. Their analysis showed that appraisal, working conditions and relationships all had a significant effect on EP (Mishra et al., 2020). Thus, this study supports a connection between ES and EP, but does not address any of the other dimensions of EP that are tested here. A study in the Indonesian National Police also

examined factors in EP (Saragih et al., 2017). These authors investigated OCB and ES as factors in EP, along with competencies. They found that competencies had a significant effect on job satisfaction, as did OCB. They also found that competence and OCB both affected EP. Finally, they found that ES affected EP. Therefore, there was an indirect effect through ES of both competency and OCB on job satisfaction. This study supports many of the relationships proposed in the current research, though like many other studies it also includes an additional factor.

Taken together, these studies support the role of ET, OCB, and ES as factors in EP within the context of the research as showed in Table 19. In this case, this paper would identify factors effecting employee performance of employees who work for MNCs in Thailand.

Table 19 Summarize of studies of MNCs and Employee Performance in Thailand

Author(s)	Method	Relationship	Results
H. J. Kim et al. (2009)	Quantitative	Management commitment→ Employee Performance, mediating by Employee Satisfaction	Positive
Pratoom and Cheangphaisarn, (2011)	Quantitative	Employee Engagement → Employee Performance	Positive
		Organizational Citizenship Behavior → Employee Performance	Positive
		Employee Trust→ Organizational Citizenship Behavior	Positive
Biswas and Varma (2012)	Quantitative	Psychological climate → Employee Performance, mediating by Employee Satisfaction	Positive
		Transformational leadership → Employee Performance, mediating by Employee Satisfaction	Positive
		Employee Satisfaction → Employee Performance	Positive
Saragih et al. (2017)	Quantitative	Competence →Job satisfaction	Positive
		Competence → Organizational Citizenship Behavior	Positive
		Competence → Employee Performance	Positive
		Organizational Citizenship Behavior → Employee Performance	Positive
Kawiana et al. (2018)	Quantitative	Employee Satisfaction → Organizational Commitment	Positive
		Employee Satisfaction → Employee	Positive

		Performance	
		Organizational Commitment → Employee Performance	Positive
Mishra et al., (2020)	Quantitative	Employee Satisfaction → Employee Performance	Positive

2.6.3 Employee Engagement and Employee Performance

2.6.3.1 Employee Engagement and Organizational Performance

Employee engagement is one of the goals for human resource control techniques,, because improving employee engagement is one of the ways that companies can achieve much greater organizational performance improvements (Macey et al., 2009; Macey & Schneider, 2008). For example, high levels of employee engagement can lead to greater motivation and effort, especially when it is coupled with expectancy of reward for the employee's hard work (Kahn, 1990). Employee engagement is also an indicator of the extent to which the employee is loyal to the company and is willing to work harder to help achieve organizational goals (Shanmugam & Krishnaveni, 2012). A meta-analysis of employee engagement studies showed that highly engaged employees work harder at their assigned tasks and may be more willing to take on unassigned or extra-role work (Harter et al., 2002). Furthermore, employee engagement and organizational commitment are complementary work attitudes (Kanste, 2011). The implication of this is that employees who are highly engaged are also committed to the organization, meaning that they are unlikely to seek other opportunities and will therefore have low turnover intentions (Kanste, 2011). Employee engagement can also be considered d as a positive emotional state of employees, which affects their work performance (Halbesleben & Wheeler, 2008). Employees with high employee engagement are also those that tend to feel best about the organization, therefore being more committed and willing to perform.

Anitha (2014) provided insightful information regarding employee engagement in terms of working environment and relationships with teammates. Using employee engagement to predict the outcome for the organization. The result supported that employee performance can be significantly impacted by employee engagement. Similarly, Cardy (2004) expanded by investigating the correlation of

performance management and employee engagement, and found that performance management is a key driver for organizational effectiveness. By considering employee performance in the form of task performance, it can be illustrated that inadequately assigned duties, can impact performance (Halbesleben and Wheeler, 2008). Another related study was by Elif (2012) whose study pointed to the association of psychological contract, employee engagement and employee performance. Elif (2012) investigated psychological contract using various elements, and concluded that psychological contract as a reward policy, and talent management, can impact both employee engagement and organizational performance in a positive way. Besides putting the right man to the right job, and creating an effective workforce that engages with the organization, can bring to mutual development of the relationship between employee and employer. The management team is also responsible for increasing employee commitment, and building up the sense of employee loyalty, to perform their best for the organization (Elif, 2012). Muthike (2017) also studied psychological contract and employee engagement, by linking them with Hewitt's (2004) model. Underlining her work into three stages of action which were "Say", "Strive" and "Stay". She stated that when employees engage with the company, they will say positive thing about the company to others (teammates and prospective employees). They will strive to find opportunities to be proactive for the company, and they will always strive to drive the success of the company, believing these engaged employees are more committed to the organization, and willing to increase productivity and success. Moreover, Devi (2017) who assessed direct relationships between employee engagement and employee performance, using employee engagement as an independent construct, and employee performance as a dependent construct. She found that engaged employees seem to show more responsibility for completing work on time, which can lead to improve overall organizational performance. She also found that employee engagement was a key factor in driving employees to enhance their skills. By increasing their competence, their job can be more effective, and contribute to the overall performance of the organization. Kazimoto (2016) also investigated the link between employee engagement and organization performance. His research was conducted in Uganda with 120 participants in Wobulenzi-Luweero City, by focusing on non-financial

performance. He found that employee engagement can positively impact the non-financial performance of the organization, but not all perspectives of employee performance. The result showed that employee engagement can help drive job satisfaction, but not job assignment. However, job assignment, which is one of the most crucial aspects of organization performance, showed that it is crucial for engaging employees to drive organization performance in terms of profitability and permanence. Likewise, a study by Otieno, Waiganjo and Njeru (2015) whose research focused on the horticulture industry in Kenya, including farming, transporting, packaging and banking that related to agricultural business, used a cross-sectional and stratified sampling data collecting technique, to collect data from 1888 respondents who work for flower farms in Kenya. The results showed that employee engagement is a crucial factor in driving organizational performance in horticulture. They also suggested that organization should focused on induction training, in order to help its employees understand their role of working, and become engaged with their job, which is part of enhancing organizational performance (Otieno et al., 2015). In addition, Abu Daqar and Smoudy (2019) gave another view of employee engagement. They stated that the organization should treat its employees in the same way it treats assets and customers, to make employees feel more engaged. They also stated the strategies that can help to transform employee engagement is employee oriented. They found that not all oriented strategies can drive employee engagement. Their research also compared the level of engagement in private and public sectors, by including 55 respondents who work in both private and public sectors in Palestine. The result showed that employees who work in the private sector are most likely to show a higher engagement level than employees who work in the public sector, which is the result of higher financial and personal recognition (Abu Daqar & Smoudy, 2019).

There are also real-life cases that cite success in using employee engagement as one of their strategies in raising organizational performance. Johnson and Johnson has adopted employee engagement as part of their strategies, by embedding it the work culture, to make everyone feel more unified as a team, and help each other by providing real time feedback about one another in order to enhance productivity and effectiveness at work (States, 2008). By doing this, the company can assist each of

their business units to achieve its quarterly target (States, 2008). Another case where employee engagement can help drive organizational performance of both non-financial and financial outcomes, is the case of North Shore LIJ Health System. The company decided to invest in an employee engagement program by putting approx. $10 million USD into raising employee engagement through training and development programs (States, 2008). Consequently, the annual record of employee retention at North Shore LIJ Health System company was 96 percent, and patient satisfaction also increased, and company profits hit record figures (States, 2008). This showed that investing in employee engagement is worth doing when expecting to increase productivity in terms of organizational outcomes. Caterpillar, the large multinational construction company, announced that implementing employee engagement at one of their plants in Europe helped them save approximately $8.8 million USD from employee turnover cost only (Vance, 2006).

Employee performance contributes to organizational performance, and is the best level for individual employee contributions to be measured on (MacLeod & Clarke, 2010). One of the main questions that does need to be asked is, what do we mean by employee performance? Employee performance is a complex multidimensional construct whose specific operationalization varies depending on the organizational and job context (Fletcher, 2001). Furthermore, earlier functional definitions of job performance have been challenged by theories like emotional intelligence (EI) (Goleman et al., 2013) and transformational leadership (Thamrin, 2012), which have rejected the idea that job performance is only about meeting specific numeric targets. Another aspect of employee performance that has come under inspection is that of the psychological contract, or the employee's perception of what he or she is promised by the employer (Conway & Coyle-Shapiro, 2012). While fulfilment of the psychological contract contributes to employee performance. Thus, having a wider perspective on what employee performance means, which can include employee engagement as well as other attitudinal perspectives, helps to better understand what employee engagement offers to employee performance.

Various authors have used different approaches to measure employee performance. One such measure is task performance, which is defined by the individual's specific job role and includes aspects like task completion (Halbesleben

& Wheeler, 2008). This approach can be used across jobs and organizations, since it is broadly defined and can apply to any job, dealing with the complexity of standardizing job performance measures. Another measurement approach investigates skill improvement, for example undertaking training in job roles and external training to enhance knowledge and skills (Knight et al., 2017). While this is not the most common approach to investigating employee engagement, it draws on the AON Hewitt (2015) model of employee engagement, asserting that employees who are committed to stay and strive will be willing to work to enhance their skills for the organization. More addition, employees that are enthusiastic about their work are also more likely to plan to stay with the company in the long run (Biswas & Bhatnagar, 2013; Biswas & Varma, 2012). Thus, this perspective reflects the relationship of employee engagement to organizational commitment.

In summary, the approaches that have been used to measure employee performance are reflective of the accumulation of employee engagement and organizational commitment (Table 20). They should therefore represent both short-term task performance and long-term intentions such as turnover intention, which are indicative of the employee's organizational commitment. Therefore, it can be concluded that employee engagement can result in increasing organization performance, in terms of both financial and non-financial outcomes, in various types of organization such as health care, construction, private and public sectors, and multinational companies. Thus, there is plenty of theoretical work that supports the role of employee engagement in organizational performance.

Table 20 Summarize of studies of MNCs and Employee Performance in Thailand

Author(s)	Method	Relationship	Results
Kahn (1990)	Quantitative	Employee Engagement → Motivation and Effort	Positive
(Halbesleben and Wheeler (2008)	Quantitative	Employee Engagement → Work Performance	Positive
Kanste (2011)	Quantitative	Employee Engagement → Organizational Commitment	Positive
		Employee Engagement → Turnover	Negative
Elif (2012)	Quantitative	Psychological Contract* → Employee Engagement	Positive

Author(s)	Method	Relationship	Results
		* Reward policy, talent management, putting the right man to the right job, and creating an effective workforce	
Shanmugam and Krishnaveni (2012)	Quantitative	Employee Engagement → Loyal to the Company	Positive
		Employee Engagement → Willing to work harder to help achieve organizational goals	Positive
Anitha (2014)	Quantitative	Employee engagement → Employee Performance	Positive
Waiganjo and Njeru (2015)	Quantitative	Employee Engagement → Organizational Performance	Positive
Kazimoto (2016)	Quantitative	Employee engagement → Non-financial Performance	Positive
		Employee engagement → Job Satisfaction	Positive
		Employee engagement → Job Assignment	No significant relationship
Devi (2017)	Quantitative	Employee Engagement → Overall Organizational Performance	Positive
Muthike (2017)	Quantitative	Employee Engagement →Willingness to increase productivity and success	Positive
Abu Daqar and Smoudy (2019)	Quantitative	Employee Engagement → Organizational Performance	Positive

2.6.3.2 Engagement and financial performance

Connections between employee engagement and the organization's financial performance are much less common than those between employee engagement and individual in-role performance. However, there is some evidence that employee engagement does contribute to organizational performance. One assessment shows that firms may use return on assets (ROA), profitability and/or shareholder value to measure the effect of employee engagement (Macey et al., 2009). Macey, et al.'s assessment show that these three measures are all positively affected by employee engagement. An assessment based on organizational studies suggests that firms may lose around 34% of a disengaged employee's salary, due to lost work productivity, absenteeism and other factors (Borysenko, 2019). Thus, employee engagement both benefits the company's performance and can negatively affect it.

2.6.4 Turnover Intention

The relationships are the correlations between the study components and the outcomes have attracted the most attention in the literature of TI.

One of the few studies that investigated ET was conducted on café employees in Thailand (n = 187) (Ariyabuddhiphongs & Kahn, 2017). This study used ET and EP as mediating variables in the relationship between transformational leadership and TI. They found a negative direct effect of ET on TI, along with a negative effect of EP on TI. Both of these effects were stronger than the direct effect of transformational leadership on TI.

Another study examined employee retention (the opposite of turnover) in MNCs, using a sample of individuals from multiple organizations (n = 211) (Kundu & Lata, 2017). The authors found that EE had a significant positive effect on employee retention, which implies it would have a negative effect on TI. However, this study did not investigate any of the other variables that will be investigated in this research, focusing instead on aspects like supervision and work environment.

A study in low-skilled Burmese migrant workers in Thailand (n = 400) investigated EC and JS, as well as need satisfaction and life satisfaction, in TI (Puangyoykeaw & Nishide, 2015). The authors, who used a structural equation modelling (SEM) approach, found that there was a strong negative effect of JS on TI (-.58). They also found an indirect effect of EC on TI through needs satisfaction and life satisfaction, although they did not test the relationship directly.

A second study in IT outsourcing workers in a Thai firm (n = 122) examined ES, EC, and work commitment (a construct similar to but distinct from employee engagement) and its effect on TI (Sangroengrob & Techachaicherdchoo, 2010). The study found that ES had a significant positive effect on both EC and work commitment, which in turn had a negative effect on TI. Thus, while this study did not test ES and EC for TI directly, it does provide some evidence that these factors will influence TI.

An unusual study investigated the relationship of EC, OCB role definition and TI in top managers of MNC subsidiaries in Spain (García-Cabrera & García-Soto, 2011). Authors found a significant positive effect of affective and normative commitment on OCB role definition, but did not find that OCB influenced TI. An

follow-up study investigated the relationship of EC and TI in the same sample (García-Cabrera & García-Soto, 2012). As these authors note, EC has more importance for these top managers because of the high commitment and resource demand of their roles. The authors found that affective commitment has a strong negative effect on TI, but low-alternatives continuance commitment (i.e. the perception that the manager would have difficulty finding a similar position) had a significant positive effect on TI. Thus, there may be some differential effects in the role of EC and TI, suggesting that the three EC components should be tested separately.

A study in Malaysian MNC workers from Generation Y (n = 159) investigated the role of OCB and TI (Khalid et al., 2013). These authors found negative correlations between all five dimensions of OCB and TI, but the regression analysis showed that only sportsmanship and civic virtue had a significant negative effect.

Another study in foreign subsidiaries of MNCs, this time conducted in white-collar workers in Beijing and Shanghai, tested EC as an intervening variable between localization of work practices and TI (Hitotsuyanagi-Hansel et al., 2016). Authors found that there was a significant negative effect of EC on TI, somewhat mediating the effect of localization.

Taken together, these studies provide some limited support for the role of ET, EE, EC, ES, and OCB in the context of either Thai firms or in MNC subsidiaries (Table 21). In general, the relationship is as expected from the general literature on this topic, although there are some variances such as the non-significance of OCB in TI. However, this literature is very sparse.

Table 21 Summarize of studies of MNCs and Turnover in Thailand

Author(s)	Method	Relationship	Results
Sangroengrob and Techachaicherdchoo, (2010)	Quantitative	Employee Satisfaction → Employee Commitment	Positive
		Employee Satisfaction → Work Commitment	Positive
		Employee Satisfaction → Turnover Intention	Negative
García-Cabrera and García-Soto (2011)	Quantitative	Organizational Citizenship Behavior → Turnover Intention	No significant relationship
		Affective commitment → Turnover Intention	Negative (strong)
		Normative commitment → Organizational Citizenship Behavior	Positive
Khalid et al. (2013)	Quantitative	Organizational Citizenship Behavior → Turnover Intention	Negative
(Puangyoykeaw and Nishide (2015)	Quantitative	Job Satisfaction → Turnover Intention	Negative
Hitotsuyanagi-Hansel et al. (2016)	Quantitative	Employee Commitment → Turnover Intention	Negative
Ariyabuddhiphongs and Kahn (2017)	Quantitative	Transformational leadership → Turnover Intention, mediating by Employee Trust	Negative (strong)
		Transformational leadership → Turnover Intention, mediating by Employee Performance	Negative
		Employee Performance → Turnover Intention	Negative
Kundu and Lata (2017)	Quantitative	Employee Engagement → Employee Retention	Positive

2.6.5 Related Studies in Thailand

2.6.5.1 Employee Engagement

There has been some prior research into employee engagement in Thai employees of MNCs, although most of these studies have not been comparative in terms of employee engagement between the subsidiary and the MNC. One study investigated employee engagement in a human resources services company in Bangkok (Khewsomboon et al., 2017). These authors showed that there were no demographic differences in employee engagement (including age, gender, or employment tenure). However, their main focus was on an organizational

development intervention (ODI), which was designed to improve feelings of collectivism and pride in the organization. They reported that this intervention was effective at improving employee engagement. The recommendation from this study was that the company's mission, vision and values should be strongly communicated in order to improve cultural alignment of the employee and the organization. Thus, while this study shows a way to improve employee engagement, it does not identify significant differences in it.

A study by Wipoonsanapat (2005) investigated employee engagement in an international company. This study also found that demographic factors did not influence employee engagement significantly (including age, gender, education and marital status). Factors that were identified as significant included organizational culture, internal relationships, the work environment, and compensation and benefits package. There were also several factors that were not found to be significant, which included performance measurement, career paths and attitudes toward the current role. While this study did not investigate most of the factors used in this research, it does highlight that the working environment and organizational climate does have an effect on employee engagement (Wipoonsanapat, 2015).

Moreoover, Tanakornkasamsri (2015) investigated employee motivations in a consulting and auditing company. These authors used the two-factor or motivation-hygiene model of employee motivation and performance (Herzberg, 1968), which proposes that there are factors that actively lead to satisfaction (motivators) and those that do not contribute to satisfaction if they are present, but can lead to dissatisfaction if they are missing. Their study showed that all of the identified motivators and hygiene factors contributed to employee engagement. The most influential factors included career path and job promotion and salary and benefits (both of which are hygiene factors), while the weakest effect came from the job itself (a motivator) (Tanakornkasamsri, 2015). Thus, this study shows that employee engagement in a Thai MNC can be expected to be similar to other organizations.

A comparative study between Indian and Thai MNC employees also provides some evidence for differences within MNCs (Chaudhary et al., 2018). This study, focused on the information technology (IT) industry, found that employee

engagement was slightly (though significantly) higher among Thai employees than Indian employees.

Another study investigated employee engagement as the outcome of talent management strategies in Thai cement companies (Piansoongnern et al., 2011). Like other studies, this one did not find any influence of demographic factors in employee engagement. However, it did find that factors like involvement and support of the top management, salary and benefits (e.g. health insurance), workplace safety, training and development opportunities, career paths and career advancement opportunities, work-life balance, and organizational climate factors all affected employee engagement.

One study investigated the perceptions of Chinese leadership in Thai subsidiaries of MNCs (Piansoongnern, 2016). The authors found that leadership was often viewed negatively, with perceptions including that it was dictatorial and too prone to take credit for innovation and creative ideas. This had a negative impact on employee engagement, as employees did not trust the management and thought that their work would be stolen or misused.

A study by Kunte and RungRuang (2015) is also useful because it used a longitudinal perspective, examining the same sample over two waves. The authors found several factors that influenced employee engagement, particularly role ambiguity and self-efficacy (Kunte & RungRuang, 2019). This is a useful study because it highlights the effect of employee roles and organizational and personal resources, but it does not address the interaction of employee engagement with other work attitudes.

A similar study investigated employee engagement and performance among employees in Bangkok, including both public and private employees (Smithikrai, 2019). However, this author used a different theoretical framework, with employee engagement factors including positive orientation, career satisfaction and attitudes toward the organization predicting three different dimensions of performance (proactive work behavior, innovative work behavior and OCB). This study showed that there were influences of these aspects of employee engagement and performance. Thus, this study is a limited but useful perspective into the research.

A recent study in café employees in Bangkok is also related to this research, though it does not address employee engagement (Ariyabuddhiphongs & Kahn, 2017). These authors investigated the role of transformational leadership in TI. They tested factors including trust and job performance as possible intervening factors. They did report that there was a mediating effect of both trust and job performance. Thus, this study supports some of the internal relationships in this research though it is not a complete test.

Recent research by Sungmala (2021) found that employee engagement can impact employee performance in both financial and non-financial areas. They conducted the study with 423 participants, who were working with MNCs in Thailand. They classified employee performance into 4 groups. These group were: Growth; Achievement; Contribution; Satisfying customers. Analyzing through regression, the results showed that employee performance was influenced by employee engagement. Among employee performances, the relationship between employee engagement and achievement was the strongest (β value = 0.899), followed by employee engagement and growth (β value = 0.887), employee engagement and contribution (β value = 0.872), and employee engagement and satisfying customers (β value = 0.867), respectively. This means that employee engagement can positively influence employee performance in regard to employees working for a multinational company.

In summary, there have been several studies over the past few years that have investigated Thai employees and their employee engagement in various situations, including in MNCs and in domestic firms (Table 22). These studies have shown generally that employee motivators and organizational factors have an influence on employee engagement, but demographic factors do not. However, there has not been much effort to compare Thai employees to others or to investigate the employee engagement in domestic versus international firms.

Table 22 Summarize of Employee Engagement in Thailand

Author(s)	Method	Relationship	Results
Wipoonsanapat (2005)	Quantitative	Demographic → Employee Engagement	No significant different
		Working environment → Employee Engagement organizational climate	Positive
		Organizational climate → Employee Engagement	Positive
Piansoongnern et al. (2011)	Quantitative	Demographic → Employee Engagement	No significant different
		Involvement and support of the top management → Employee Engagement	Positive
		Salary and benefits → Employee Engagement	Positive
		Workplace safety → Employee Engagement	Positive
		Training and development opportunities → Employee Engagement	Positive
		Career paths and career advancement opportunities → Employee Engagement	Positive
		Work-life balance → Employee Engagement	Positive
		Organizational climate → Employee Engagement	Positive
Kunte and RungRuang (2015)	Quantitative	Employee roles and organizational → Employee Engagement	Positive
		Personal resources → Employee Engagement	Positive
Tanakornkasamsri (2015)	Quantitative	Career path → Employee Engagement	Positive
		Job promotion → Employee Engagement	Positive
		Salary and benefits → Employee Engagement	Positive
Piansoongnern (2016)	Quantitative	Management Nationality (Chinese) → Employee Engagement	Negative
Khewsomboon et al. (2017)	Quantitative	Demographic → Employee Engagement	No significant different
		Employee Engagement → Employee Retention	Positive

Author(s)	Method	Relationship	Results
Chaudhary et al. (2018)	Quantitative	Nationality (Thai and India) → Employee Engagement	Different
Smithikrai (2019)	Quantitative	Employee Engagement → Employee Performance	Positive
Sungmala (2021)	Quantitative	Employee Engagement → Employee Performance (Growth, Achievement, Contribution, and Satisfying Customer)	Positive

2.6.5.2 Employee Performance

Identifying key drivers of organizational performance is one of the ultimate goals of many organizations. Tangthong (2014) who focused on secondary research, investigated the connection between HR practice and performance of the organization. He stated that two main HR practices, which he identified as compensation and benefits, are the key drivers of organizational performance, especially for FDI companies such as MNCs in Thailand. Motivating its employees through effective incentive and reward systems, and training and development programs, can result in enhancing organization performance in a positive way. A study focused on public secondary school also showed similar results (Gapor & Doctor, 2020). This have a look at considered performances in six dimensions which have been: job knowledge; interpersonal capabilities; cooperation or collaboration and verbal exchange abilties; planning and organizing, and achieving effects; problem evaluation and selection making; make a dedication to diversity or inclusion. For engagement, it was viewed as manager or manager measurement, teamwork, possibilities to develop, work-lifestyles stability, behavioral fairness, and desirable communique. The study shown that there is a relationship between overall employee engagement and employee performance in the positive way (Gapor & Doctor, 2020).

Kaseamsap (2013) added that organization performance can be moderated by several factors such as, commitment of the employee, dimension of job fit, and employee engagement. Kaseamsap (2013) also found that employee engagement can act as a mediating variable to cauterize the relationship between job fit and employee performance, as well as the relationship between effective commitment and employee performance. Furthermore, Hewitt Best Employers in Thailand 2009 survey reported that, employee engagement accounted for 15% of revenue growth, and 9% of profit

growth. Unfortunately, the survey results illustrated approx. 50% of Thai employees did not really commit and engage with their organization in order to drive the success of the organization (Udomsak, 2010). Engagement of Thai employees became a long term target that organizations operating in Thailand need to consider. The recent study by Smithikrai (2019) also supports the positive links between employee engagement and work outcomes. Smithikrai (2019) investigated work outcomes under three perspectives, which were proactive work behavior, innovative work behavior, and organizational citizenship behavior. He found that employee engagement can result in driving employees to work proactively, become more innovative towards work, and develop organization citizenship behavior.

Therefore, it can be concluded that employee engagement is a key element that can drive organizational performance of Thai companies in both financial and non-financial ways (Table 23).

Table 23 Summarize of Employee Performance in Thailand

Author(s)	Method	Relationship	Results
Kaseamsap (2013)	Quantitative	Job fit → Employee Performance, mediating by Employee Engagement	Positive
		Employee Committee → Employee Performance, mediating by Employee Engagement	Positive
Tangthong (2014)	Secondary research	Compensation and benefits → Employee Performance	Positive
Smithikrai (2019)	Quantitative	Employee Engagement → Work Outcomes* * Innovative work behavior ,Proactive work behavior, , and Organizational Citizenship Behavior	Positive
Gapor and Doctor, (2020)	Quantitative	Overall Employee Engagement *→ Overall Employee Performance** *Manager or supervisor evaluation, teamwork, growth opportunities, work-life balance, behavioral fairness, and effective communication **job knowledge; interpersonal skills; cooperation or collaboration	Positive

Author(s)	Method	Relationship	Results
		and communication skills; planning and organizing, and achieving results; problem analysis and decision making; commitment to diversity or inclusion	

2.6.5.3 Turnover Intention

Employee engagement has been accepted as a key driver to retaining workforce in Thailand. (Chat-Uthai, 2013.) A study in the automotive industry showed that turnover intention can be negatively affected by employee engagement. The study compares a mean score of employee engagement between current employees, and exiting employees who left the company. The results showed that there was widespread difference imply scores between those agencies. Exiting employees seem to have a low mean score under the employee engagement section. By doing this, management of the company can identify the group of employees in the risk area of quitting the job, and manage this group to prevent loss. One of the key factors that positively impact turnover intention of the company is job burnout (Chat-Uthai, 2013). Tangthong (2014) also added greater elements that have both direct and indirect impacts on Thai personnel intentions to quit the job. These factors can be identified as a reward and compensation system, training and development programs (indirect effect), and benefit management. Likewise, a study of medical employees in Thailand also showed associations between career opportunity (negative effect) and lack of result oriented (positive effect), and employee turnover intention (Ninroon et al., 2020). Therefore, it can be concluded that employee engagement is a key element that can drive organizational performance of Thai companies in both financial and non-financial ways.

Table 24 summarizes factors impacting turnover, which showed negatively for both direct and indirect impact. This paper would follow this relationship by testing the influence of EE on TI of employees who work for MNCs in Thailand.

Table 24 Summarize of Turnover in Thailand

Author(s)	Method	Relationship	Results
Chat-Uthai (2013.)	Quantitative	Employee Engagement→ Retaining workforce	Positive
		Job burnout→ Turnover	Positive
Tangthong (2014)	Quantitative	Reward and compensation system→ Turnover	Direct negative effect
		Training and development programs→ Turnover	Indirect negative effect
		Benefit management→ Turnover	Direct negative effect
Ninroon et al. (2020)	Quantitative	Career opportunity→ Turnover	Negative
		Lack of result oriented → Turnover	Positive

2.7 Literature Summary

The literature review investigated the relationship of EE and employee performance in two stages. The first stage was identifying the possible antecedents and consequences of EE itself. Previous literature reviews have demonstrated that there are many antecedents and consequences from which to choose (Saks, 2019; Shuck, et al., 2011). The literature review identified employee trust (ET) as a likely antecedent of EE. It also identified employee commitment (EC), employee satisfaction (ES), and organizational citizenship behavior (OCB) as possible consequences of EC. There was support for these factors in the general literature on EE, although in some cases the relationships were confused or appeared to be measurable in both directions. There are also other factors that could influence EE, including employee exchange ideology (EEXI), organizational identification (OI) and employee engagement with the mother country (EEM). There is some empirical evidence that studied the effect of EEXI and OI respectively on EE. In both cases, the factors are typically tested as mediating variables between EE and other organizational attitudes, but both have shown some effect directly on EE. However, there is scarcity empirical evidence for the effect of EEM on EE. Although theoretically there is a suggestion that EEM could be distinct from EE, this has not apparently been tested in empirical research.

In the second stage of the literature review, the effects of EE as well as ET, EC, ES, and OCB on employee performance was evaluated. Employee performance was defined as two distinct constructs, including in-role performance (EP), or performance of the tasks associated with their job, and turnover intention (TI), or the intention to leave the organization. The study showed that there was evidence for ET, EE, EC, ES and OCB all having a positive effect on EP, although there were relatively few studies that investigated this effect. There was also evidence that ET, EE, EC, ES and OCB would have a negative effect in TI. Thus, TI and EP would need to be measured as separate constructs in order to evaluate this difference in effects.

In the third stage of the literature assessment, attention became to comparing how these relationships were studied in the context of the research (Thai corporations and MNCs). This section of the literature review revealed evidence for the antecedents and consequences of EE and their effects on EP and TI. The findings showed that for the most part, the relationships that have been established in other areas were as expected in the same context. However, it additionally showed that these relationships had been examined extra often within the context of mediating among the overall performance outcomes and organizational elements including management or localization of MNC practice.

2.8 Gaps in the Literature

Some of gaps inside the literature had been located. The first gap that can be identified is that EE and its outcomes has not been commonly studied in Thailand or in the context of MNCs. Although EE is presumed to be an important aspect of the work practice and is in fact something that many MNCs consider in their human resource practice (Kelliher, et al., 2014), there were surprisingly few studies that could be found that investigated the full consequences of EE in the MNC setting. There were also relatively few studies of EE in Thai firms or in international context, so even though the concept of EE is thought to be approximately universal (Kelliher, et al., 2014), it is not certain how true this actually is.

Another major gap in the literature is that EE and its consequences has rarely been studied in a holistic way. Despite the fact that there are a large number of known antecedents and consequences of EE (Shuck, et al., 2011), most studies have focused on only one or two antecedents and a single outcome. For the most part, EE has been studied in the context of TI, as demonstrated in section 2.5. This means that there is a relative lack of information about the full chain of causes between EE (and its antecedents such as ET) and its outcomes like EC, ES, OCB, EP and TI. It also means that there is relatively little information about the effect of EE on Organization Performance (in-role performance or EP and TI), which is problematic especially since MNCs devote so many resources to developing EE in their workforce. There are some gaps surrounding EEXI, OI and EEM as well. The effect of EEXI and OI on EE has been investigated in the past, but the results are indeterminate and sometimes conflicting. Both of these factors seem to be associated with a complex interaction system of employee attitudes that relate to EM, and findings are sometimes contradictory to what was expected. The research gap on EEM is far greater, however. It is possible that there might not be any studies that investigated EEM as a distinct factor from EE of the subsidiary, even in situations where the context of both subsidiaries and parent companies were investigated. There is not really any evidence of comparison between engagement of subsidiary companies, and parent companies in MNCs in Thailand to study. Not only for comparing the engagement between them, but also the study on the effect of EEM is also rare to find. It is very important for organizations to be able to identify the impact of EEM towards both employee attitudes and organizational outcome. The scarcity of EEM has become a big gap for many organizations.

The goal of this study is to find both gaps by studying a holistic model of EE and its outcomes in the setting of a Thai MNC. The conceptual framework below explains how this will be done.

2.9. Hypotheses Development and Conceptual Framework

2.9.1 Factors Impact on Employee Engagement

For more than a century employee engagement has been studied by several researchers. There were many attempts to clarify factors that can impact employee engagement. In a examine by means of Macey and Schneider (2008), who check out the relationships amongst actual management, worker believe and employee engagement. They found that employee engagement can have an impact by employee trust. Similarly, Ugwu et al. (2014) also found the same relationship between employee trust and employee engagement. Another variable is also impacts on employee engagement is employee exchange ideology (Sze & Angeline, 2011; Lianto et al., 2018; Mayuran & Kailasapathy, 2020). Furthermore, research in Indonesia confirmed employee exchange ideology can positively drive employee engagement. As well as research by Sze and Angeline (2011) that supported the positive relationship between employee exchange ideology and employee engagement. The last factor being investigated towards employee engagement under this research is, organizational identification. Many researchers agree that organizational identification can positively influence employee engagement (He et al., 2014; Lee et al, 2015; Karanika-Murray et al., 2015).

Furthermore, the conceptual framework (Figure 2) begins with investigating the effect of the three novel variables of OI, EEXI and ET. First, factors that are known to have a direct relationship are investigated. These relationships include the OI-EE relationship (H1), the EEXI-EE relationship (H2) and the ET-EE relationship (H3). These relationships are supported in the literature review, although not many studies have been conducted on them. They are expected to be positive relationships. Therefore, the following hypothesis was proposed.

. They are expected to be positive relationships. Therefore, the following hypothesis was proposed.

Hypothesis 1: Organizational Identification will have a significant positive effect on Employee Engagement.

Hypothesis 2: Employee Exchange Ideology will have a significant positive effect on Employee Engagement.

Hypothesis 3: Employee Trust will have a significant positive effect on Employee Engagement.

2.9.2 Factors Impact on Turnover Intention

There are several researchers that investigated the factors driving turnover intention in order to help prevent the loss of the organization from brain drain. The results of these researchers were varied. There are several factors that were found to impact turnover intention. In addition, studies by Alarcon and Edwards (2011), Blue (2013) and Tnay et al. (2013) all showed that employee satisfaction can negatively impact turnover intention. Studies by Yi et al. (2011), Aydogdu and Asikgil (2011), Ahmad (2010), and Meyer and Allen (1991) also pointed out that employee commitment can be seen as the factor that negatively causes turnover intention. Another factor that was found to have significant a negative relationship with turnover intention, was organizational citizenship Behavior (Plooy & Roodt, 2010; Yi et al., 2011; Campbell & Im, 2016). Employee engagement was also found by several researchers to have a negative effect on turnover intention (Reddy, 2017; Saks, 2019; McCarthy et al., 2020). The other factor that was found to have a negative effect on turnover intention was employee trust. Furthermore, a study by Ariyabuddhiphongs and Kahn (2017) showed that employee trust has significant influence on turnover intention in a negative way. Likewise, a study by Sharkie (2018) also supported what had been found by Ariyabuddhiphongs and Kahn (2017).

This can be summarized as second sets of hypotheses are related to the factors that affect TI. The effect of these positive job attitudes, including ET (H4), EE (H5), EEM (H6), ES (H7), EC (H8), and OCB (H9) on TI are proposed to be negative. Therefore, the following hypotheses were proposed.

Hypothesis 4: Employee Trust will have a significant negative effect on Turnover Intention.

Hypothesis 5: Employee Engagement (Thailand) will have a significant negative effect on Turnover Intention.

Hypothesis 6: Employee Engagement of Multinational parent company will have a significant negative effect on Turnover Intention.

Hypothesis 7: Employee Satisfaction will have a significant negative effect on TI.

Hypothesis 8: Employee Commitment will have a significant negative effect on TI.

Hypothesis 9: Organizational Citizenship Behaviour will have a significant negative effect on TI.

2.9.3 Factors Impact on Employee Performance

Besides reviewing the factors that impact turnover intention, the author also reviewed the impact of these factors on employee performance as well. There were also several studies conducted to identify factors that positively drive employee performance (Nielsen et al., 2009; Wollard, 2010; Ram & Prabhakar, 2011; Dalal et al., 2012; Thamrin, 2012; Shuck et al., 2013; Covey & Conant, 2016; Mada, 2017; Nazir and Ul Islam, 2017; Günay, 2018; Hermawan, et al., 2020; Sungmala , 2021). Moreover, Mo and Shi (2017) investigated trust in leadership and found that employee trust can positively influence employee performance. The study was parallel with several previous studies (Covey & Conant, 2016). Additionally, a study by Madan (2017) stated that employee satisfaction is one of the indicators that positively effects employee performance, which was supported by several researchers (Blue,2013; Gloria, 2017). Employee commitment was also investigated, and found to have positive significance towards employee performance (Dalal et al., 2012; Thamrin, 2012; Nazir and Ul Islam, 2017). Another significant factor that positively influenced employee performance was organizational citizenship behavior (Nielsen et al., 2009; Diane, 2014; Günay, 2018). Hermawan, et al., (2020) performed a study in Indonesia by investigating employees who worked in manufacturing sectors. Their data was analysed through Structural Equation Model to identify the relationship among employee engagement, organizational citizenship behavior, and employee performance. They also found that organizational citizenship behavior can directly

affect employee performance in a positive way. The final factors investigated under this paper that also positively impacted employee performance was employee engagement. Research by Shuck and Wollard, (2010) found that employee engagement can positively drive employee performance. Sungmala, (2021) conducted research in MNCs in Thailand. They found that employee engagement is not only impactful on the growth of the organisation, but also helps drive customer satisfaction, employee contribution to the organisation, and individual achievement. This mean that enhancing employee engagement can lead to improved employee performance, in both financial and non-financial outcomes. Besides, Sungmala (2021) who conducted research in MNCs in Thailand. They found that employee engagement is not only impact on growth of the organization, but also help in driving customer satisfaction, employee contribution to the organization, and individual achievement. This mean that enhancing employee engagement can lead to improve employee performance in both financial and non-financial outcomes. The relationship between employee engagement and employee performance was not surprising, and was supported by many researchers (Ram & Prabhakar, 2011; Shuck et al., 2011; Dalal et al., 2012; Shuck et al., 2013; Nazir and Ul Islam; 2017; Hermawan, et al., 2020; Sungmala,2021).

Furthermore, the third set of the hypotheses are then related to the factors that impact on organization performance (in-role performance or EP). These factors, including ET (H10), EE (H11), EEM (H12), ES (H13), EC (H14), and OCB (H15) are expected to be positive toward EP. Therefore, following are some hypotheses that have been proposed.

Hypothesis 10: Employee Trust will have a significant positive effect on Employee Performance.

Hypothesis 11: Employee Engagement (Thailand) will have a significant positive effect on Employee Performance.

Hypothesis 12: Employee Engagement of Multinational parent company will have a significant positive effect on Employee Performance.

Hypothesis 13: Employee Satisfaction will have a significant positive effect on Employee Performance.

Hypothesis 14: Employee Commitment will have a significant positive effect on Employee Performance.

Hypothesis 15: Organizational Citizenship Behaviour will have a significant positive effect on Employee Performance.

2.9.4 Relationship between Employee Engagement of Subsidiary Company and Multinational parent company

Although there is none of actual research which investigated the relationship between employee engagement of subsidiaries, and employee engagement of parent companies, there are some studies that showed an indirect correlation in the influence of employee engagement of subsidiary company, and employee engagement of parent companies (MacLeod & Clarke, 2010; Mirvis, 2012; Kelliher et al., 2014; Sungmala, 2021) demonstrated that the country of origin of the parent company can impact employee engagement differently. Their research also focused on employees who worked for MNCs in Thailand, using a wide range of organizations, from service businesses to the retail market. They believed that the level of employee engagement is associated with the socio-demographic. For this reason, it is possible to suggest that the level of engagement might be different based on the country in which employees worked. Nevertheless, when considering an MNCs characteristics, it can be observed that even though employees worked for a subsidiary company in one country, most of its policies come from its head office in its country of origin. Thus, the level of employee engagement towards these two companies (subsidiary company and parent company) might not be the same. Hence, these relationships are worth investigating.

In addition, the fourth set of the hypothesis is the relationship of EE and EEM (H16). This is an exploratory hypothesis, as no previous studies could be identified that examined EE as a bi-level construct within subsidiaries of multinational firms. Therefore, It was proposed that the following hypothesis be tested.

Hypothesis 16: Employee Engagement will have a significant positive effect on Employee Engagement of Multinational parent company.

2.9.5 Relationship between Employee Engagement and Employee Satisfaction

A number of studies were investigated on the relationship between employee engagement and employee satisfaction. They showed that varied results in the relationship between employee engagement and employee satisfaction (Shuck et al., 2011; Abraham; 2012; Saks, 2019). Some found that employee engagement can positively influence employee satisfaction (Shuck et al., 2011; Saks, 2019), while the other found that employee satisfaction can influence employee engagement (Abraham (Abraham, 2012), 2012). Nonetheless, these relationships were concluded as a positive relationship. Thangaraj (2020) conducted a study on different levels of employee engagement from organisational levels (policies, procedure and reward system), to an individual level (personal growth). He found that employee satisfaction of employees who worked for a textile company can be driven by employee engagement from both organisational and individual levels. This means that overall, employee engagement can positively impact employee satisfaction. In this case, the paper investigated the impact of employee engagement on employee satisfaction as the fifth set of hypotheses. As mentioned above, that level of employee engagement could be effected by the country that the employees work for. It is important to ensure that the organisations are not mistaking the level of engagement that each employee holds toward the subsidiary that they work for, with the country of origin of the company. This paper then investigated employee engagement in both layers; employee engagement of subsidiary and employee engagement of parent's company.

Moreover, the fifth set of the hypotheses investigate the relationship between EE and ES in two-fold, which are employee engagement of subsidiary company (H17) and multinational parent company (H18). These relationships are also expected to be positive toward employee satisfaction. Therefore, the following hypothesis was proposed.

Hypothesis 17: Employee Engagement will have a significant positive effect on Employee Satisfaction.

Hypothesis 18: Employee Engagement of Multinational parent company will have a significant positive effect on Employee Satisfaction.

2.9.6 Relationship between Employee Engagement and Employee Commitment

There were several studies investigating the relationship between employee engagement and employee commitment (Robinson et al., 2004; Shuck et al., 2011; Albdour & Altarawneh, 2014). Like the relationship between employee engagement and employee satisfaction, the relationship between employee engagement and employee commitment also works both ways. Moreover, Robinson et al. (2004) and Shuck et al. (2011) declared that employee engagement can be positively influenced by employee commitment. On the other hand, Albdour and Altarawneh (2014) illustrated that employee engagement is positively influenced by employee commitment. However, their work was not investigating employee commitment as a whole picture. They examined employee commitment in three terms, which were affective commitment, normative commitment, and continuance commitment. Although the relationship among these commitments and employee engagement were significant, their level of significance was different. It was found that employee engagement had a strong positive effect on affective commitment and normative commitment, while it had a moderate effect on continuance commitment. For this paper, the relationship investigated was the effect of employee engagement on employee commitment. The employee engagement investigated under this paper was done in two layers; employee engagement of subsidiary, and employee engagement of the parent company.

The next set of the hypotheses are the effect among EE of both subsidiary company (H19) and multinational parent company (H20), and EC. Their effects are proposed to be positive. Therefore, it was proposed that the following hypothesis be tested.

Hypothesis 19: Employee Engagement will have a significant positive effect on Employee Commitment.

Hypothesis 20: Employee Engagement of Multinational parent company will have a significant positive effect on Employee Commitment.

2.9.7 Relationship between Employee Engagement and Organizational Citizenship Behavior

The final factor investigated was whether there can be positive impact on employee engagement from organizational citizenship behavior. Furthermore, a study by Saks (2019) indicated that employee engagement can positively directly impact organizational citizenship behavior. A study by Riad et al. (2019) demonstrated that employee engagement can directly drive organizational citizenship behavior in a positive way. They conducted a study in Egypt through university faculty members. Regression and path analysis were conducted under structural equation models. Similarly, Rurkkhum and Bartlett (2012), who conducted research in Thailand, also found the same relationship between employee engagement and organizational citizenship behavior. This means that employee engagement can positively influence organizational citizenship behavior. This result was supported by several researchers (Shuck et al., 2011; Rurkkhum & Bartlett, 2012; Shih & Chuang, 2013). As well as a fifth and sixth sets of hypotheses, the investigation for this relationship was also concerned with two layers; employee engagement of subsidiary, and employee engagement of the parent company.

The final hypothesis is the relationship of EE (H21), EEM (H22) and OCB. These relationships are also expected to be positive. Therefore, the following hypothesis was proposed.

Hypothesis 21: Employee Engagement will have a significant positive effect on Organizational Citizenship Behaviour.

Hypothesis 22: Employee Engagement of Multinational parent company will have a significant positive effect on Organizational Citizenship Behaviour.

The final stage in the literature review was formulating a conceptual framework that represented the relationships and factors that would be tested in the primary research. There were 22 hypotheses proposed for this conceptual framework (Figure 4).
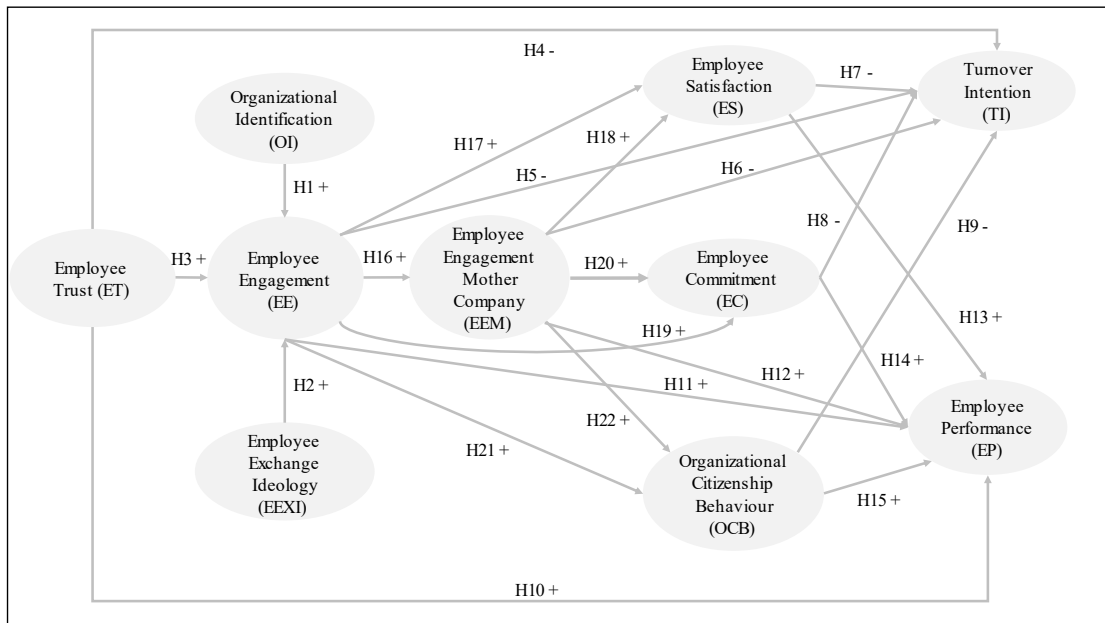
Figure 4 Conceptual framework of the study
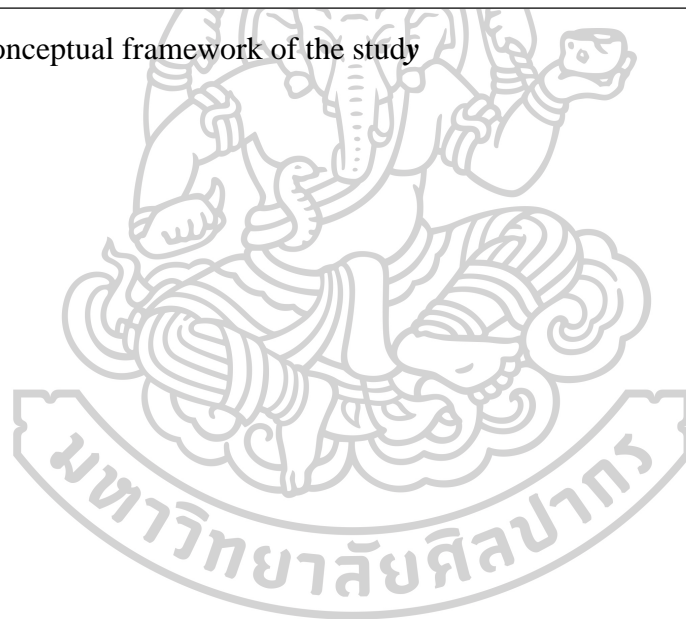
CHAPTER 3
METHODOLOGY

This chapter describe the methodology selected for the primary research, which used a quantitative approach, with the design being an employee survey. First, the chapter explains the research methods chosen and why these methods were selected. Next, the approach to data collection and design of research instruments is discussed. The third section explains the population and sampling procedure used for the study. Fourth, the data analysis process are presented. The chapter closes with a critical reflection of the ethical issues of the study and how these issues were addressed.

3.1 Research Methods and Procedure

This study used a quantitative method for its methodology. Quantitative research is ideal for studies where the research questions revolve around variable relationships and where there is a broad population of interest (Creswell, 2014). Quantitative research does have strengths and weaknesses compared to qualitative or mixed methods research. Quantitative research, which uses standardized data and analysis, allows the researcher to investigate a research question in a broad population and to prove relationships and causal effects (Cooper & Schindler, 2014). Because quantitative research can be statistically evaluated for reliability and validity and can be reproduced, its findings may also be viewed as higher quality, but it has a critical weakness that it cannot find new or surprising information (Creswell, 2014). This was a significant limitation for the study in some ways. However, because there has been an established frame of principle and empirical research (as discussed in bankruptcy 2) the purpose of the research became no longer principle constructing, which supposed that quantitative research was nevertheless more suitable than qualitative studies.

The research process began with a series of investigations into what should be studied and how it should be investigated. This process, which become based on secondary studies, started out with the investigation of the heritage and problem of the

research, improvement of targets, targets and scope, assessment of the literature and improvement of the studies framework and its hypotheses. Next, the research methodology was designed and pre-testing and pilot testing was conducted for reliability and validity of the instrument. The primary research phase of the study then began, with the first step being collection of the primary data using a self-administered questionnaire. This data was supplemented by secondary data collected from the literature. The questionnaire was distributed to MNC employees in Thailand. Following data collection, the data analysis process commenced.

Data analysis began with descriptive statistics by calculating the frequency, percentage mean and standard deviation according to the scale of data. Then multivariate statistics could be applied in the subsequent level either via the usage of exploratory component evaluation (EFA), confirmatory aspect analysis (CFA), and structural equation modelling (SEM). The research results were summarized and discussed and a conclusion was drawn. From these findings, implications and limitations of the research were also developed using a critical reflection process.
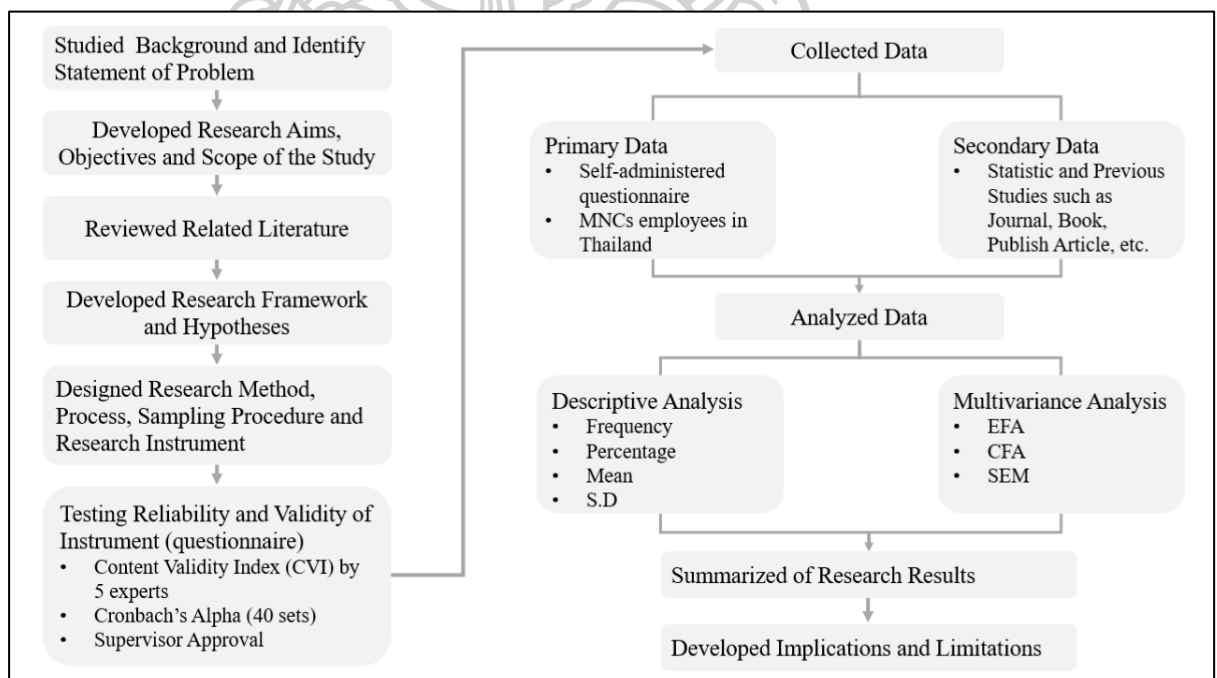
Figure 5 Research Method and Procedure

3.2 Data Collection and Research Instrument

3.2.1 Data Collection

Quantitative data collection followed a survey approach, in which standardized data is collected from a broad sample of a population (Creswell, 2014). The survey approach, which is one of two main approaches for qualitative research, was considered to be more appropriate for the research than the alternative experiment approach because of the research questions and context. While experimental research may be generally considered more rigorous than survey research (Creswell, 2014), in the case of organizational research it is problematic both because of the research context and because the attitudes and practices of individuals have already been established and therefore may not be easy to manipulate (Buchanan & Bryman, 2007). For this study, experimental research would have been highly inappropriate because of the ethical implications of interfering with employee attitudes toward their job and employer.

The survey was conducted using a self-administered questionnaire, which is one in which the respondents fill in the answers themselves (de Leeuw, 2012). The advantages of the self-administered questionnaire for this study included that it allowed for efficient data collection from a large sample and it protected respondent confidentiality, allowing respondents to answer questions anonymously (de Leeuw, 2012). The questionnaire is attached in the Appendix.

3.2.2 Research Instrument

3.2.2.1 Questionnaires design procedure

The questionnaire was chosen as the data collection instrument because of its flexibility and the ability to distribute to a wide population (Fowler, 2014). This was important since the survey was designed to include multiple industries (about 20), which meant that data collection had to be rapid and efficient. The following process was used to develop the questionnaire:

1. The conceptual framework was developed through reference to related theories and empirical research (as shown in the literature review);

2. Empirical research collected from various sources (including books and research databases) was analyzed to identify how researchers had operationalized and measured employee engagement and the other constructs previously;

3. The researcher developed a draft questionnaire by adapting previous measurements of the variables included in the constructs (e.g. from earlier questionnaires and so on). The draft questionnaire items were translated from English into Thai by the researcher, who then presented the translated questionnaire to subject matter experts and asked for review. This review was intended to avoid conflicts in meaning and idiomatic phrasing, making sure as far as possible that the same question was being asked in Thai as in English (Tyupa, 2011). This process essentially acted as a quality check on the questionnaire.

4. The first draft of the questionnaire was submitted to the researcher's supervisors for review. Following the supervisor review, the researcher edited the draft questionnaire and resubmitted the questionnaire for supervisor review. On completion this was the second draft questionnaire.

5. After the questionnaire was deemed to be satisfactory by the researcher's supervisor, the second draft was submitted to expert review for further evaluation of content validity (Yaghmaie, 2003). A panel of five experts was selected based on their knowledge of employee engagement and organizational performance. The content validity index (CVI) approach was used (Shrotryia & Dhanda, 2019). This approach allows the researcher to check that the content is adequate, objective, relative and comprehensive. These dimensions are measured on a binary measure of 0 and 1, which is then averaged to create the CVI (Shrotryia & Dhanda, 2019). The CVI approach asks experts to assess each proposed item on dimensions of clarity, simplicity, relevance and ambiguity (Shrotryia & Dhanda, 2019; Yaghmaie, 2003). Furthermore, both item CVI (I-CVI) and scale CVI (S-CVI) were assessed (Yusoff, 2019). Following Yusoff's (2019)

recommendation, a minimum average value of 0.80 was required for acceptance of the item and/or scale. Items that did not meet this threshold had to be investigated and potentially removed from the scale.

6. Following expert review and calculation of CVI values, the researcher investigated and where necessary modified the questions in the questionnaire (for example, removing items with very low CVI scores and adjusting those that had problems in specific areas). This produced a third draft questionnaire.

7. The third draft questionnaire was used in a pilot test, in which the questionnaire was distributed to automobile industry workers. The purpose of the pilot test was to investigate scale reliability and identify any further problems in the questionnaire (Fowler, 2014). Cronbach's alpha was calculated, using a minimum value of 0.70 for the proposed scales (Krosnick & Presser, 2010). Corrected item-total correlation was also calculated, with a minimum value of 0.20 (Furr & Bacharach, 2008). After these tests were completed successfully, the questionnaire was ready for distribution to the target population.

3.2.2.2 Measurement development & Research Instrument

3.2.2.2.1 Measurement development

The questionnaire begins with an information letter to participants, explaining what the research is being conducted for and how the researcher would use and retain their data. The remainder of the questionnaire was organized into several parts. These included:

- Part 1: General personal and job information

- Part 2: Information on employee engagement

- Part 3: Information on employee satisfaction

- Part 4: Information on beliefs and trust of employees

- Part 5: Information on employee organizational citizenship behavior (OCB)

- Part 6: Information on employee commitment
- Part 7: Information on employee and organizational performance.
- Part 8: Information of Organization Identification
- Part 9: Information of Employee Exchange Ideology

Part 1: General personal and Job Information

Part 1 was structured using categorical items, while parts 2 to 9 used five-point Likert items to collect information. Finally, part 7 combined item types, including five-point Likert items to measure employee perceptions of their own performance, as well as some categorical items to measure firm performance. The item types were selected based on the information being collected. Likert items were selected because they allow the researcher to investigate different attitudes and beliefs which are not objective or directly measurable (Krosnick & Presser, 2010).

Part 2: Information on Employee Engagement (EE)

Employee engagement refer to The Gallup Q12 Index and Blessing White (2013) and Gallup (2014) .The Gallup Q12 Index is the instrument developed for the Gallup employee engagement survey, which has been used in more than 10,000 teams around the world to assess employee engagement (Gallup, 2021). The Gallup G12 is a unidimensional measure of employee engagement, which uses 12 items to assess different aspects of employee engagement. These dimensions are measured using a five-point Five-point Likert scale was applied to measure these aspects, with 1 indicating strongly disagree and 5 indicating strongly agree.

Table 25 Measurement: Employee Engagement

Variables	Numbers if items	Measurement
Employee Engagement	12	Scale

Twelve questions are constructed to evaluate the importance of each element of employee engagement. The scale ranges from 1 to 5. Twelve questions stated are as follows:

1. Do you realize of other expectations about your work?

2. Are there any materials and instruments to help you work efficiently?

3. During your work, do you have any chances to do your best in daily life?

4. During last weeks, have you got any complimentary or admiration from performing work well?

5. Have you been considered as a human in your workplace by your chief?

6. Are you been motivated by someone regarding of your development?

7. Does anyone at your work aware that your comments are important?

8. Do you think that the importance of your job comes from the goal and mission of organizations?

9. Do your colleagues recognize of work quality?

10. Do you have any close friends at the workplace?

11. During the last six months, any of your colleagues discuss about your development?

12. During last year, do you have any chances to study and develop yourself?

Gallup Q12 Index and Blessing White(2013) is applied to measure employee engagement of trasnational affiliated organization. Participants were required to rate their opionions according to the statements of each items by selecting their answer from 1 to 5 which 1 means "strongly disagree" and 5 means "strongly agree". Three items to rate are as follows:

Table 26 Measurement: Employee Engagement Mother

Variables	Numbers if items	Measurement
Employee Engagement	3	Scale

1. I understand what transnational affiliated organization is expected from me.

2. Multinational parent company has clear mission/ purpose that make me feel that the job is important.

3. Based on the policies of multinational parent company, I have sufficient tools and equipment that appropriate to work.

Part 3: Information on Employee Satisfaction

Employee satisfaction refers to Saks (2019), Alarcon and Edwards (2011) and Shuck et al. (2011) . Participants were required to rate their opionions according to the statements of each items by selecting their answer from number 1 to 5 which 1 means "strongly disagree" and 5 means "strongly agree".

Table 27 Measurement: Employee Satisfaction

Variables	Numbers if items	Measurement
Employee Satisfaction	15	Scale

There are 15 items as below .It was divided into 5 dimensions, which are Responsibilities, Benefit and Compensations, Problem Solving and Complain, Culture and Career Path

There are fifth teen items including as follow:

Responsibilities

1. The work that has been assigned create continuous learning.

2. I am free to make decision on job achievement.

3. I have been assigned job that match with my competences.

Benefit and Compensations

4. . The assessment for pay rising is fair.

5. The pay is suitable with job quantity.

6. Employee welfare is appropriate.

Problem Solving and Complain

7. The department can solve internal conflict with fairness.

8. All complain in the department have been solved.

9. Employees in the department participate in solving department problems.

Culture

10. 10. The working environment is safe when working,

11. There is enough facilities to complete work.

12. There is suitable safety system in the department.

Career Path

13. I have been developed to prepare for higher position.

14. . I have clear career path.

15. My department has planned to promote me to higher position.

Part 4: Information on Employees Trust (ET)

Employee satisfaction refers to Ugwu et al. (2014) Wang and Hsieh, (2013), and Anderson and Costa's (2011). Participants were required to rate their opionions according to the statements of each items by selecting their answer from number 1 to 5 which 1 means "strongly disagree" and 5 means "strongly agree". Ninthteen items are as follow:

Table 28 Measurement: Employee Trust

Variables	Numbers if items	Measurement
Employee Trust	19	Scale

There are 19 items as below .It was divided into 5 dimensions, which are Organization, Decision Making, Team, Equity and Boss. There are ninth teen items including as follow:

Organization

1. I have been developed to prepare for higher position.

2. I have clear career path.

3. My department has planned to promote me to higher position.

4. Management of the organization work together to complete job smoothly.

5. The organization strives for making money to help everyone survive.

6. The organization cares about customer by providing high quality products/ services.

1. Decision Making

7. You can set up your own goal and way of working by yourself.

8. You can suggest new way or working.

9. Policies and rules in the department can obstruct employee's decision making for improvement.

Team

10. I think my colleague and I have been treated fairly.

11. When I have problem at work, my colleague will try to help me out.

12. My team helps to complete work.

13. I am confident in my team abilities.

Equity

14. I think my colleague and I have been treated fairly.

15. Careless of the others make my work more difficult.

16. My colleague mostly be assigned to work when boss is not in.

Boss

17. My boss is fair when evaluate working performance.

18. My boss always helps or advise me about work.

19. My boss is competence to work.

Part 5: Information on Employee Organizational Citizenship Behavior (OCB)

The concept of Organizational Citizenship Behavior in this research based on the frameworks of Bateman and Organ (1983), Smith et al.(1983) and Rurkkhum and Bartlett(2012). This concept originated applied by Dumler et al (1997) study, which stated of 5 aspects of OCB as follows:

a) Altruism, which prioritizes the welfare of others.

b) Conscientiousness, which is manifested in role conduct that exceeds the prescribed minimum standard.

c) Civic virtue is defined as the active or voluntary participation in and support of organizational political life (history and growth), both professionally and socially.

d) Sportsmanship denotes fairness, a distaste for protesting, and decent behavior.

e) Courtesy, or polite behavior, such as respecting others or appearing to ease problems linked with the job at hand with others, is a courteous behavior.

Participants were required to rate their opionions according to the statements of each items by selecting their answer from 1 to 5 which 1 means "strongly disagree" and 5 means "strongly agree".

Table 29 Measurement: Organizational citizenship behavior

Variables	Numbers if items	Measurement
Organizational citizenship behavior	20	Scale

There are 20 items as below .It was divided into 5 dimensions, which are Altruism, Decision Sportsmanship, Civic Virtue, Courtesy and Consciousness. There are twenty items including as follow.

Altruism

1. People who are overworked ,I support them.
2. I am constantly willing to provide a beneficial hand to individuals in my on the spot region.
3. When people who have been absent, I will a assistance
4. When people with work-related issues , I always assist them
5. Even though it is not compulsory, I assist newcomers with orientation.

   Sportsmanship

1. I am the quintessential "squeaky wheel" who requires constant lubrication.

2. I waste a lot of time whining about insignificant issues.

3. I have a proclivity for making "mountains out of molehills."

4. I am constantly more concerned with what is wrong than with what is right.

   Civic Virtue

1. I stay up with the organization's changes.

2. I go to functions that aren't mandatory but good for the company's image.

3. I examine and keep up with organisation news, memoranda, and other facts...

   Courtesy

1. I strive to stay away from causing problems for my coworkers.

2. I think about how my actions will affect my coworkers.

3. I do not infringe on other people's rights.

4. I take precautions to avoid conflicts with coworkers.

Consciousness

1. My work attendance is above average.

2. I don't take any further breaks.

3. Even when no one is looking, I follow workplace laws and regulations.

4. I am one of the most responsible employees on the team.

Part 6: Information on Employee Commitment

       Employee commitment refers to Allen and Meyer (1990), Those dimensions are measured the usage of a 5-factor Likert scale, with 1 way strongly disagree and 5 means strongly agree.

Table 30 Measurement: Organizational Commitment

Variables	Numbers if items	Measurement
Employee Commitment	20	Scale

       There are 20 items including as follow:

1. Leaving my company now would be prohibitively expensive.
2. If I leave this agency, i will sense responsible.
3. At my company, I feel like I'm a sister, brother of the family.
4. If I go away this work, I will have a difficult time finding another.
5. I don't feel obligated to continue working for this organization.
6. This organization holds a lot of personal significance for me.
7. One of the drawbacks of quitting this business enterprise is the shortage of options.
8. I believe I would be unable to resign this organization because I am obligated to my coworkers.
9. At the moment, sticking with my company is both a necessity and a pleasure.
10. I have the distinct impression that this organization's troubles are my own.
11. I do not believe it is acceptable to leave our company, even if I will benefit from the move.
12. I might be thrilled to paintings for this business enterprise for the rest of my profession.

13. If I opted to resign my organization right now, it would disturb far too much of my life.

14. This institution is deserving of my devotion.

15. Even I wanted to, it might be pretty tough for me to resign my organisation right now.

16. I don't have any strong feelings towards this organization.

17. I suppose I despise this organization a great deal.

18. Even if I don't have any other options, I could quit this work.

19. I feel like I'm a person of this group.

20. One of the key reasons, I keep working for this company is that other companies may not be able to fit the overall perks I receive here.

Part 7: Information on Employee and Organizational Performance.

Employee and organizational performance refer to Shields et al., (2016), Daft (2012), and Organ (1988). These dimensions are measured using a five-point Likert scale, with 1 means strongly disagree and 5 means strongly agree.

Table 31 Measurement: Employee performance

Variables	Numbers if items	Measurement
Employee Performance	8	Scale

There are 8 items including as follow:

1.How would your usual job performance this year in term of

- Growth
- Achieved
- Productivity
- Customer satisfaction

2. How would you rate organization performance this year in term of

- Growth
- Achieved
- Productivity
- Customer satisfaction

Organization performance part turnover Intention refers to Shields et al. (2016), BlessingWhite (2013), and Cho and Lewis (2011) , These dimensions are measured using a five-point Likert scale, with 1 means strongly disagree and 5 means strongly agree

Table 32 Measurement: Employee performance

Variables	Numbers if items	Measurement
Turn over intention	3	Scale

There are 3 items including as follow:

1. I frequently consider resigning.

2. It wouldn't take much to for me to leave this company.

3. I'll most likely be looking for a new job soon.

Part 8: Information of Organization Identification

Organization Identification refers to Mael and Ashworth's (1992), These dimensions are measured using a five-point Likert scale, with 1 means strongly disagree and 5 means strongly agree.

Table 33 Measurement: Organization Identification

Variables	Numbers if items	Measurement
Organization identification	3	Scale

There are 3 items including as follow:

1. It feels like a personal insult when someone criticizes the MNCs for which I work.

2. The accomplishments of this multinational corporation are my accomplishments.

3. I like to use the word "we" rather than "them" or "it" when referring to the multinational corporations for which I work.

Part 9: Information of Employee Exchange Ideology

Employee Exchange Ideology refer to Eisenberger, et al., 2001. These dimensions are measured using a five-point Likert scale, with 1 means strongly disagree and 5 means strongly agree.

Table 34 Measurement: Employee exchange ideology

Variables	Numbers if items	Measurement
Employee Exchange Ideology	3	Scale

There are 3 items including as follow:

1. People should only go out of their way to help their MNCs if it goes out of its way to help them.
2. An persons who is treated badly by MNCs should work less hard.
3. A person who work for MNCs should only work hard if his or her efforts will lead to a pay increase, promotion, or other benefits.

3.3.2.2.2 Research Instrument

General Information of sample general information of respondents refers to information investigating the reliability provided by the respondents. Table 35 shows the question, measurement type described.

Table 35 Item and its measurement of respondents' general information

Item	Scale
Gender	Nominal
Age	Ordinal
Education level	Ordinal
Marital status	Nominal
Department	Nominal
Position	Nominal
Working experience	Ordinal
Industries	Nominal
Head company	Nominal

There are 9 Variables, number of items, and type of measurement, including Employee Engagement, Employee Satisfaction. Employee Trust, Organizational Citizenship Behavior, Employee Commitment, Employee Performance, Turnover Intention, Organization Identification and Employee Exchange Ideology

Table 36 Variables, number of items, and type of measurement

Variables	Number of Items	Type of Measurement
Employee Engagement	12	Scale
Employee Satisfaction	15	Scale
Employee Trust	19	Scale
Organizational Citizenship Behavior	20	Scale
Employee Commitment	20	Scale
Employee Performance	8	Scale
Turnover Intention	7	Scale
Organization Identification	3	Scale
Employee Exchange Ideology	3	Scale

3.3 Research instrument verification and validation

3.3.1 Instrument validity

The questionnaire was developed using an adaptation approach, with most of the items originally developed from existing questionnaires that measured the same constructs. This approach is used to ensure initial validity and reliability of the measures, although they still need to be tested in context and reviewed by experts (Fowler, 2014). The initial items were selected from two different types of sources. In cases where there was a commonly used standard instrument for measuring a given construct (like Employee Engagement), the standard instrument was used. In other cases, where there is no standard instrument, the items were adapted from previous studies that had investigated the construct. The initial items and sources are shown in the tables below.

For this research, the items also needed to be translated from English to Thai. Although English competency is common among Thai professionals and workers, it is still preferable when possible to conduct surveys in the native language of respondents to avoid uncertainty, misinterpretation or differences in cognition based

on language context (Richard & Toffoli, 2009). Back-translation (a process of dyadic mutual translation (Tyupa, 2011)) was not used here because of its potential unreliability. However, expert review was used to check the researcher's translations.

I: Question items represent Employee Engagement

Table 37 Question items represent Employee Engagement

Question items represent Employee Engagement	Adapted from
1. Do you realize of other expectations about your work?	Blessing White (2013) and Gallup (2014)
2. Are there any materials and instruments to help you work efficiently?	
3. During your work, do you have any chances to do your best in daily life?	
4. During last weeks, have you got any complimentary or admiration from performing work well?	
5. Have you been considered as a human in your workplace by your chief?	
6. Are you been motivated by someone regarding of your development?	
7. Does anyone at your work aware that your comments are important?	
8. Do you think that the importance of your job comes from the goal and mission of organizations?	
9. Do your colleagues recognize of work quality?	
10. Do you have any close friends at the workplace?	
11. During the last six months, any of your colleagues discuss about your development?	
12. During last year, do you have any chances to study and develop yourself?	

II: Question items represent Employee Satisfaction

Table 38 Question items represent Employee Satisfaction

Question items represent Employee Satisfaction		Adapted from
Responsibilities	1. The work that has been assigned create continuous learning.	Saks (2019), Alarcon and Edwards (2011) and Shuck et al. (2011)
	2. I am free to make decision on job achievement	
	3. I have been assigned job that match with my competences.	
Benefit and Compensations	4. The assessment for pay rising is fair.	
	5. The pay is suitable with job quantity.	
	6. Employee welfare is appropriate.	
Problem Solving and Complain	7. The department can solve internal conflict with fairness.	
	8. All complain in the department have been solved.	
	9. Employees in the department participate in solving department problems.	

Culture	10. The working environment is safe when working,	
	11. There is enough facilities to complete work.	
	12. There is suitable safety system in the department.	
Career Path	13. I have been developed to prepare for higher position.	
	14. I have clear career path.	
	15. My department has planned to promote me to higher position.	

III: Question items represent Employee Trust

Table 39 Employee Trust

Question items represent Employee Trust		Adapted from
Organization	13. I have been developed to prepare for higher position.	Ugwu et al. (2014) Wang and Hsieh, (2013), and Anderson and Costa's (2011)
	14. I have clear career path.	
	15. My department has planned to promote me to higher position.	
	4. Management of the organization work together to complete job smoothly.	
	5. The organization strives for making money to help everyone survive.	
	6. The organization cares about customer by providing high quality products/ services.	
Decision Making	7. You can set up your own goal and way of working by yourself.	
	8. You can suggest new way or working.	
	9. Policies and rules in the department can obstruct employee's decision making for improvement.	
Team	10. I think my colleague and I have been treated fairly.	
	11. When I have problem at work, my colleague will try to help me out.	
	12. My team helps to complete work.	
	13. I am confident in my team abilities.	
Equity	14. I think my colleague and I have been treated fairly.	
	15. Careless of the others make my work more difficult.	
	16. My colleague mostly be assigned to work when boss is not in.	
Boss	17. My boss is fair when evaluate working performance.	
	18. My boss always helps or advise me about work.	
	19. My boss is competence to work.	

III: Question items represent Organizational Citizenship Behavior

Table 40 Organizational Citizenship Behavior

Question items represent Organizational Citizenship Behavior		Adapted from
Altruism	1. When people overworked.I assist them	Bateman and Organ (1983), Smith et al., (1983) and Rurkkhum and Bartlett (2012)
	2. I would like to provide a helpful hand to individuals in my immediate vicinity.	
	3. I provide assistance to people who have been absent.	
	4. When people faced with work-related issues.I will assist them	
	5. Even though it is not compulsory, I assist newcomers with orientation.	
Sportsmanship	6. I am the quintessential "squeaky wheel" who requires constant lubrication.	
	7. I waste a lot of time whining about insignificant issues.	
	8. I have a proclivity for making "mountains out of molehills."	
	9. I am constantly more concerned with what is wrong than with what is right.	
Civic Virtue	10.I stay up with the organization's changes.	
	11. I go to functions that aren't mandatory but benefit the company's image.	
	12.I read and keep up with company news, memoranda, and other information..	
Courtesy	13. I strive to stay away from causing problems for my coworkers.	
	14. I think about how my actions will affect my coworkers.	
	15. I do not infringe on other people's rights.	
	16. I take precautions to avoid conflicts with coworkers.	
Consciousness	17. My work attendance is above average.	
	18. I don't take any further breaks.	
	19. Even when no one is looking, I follow workplace laws and regulations.	
	20. I am one of the most responsible employees on the team.	

IV: Question items represent Employee Commitment

Table 41 Employee Commitment

Question items represent Employee Commitment	Adapted from
1.Leaving my company now would be prohibitively expensive.	Allen and Meyer (1990)
2.If I leave this organization, I will feel guilty.	
3.At my company, I feel like I'm a sister , brother of the family.	
4.If I leave this work, I will have a difficult time finding another.	
5.I don't feel obligated to continue working for this organization.	
6.This organization holds a lot of personal significance for me.	
7.One of the drawbacks of quitting this organization is the scarcity of alternatives.	
8.I believe I would be unable to leave this organization because I am obligated to my coworkers.	
9.At the moment, sticking with my company is both a necessity and a pleasure.	
10.I have the distinct impression that this organization's troubles are my own.	
11.I do not believe it is acceptable to resign our company, even if I will benefit from the move.	
12.I would be delighted to work for this organization for the rest of my career.	
13.If I opted to resign my organization right now, it would disturb far too much of my life.	
14.This institution is deserving of my devotion.	
15.Even if I wanted to, it would be quite difficult for me to resign my organization right now.	
16.I don't have any strong feelings towards this organization.	
17.I suppose I despise this organization a great deal.	
18.Even if I don't have any other options, I could quit this work.	
19.I feel like I'm a person of this group.	
20.One of the main reasons I keep working for this company is that other companies may not be able to match the overall perks I receive here.	

V: Question items represent Organization Performance

Table 42 Organization Performance

Question items represent Organization Performance	Adapted from
1.How would your usual job performance this year in term of • Growth • Achieved • Productivity • Customer satisfaction	Shields et al., (2016), Daft (2012), and Organ (1988)
2. How would you rate organization performance this year in term of • Growth • Achieved • Productivity • Customer satisfaction	

VI: Question items represent Organization Identification

Table 43 Organizational Identification

Question items represent Organizational Identification	Adapted from
1. It feels like a personal insult when someone criticizes the MNCs for which I work.	Mael and Ashworth's (1992)
2 The accomplishments of this multinational corporation are my accomplishments.	
3. I like to use the word "we" rather than "them" or "it" when referring to the multinational corporations for which I work.	

VII: Question items represent Employee Exchange Ideology

Table 44 Employee Exchange Ideology

Question items represent Employee Exchange Ideology	Adapted from
1. People should go out of their way to assist their MNCs only if the MNC goes out of its way to assist them.	Eisenberger, et al., 2001
2. A person who is mistreated by a multinational corporation should work less hard.	
3. Person who work for multinational corporations (MNCs) should only work hard if their efforts will result in a wage raise, promotion, or other advantages.	

VIII: Question items represent Employee Engagement of Multinational parent company

Table 45 Employee Engagement Multinational parent company

Question items represent Employee Engagement of Multinational parent company	Adapted from
1. I know what multinational parent company is expected of me.	Blessing White and Gallup (2014)
2. Multinational parent company has clear mission/ purpose that make me feel that the job is important.	
3. Based on the policies of multinational parent company, I have sufficient tools and equipment that appropriate to work.	

IX: Question items represent Turnover Intention

Table 46 Turnover Intention

Question items represent Turnover Intention	Adapted from
1.I often think about resigning	Shields et al. (2016), BlessingWhite (2013), and Cho and Lewis (2011)
2.It would not take much to make me resign from this organization.	
3.I tend to look for another job in the near future.	

3.3.2 Content validity

Content validity index (CVI) was used to evaluate content validity for both items (I-CVI) and scales (S-CVI) (Shrotryia & Dhanda, 2019; Yusoff, 2019). The CVI approach is intended to assess content validity based on expert review. This process asks experts to rate items and scales to measure relevance, clarity, simplicity and ambiguity, with scores from 1 to 4. These scores are then reduced to 0 (collapsing 1 and 2) and 1 (collapsing 3 and 4) and averaged for a coefficient (Table 47). The minimum CVI coefficient value is 0.70 (Shrotryia & Dhanda, 2019; Yusoff, 2019). The scoring for the individual items is summarized in Table 48. Here, a panel of five experts was selected and solicited for review of the items. Their scores were converted as above and then averaged for the item and scale CVI coefficients.

Table 47 Dimensions and score and meaning of content validity index (CVI)

Aspect	Score and meaning	Conversion
Relevant	1 indicates that this item is irrelevant. 2 indicates that this item requires some corrections. 3 indicates that this item is relevant, however it could be improved slightly. 4 indicates that this item is completely appropriate.	Score 1 and 2 equals 0 3 and 4 equals 1
Clarity	1 indicates that this item is unclear. 2 indicates that this item requires some corrections. 3 indicates that even this item is quite clear, it could be improved slightly. 4 indicates that this item is completely clear.	Score 1 and 2 equals 0 3 and 4 equals 1
Simplicity	1 = This is not a basic object 2 = This item requires some work. 3 = This thing is straightforward, however it requires minimal adjustment. 4 = This is a fairly straightforward item.	Score 1 and 2 equals 0 3 and 4 equals 1
Ambiguity	1 = This is a dubious item. 2 = This item requires some work. 3 = This item is a question, but it just requires minimal correction. 4 = This item is self-evident	Score 1 and 2 equals 0 3 and 4 equals 1

The results of the S-CVI and I-CVI scores are presented in Table 48. S-CVI is presented in two forms. S-CVI/UA (universal agreement) measures the percentage of experts agreeing with the item (i.e. scoring 1) (Shrotryia & Dhanda, 2019). For example, if six experts agree and one disagrees, the resulting S-CVI/UA score is 85.7%. The S-CVI/Ave represents an average of the item-level CVI scores (Polit & Beck, 2006). Overall, the S-CVI/AVE score is less conservative than the S-CVI/UA score (which requires 100% agreement for strict acceptance), requiring a score of at least 0.80 for agreement (Polit & Beck, 2006). However, the measures do assess different aspects of scale validity. Furthermore, the S-CVI/UA measure is sensitive to the size of the scales, as incomplete agreement on items smaller scales has a stronger effect on the S-CVI/UA than it does in larger scales (Shrotryia & Dhanda, 2019). Following established practice (Halek et al., 2017), both measures are therefore reported. I-CVI scores are reported only as a range, as the main concern with these measures was that they exceeded the 0.70 threshold (Shrotryia & Dhanda, 2019).

I-CVI scores ranged from 0.80 to 1.00. This indicates that all individual items are sufficient in terms of content validity. The S-CVI/UA measures for scales including Employee Engagement, Employee Satisfaction, Employee Commitment,

Employee Performance, Intention to Quit, Organizational Identification and Employee Exchange Ideology were all 100%, indicating universal agreement.

Scales including Employee Trust (84%) and Organizational Citizenship Behavior (85%) did not reach universal agreement, so the S-CVI/Ave scores must be considered. For both scales, the S-CVI/AVE was 0.96. This does exceed the threshold of 0.80 which is used to assess S-CVI/AVE (Polit & Beck, 2006). Thus, these two scales did not pass the S-CVI/UA threshold, but were acceptable by the standards of S-CVI/AVE. Based on these results, content validity was found acceptable.

Table 48 Content Validity Index

Variables	S-CVI/UA	S-CVI/Ave	I-CVI
Employee Engagement	(1) 100.00%	1.00	
Employee Satisfaction	(1) 100.00%	1.00	
Employee Trust	(0.84) 84.00%	0.96	
Organizational Citizenship Behavior	(0.85) 85.00%	0.96	
Employee Commitment	(1) 100.00%	1.00	0.8-1.00
Employee Performance	(1) 100.00%	1.00	
Intention to Quit	(1) 100.00%	1.00	
Organizational Identification	(1) 100.00%	1.00	
Employee Exchange ideology	(1) 100.00%	1.00	
Overall	(0.94) 94.00%	0.99	

3.3.3 Reliability Assessment

Assessing the reliability of the research instrument is critical because it supports the usability of the questionnaire for the actual respondent and ensures it measures the same or similar constructs (Taherdoost, 2016). Reliability assessment of the instrument in this study was conducted using a pilot test, in which 40 questionnaires were collected from a sample of the population (Radhakrishna, 2007). The dataset was prepared using the procedures that would be used in the main research, and then tested using three approaches – Cronbach's alpha, the corrected item-total correlation and exploratory factor analysis (EFA).

Cronbach's alpha was selected measure it measures the total inter-item correlation of multi-item Likert scales, or in other words the internal consistency of the scale (Krosnick & Presser, 2010). There are some problems with interpretation of

the alpha coefficient, and as such it should not be used as the only measure of reliability (Taber, 2018). However, it can be used as a first check on questionnaire reliability. For this study, a minimum value of $\alpha \geq .70$ was used, which is appropriate for non-clinical research (Krosnick & Presser, 2010).

Corrected item-total correlation measures coherence between items in the given test (Zijlmans et al., 2019). In other words, it represents the extent to which items are related (or unrelated) (Furr & Bacharach, 2008). The minimum value for corrected item-total correlation was 0.20 (Furr & Bacharach, 2008).

The third step in reliability assessment was EFA, which is a statistical modelling process which is designed to identify possible factor structures for large observed variable sets and for model reduction (or elimination of unnecessary or redundant variables) and scale purification (or removal of unrelated variables from the proposed scales) (Fabrigar & Wegener, 2012). The benefit of EFA is that it can be used to identify latent variables that were not identified in the initial model, as well as remove unnecessary variables to improve the ultimate model fit and outcomes for further analysis. For this analysis, EFA was used with principle axis factoring and varimax rotation, with eigenvalue ≥ 1. For items to be accepted in the proposed scale, factor loadings and significance were used. Following prior recommendations for sample sizes larger than 200 members, a factor loading of .40 or higher ($p < .05$) was required for inclusion (Fabrigar & Wegener, 2012). Any items with a lower factor loading would be removed from the analysis.

Additional tests included the Kaiser-Meyer-Olkin (KMO) test and Bartlett's test of sphericity. The KMO test assesses sampling adequacy as an indicator of suitability for factor analysis (Brown, 2015). KMO values of $> .50$ indicates that the data is suitable for factor analysis, while values of $< .50$ indicates the sample needs to be larger (Fabrigar & Wegener, 2012). However, values of KMO $> .80$ are preferred. The Bartlett's test of sphericity requires statistical significance ($p < .05$) (Brown, 2015).

Convergent and discriminant validity were assessed using standard values (Fornell & Larcker, 1981; Hair et al., 2016). Convergent validity was assessed using average variance extracted (AVE), with a minimum value of .50. Composite reliability (CR) was assessed at more than .70, for acceptable values. To test

discriminant validity, AVE was compared to squared inter-factor correlation estimates, with convergent validity indicated by AVE being lower.

Finally, standardized factor loadings were assessed in the confirmatory factor analysis (CFA) process. There is disagreement about appropriate values for standardized factor loadings, with estimates ranging from .30 to .70 (Brown, 2015). For this research a minimum value of .60 was used for inclusion in the CFA process. The CFA model was also assessed for goodness of fit using standard values of CFI, RMSEA, chi-square, and NNFI (Brown, 2015).

3.4 Data Collection

The data collection scope included both primary and secondary data. Secondary data was collected first, leading to the research structure and guiding collection of primary data.

3.4.1 Secondary data

Secondary data is data collected and analyzed for other purposes, but which has relevance to the research questions (Flick, 2020). In this study, secondary data was used to establish the background of the study and its objectives, and to formulate the research frameworks (as presented in Chapter 2). The secondary data collection process relied on academic search engines and databases to find sources such as books, chapters, and journal articles. Additional secondary data was also sought from press sources, including reports on employee engagement and other information.

3.4.2 Primary data

Although research can be based in secondary data, especially where there have been many studies investigating the same research questions, most studies do use some primary data collection as well (Flick, 2020). Primary data is collected by the researcher directly from the sample to answer specific research questions (Flick, 2020). Primary data collection helps the researcher to answer questions in specific contexts, test variations in research models and investigate how theories fit together or refine and validate new theories.

In this research, primary data was used to investigate the research framework and to test the hypotheses. Because of its role in hypothesis testing, quantitative data was collected, as this is required for the process of relationship testing (Flick, 2020). The primary data was collected using a questionnaire, which is one of the most common forms of data collection instrument for quantitative research (Fowler, 2014). This data was collected from a sample of employees of Thai subsidiaries of MNCs. This process allowed primary data to be standardized from all participants, as well as facilitating the data analysis process, which is described later in the chapter.

3.5 Population and Sampling Procedure

3.5.1 Population

The population of interest was employees who currently work for MNCs in Thailand. The sample size for quantitative research is based on the population size and analysis techniques used (Cooper & Schindler, 2014). The population size for this population is unknown, but given the prevalence of MNCs in Thailand's economy (as discussed in Chapter 1), it is likely to be very large. For very large but unknown populations it is acceptable to assume an infinite population (Black, 2011). Given this, the minimum sample size for the research should be 385 members (Krejcie & Morgan, 1970). For this research, the target sample size was 400 members. This would allow for incomplete surveys to be discarded while still meeting the minimum sample size requirement for the statistical analysis.

Employee engagement and organizational performance in MNCs in Thailand will be studied. The population will consist of employees who work for MNCs in Thailand. MNCs's industries include Pharmaceutical which are top MNCs in Thailand such as Novatis (Thailand) Co., Ltd, Pfizer (Thailand) Co., Ltd, Roche (Thailand) Co., Ltd, Roche(Thailand) Co., Ltd, Glaxo (Thailand) Co., Ltd, Astra Zenecar (Thailand) Co., Ltd, MSD (Thailand) Co., Ltd, Amgen (Thailand) Co., Ltd, Automotive industries which are top MNCs in Thailand such as Toyota Motor (Thailand) Co., Ltd ; Mitsubishi Motors (Thailand) Co., Ltd; Honda Automobile (Thailand) Co., Ltd.; Nissan Motor (Thailand); BMW (Thailand) Co., Ltd.

Food and Beverage industries which are top MNCs in Thailand such as Mcdonald (Thailand) Co., Ltd., Starbuck (Thailand) Co., Ltd, KFC (Thailand) Co., Ltd, Pizza Hut (Thailand) Co., Ltd, Dunkin Donuts (Thailand) Co., Ltd , Coca Cola (Thailand) Co., Ltd , Nestle (Thailand) Co., Ltd ,

IT and Computer industries which are top MNCs in Thailand such as Apple (Thailand) Co., Ltd., Samsung (Thailand) Co., Ltd, Panasonic (Thailand) Co., Ltd, Nokia (Thailand) Co., Ltd,

The participating companies 's headquartered need in a wide range of countries. There are Japan, the US and other countries, which included Canada, the European nations of Switzerland and Germany, and various Asian nations such as China, Hong Kong, Japan, Taiwan, South Korea, Singapore, and India.

3.5.2 Sampling Procedures

The observe's sampling became carried out the usage of a convenience sampling technique. comfort sampling is a non-random sampling approach wherein contributors are decided on based totally on proximity or availability (Cooper & Schindler, 2014). The convenience sampling strategy does not necessarily deliver a representative sample, but this disadvantage is offset by its relatively low cost and ease of sampling. It is commonly used in business research because the population of interest may not be well-enumerated, may be difficult to reach or may not be strongly differentiated (Cooper & Schindler, 2014). In this research, convenience sampling was required because there was no way to determine the sample characteristics that would be required to provide a representative sample. The questionnaire was distributed using a self-administered technique, in which respondents were briefly introduced to the survey, gave informed consent and then filled out the questionnaire themselves.

Data was collected using a combination of online questionnaires and paper questionnaires. Paper questionnaires were used to make sure the survey did not exclude people without Internet access or who were not aware of the recruitment process (Toepoel, 2016). An information letter explaining the study's goal,

confidentiality requirements, survey timeline, and online privacy protections preceded the questionnaire. Paper surveys were provided and returned by postal mail to the researcher. This method was utilized to ensure the respondents' confidentiality, which was unethical.

3.6 Data Analysis

Descriptive statistics and structural equation modeling were applied in the data analysis (SEM). SPSS was used for both stages of the analysis

3.6.1 Descriptive Analysis

Descriptive statistics were used to evaluate trends and identify characteristics of a single variable (Black, 2011). The descriptive statistics also allowed the researcher to check assumptions of SEM.

Descriptive statistics were chosen according to the item type. Frequency distributions were utilized to examine the categorical items used to collect data on demographics (gender, age, education, and marital status), professional information (position, job experience, and home office location), and industries represented.. The frequency distribution reports the absolute and relative frequency of each category within the sample, both as a raw number and as a percent of the total sample (Warne, 2021). The frequency distribution therefore allows us to see how often a given characteristic appears in the sample, allowing for a demographic, professional and industry profile of respondents.

For all Likert scale items, descriptive statistics included mean, standard deviation, and skewness and kurtosis values. Mean and standard deviation of individual items shows the central tendency and deviation of the distribution for the variable (Warne, 2021). This allows us to determine, for example, what the average response to each item is and how far the distribution spreads. Likert item means were interpreted using a redistributed scale based on the original scale (Mukhopadhyay, 2016). This is one of the most common ways of interpreting Likert item means, with the other being categorical summation. In this case, the redistribution approach was used because the items would be used in later analysis as interval items, rather than categorical items. To calculate the redistributed interpretations, the range was divided

by the total number of interpretations ($\frac{(5-1)}{5} = \frac{4}{5} = .80$). The following interpretations were then assigned:

- 1.00 to 1.79: Strong disagreement/Disengaged
- 1.80 to 2.59: Disagreement/Low Engaged
- 2.60 to 3.39: Neutral/Engaged
- 3.40 to 4.19: Agreement /High Engaged
- 4.20 to 5.00: Strong agreement/Very High Engaged

The skewness and kurtosis values reveal the distribution's height and depth, indicating whether the variable has a normal distribution or not (Warne, 2021). Because one of the assumptions of SEM is that variables are normally distributed, this test was conducted (Kline, 2016). The Z-score is used to interpret skewness and kurtosis values, with Z = 1.96 (or p.05) being the critical number . (Hanneman et al., 2013). As a result, if Z > 1.96, the null hypothesis is rejected, and the variable is presumed to be non-normally distributed; if Z 1.96, the null hypothesis is accepted, and the variable is assumed to be normal.

Finally, bivariate Pearson correlations (r) are calculated for the scale indexes in the dataset. Although they are bivariate, correlations are descriptive statistics because they apply only to the sample (Hair et al., 2016). This study used bivariate correlations to investigate internal relationships of the variables in the sample. Significant correlations were assessed at p < .05. Correlation strength was also investigated, using the following rule of thumb: r < .300 - weak correlation; r = .300 to .500 – moderate correlation; r > .500 – strong correlation (Hair et al., 2016).

3.6.2 Multivariate statistics

SEM, used to test hypotheses, is an approach to identifying latent variables and investigating the structure of research models, delivering an insight into the internal relationships within the model (Kline, 2016). SEM was selected because it provides a full-model estimation of the effects of multiple factors, which is a more complete way to understand research relationships (B. M. Byrne, 2016). SEM was conducted using confirmatory factor analysis (CFA), an approach that uses regression to test internal relationships within a specified model (B. M. Byrne, 2016).

The SPSS AMOS package was used to conduct the CFA and SEM processes. SPSS AMOS is a specially designed package for structural modelling (B. M. Byrne, 2016). SPSS AMOS was also used for the EFA process (described previously), which was used to investigate the factor structure and for model reduction during the reliability and validity testing stage. However, CFA and SEM differ from EFA because the researcher specifies a research model, which hypothesizes which observed variables are associated with one latent variable (Brown, 2015; Kline, 2016). Thus, this was a distinct process.

For both CFA and SEM, standardized model fit indices were used to assess the extent to which the fitted model matched the real data. Multiple model fit indices are used because they all have different weaknesses and sensitivities. For example, chi-square measures are nearly always significant in large samples, and thus is not helpful for understanding the fit of a model based on a large sample (Alavi et al., 2020). Similarly, GFI, AGFI, RMSEA and RMR are sensitive to sample size and the number of factors in the factor structure (Niemand & Mai, 2018). In contrast, relative fit measures like CFI are not sensitive to sample size, though they can have other biases (Kline, 2016). Therefore, it was thought appropriate to use multiple fit measures, including both relative and absolute fit measures, to assess goodness of fit of the CFA and SEM models. The selected goodness of fit measures and their thresholds are summarized in Table 49.

Table 49 Summary of goodness of fit measures

Model-fit Index	Acceptance Condition	Notes
Absolute measures		
Chi-square	p > .05	Sensitive to sample size; likely to be p < .05 in n > 200 samples
Goodness of fit index (GFI)	GFI > .90	Can be acceptable at > 0.8
Adjusted goodness of fit index (AGFI)	AGFI > .90	Can be acceptable at > 0.8
Root mean square error of approximation (RMSEA)	RMSEA < .08	
Root mean square residual (RMR)	RMR < .08	
Comparative fit index (CFI)	> .90	CFI has to greater than 0.9
Normed fit index (NFI)	> .90	NFI has to greater than 0.9
Non-normed fit index (NNFI)	> .90	Also called Tucker-Lewis Index (TLI)

Sources: Alavi et al. (2020), Byrne et al. (2019), Baumgartner and Homburg (1996), Doll, et al. (1994(, Hu and Bentler (1999), Kline (2016) Niemand and Mai (2018)

The hypotheses were tested using regression coefficients of the latent variable trajectories after the model fit was assessed. The significance values (p.05) and standardized regression coefficients (B) were used to determine whether the link between the variables was significant. Although the strength of the link is recorded, it is not part of the acceptance criterion. Hypotheses 1 to 22 were accepted based on p.05 and the coefficient in the expected direction.

Finally, a paired t-test was conducted to see if there was a difference in employee engagement between the MNC's subsidiary and its international parent business. This test determines if there is a significant difference between two means from the same sample member (Black, 2011). It's usually used in test-retest designs, however it's used to see if there's a substantial mean difference between two closely related concepts.

3.7 Ethical Issues

There were two critical ethical issues, which included informed consent of participants and participant protection (Bell & Wray-Bliss, 2009). Informed consent meant that the participants understood what the study was for and agreed to participate. An information sheet detailing the objective of the study such as, who was

conducting it, and why it was undertaken was included in surveys to obtain informed consent. After that, each participant's explicit agreement was obtained. The most important aspect of participant protection was ensuring that employers did not have access to participant information. As a result, participation was kept private, and no names will be revealed.

CHAPTER 4
RESULTS

The study looked into the causes and effects of employee engagement among MNC employees in Thailand. The following were the study's five objectives: 1) determining the level of employee engagement in the Thai subsidiary and the multinational parent company; 2) looking into factors that influenced employee engagement (such as employee trust, employee exchange ideology, and organizational identification); and 3) looking into factors that influenced turnover intention (including employee trust, employee engagement, employee satisfaction, employee commitment, and organizational citizenship behavior). 4) looking into elements that affect organizational performance (such as employee trust, engagement, satisfaction, commitment, and organizational citizenship behavior); and 5) looking into the impact of employee engagement on organizational performance. The study also looked into the link between employee engagement in the Thai subsidiary and that of the multinational parent business.

Results are presented in six parts in this chapter. These parts are as follows:

Part 1 Symbols and meanings

Part 2 Descriptive results

Part 3 Data preparation for inferential analysis

Part 4 Tests of SEM assumptions

Part 5 SEM results

Part 6 Hypothesis investigation

Each of these parts includes various information and analyses, which are interpreted using standard metrics as explained in Chapter 3. The data is presented in tables, figures and in interpretive explanation. These findings support the discussion (Chapter 5).

4.1 Symbols, Abbreviations and Meanings

Symbol	Meaning
$\bar{x}$	Mean value
AGFI	Adjusted Goodness of Fit
AVE	Average Variance Extracted
C.R.	Critical Ratio
C.R.	Construct Reliability
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
CMIN/df	Relative Chi-square
CV	Coefficient of Variation
DE	Direct Effects
df	Degree of Freedom
EFA	Exploratory Factor Analysis
FL	Factor Loading
GFI	Goodness of Fit Index
H0	Null Hypothesis
H1	Alternative Hypothesis
IE	Indirect Effects
Ku	Kurtosis
Max	Maximum
Min	Minimum
N	Number of Samples
NFI	Normed Fit Index
p-value	Statistically significant level
R^2	Coefficient of Determination (r-squared)
RMR	Root mean square residual
RMSEA	Root Mean Square Error of Approximation
S.D.	Standard Deviation
SE	Standard Error
SEM	Structural Equation Model

Symbol	Meaning
Sk	Skewness
SMC	Squared Multiple Correlation
TE	Total Effects
TLI	Tucker Lewis Index

4.2 Descriptive Results

The research was conducted on a sample of employees who work for MNCs in Thailand. Analysis was conducted using structural equation modelling (SEM), which was selected because of its utility for analyzing a full model.

4.2.1 Demographic and Professional Profile

The initial data collection resulted in 445 questionnaires collected. However, a total of 22 questionnaires (or 4.9% of the initial sample) were discarded because of incomplete data. Since SEM is sensitive to missing responses and analysis tools will exclude data points with missing data (Kline, 2014), incomplete surveys were eliminated from the sample. The final sample size of the study was 423 respondents. This was slightly larger than the target sample size of 400 members. It also surpasses the rule of thumb of a minimum 200 members for structural equation modelling (SEM))Kline, 2016(. Therefore, the sample size can be considered adequate. Demographic and professional information was collected from all respondents. Although it is not possible to compare this to known characteristics of MNC employees in Thailand, this information does offer some insight about who answered the questionnaire.

Demographic information. (Table 50) Demographic information included gender, age, education level, and marital status. The sample was predominantly female (65.2%). Respondents ranged in age from 20 to 64. The largest group of respondents was in the 31 to 40 year age bracket (34.5%), followed by 21 to 30 years (39.2%) and 41 to 50 years (22.9%). About 93.2% of respondents were aged between 21 and 50. Respondents had a range of educational experience levels. It was most common for respondents to have a Bachelor's degree (53.9%). Other large groups of respondents had Master's degrees (18%) and Diplomas or vocational degrees

(12.1%). However, a sizeable group had lower than a Diploma degree as well (15.4%). Most of the respondents were single (61.2%) or married (35.7%). Given these demographics, it is difficult to state who a representative respondent is, although it is likely that they are female, aged 21 to 50, and single. However, they may have a range of educational experience.

Professional information. (Table 51) Professional information was also collected from respondents, including position, years of work experience, and home country. Most of the respondents were members of the operational staff (62.9%) or team leaders (30%). However, there was a small group of upper level management respondents (7.1%). Most of the respondents had a year or less of work experience at the company (24.8%) or between two and five years' experience at the company (44.1%). Finally, respondents reported to head offices around the globe. The largest offices represented included Japan (29.6%), America (22.9%) and Switzerland (7.1%).Therefore, the most common respondent to this study is an operational staff member working from Japan, America or Switzerland, who has been with the company for five years or less.

Table 50 Demographic information

Demographic Characteristics of the Sample		Frequency (N = 423)	Percentage
Gender	Male	147	34.8
	Female	276	65.2
Age	20 years	26	6.1
	21 to 30	140	33.1
	31 to 40	146	34.5
	41 to 50	97	22.9
	51 to 60	11	2.6
	61 and over	3	0.7
Educational Level	Lower than Diploma degree	65	15.4
	Diploma/Vocational degree	51	12.1
	Bachelor degree	228	53.9
	Master degree	76	18.0
	Doctoral degree	3	.7
Marital Status	Single	259	61.2
	Married	151	35.7
	Widow/Divorce/Separated	13	3.1

Table 51 Professional information

Professional Information of the Sample		Frequency (N = 423)	Percentage
Position	Operational staff	266	62.9
	Team leader	127	30.0
	Management team	30	7.1
Work Experience at Firm	One year or less	105	24.8
	2 to 5 years	188	44.4
	6 to 10 years	64	15.1
	11 to 20 years	56	13.2
	More than 20 years	10	2.4
Location of Home Office	Unspecified	3	.7
	America	97	22.9
	Switzerland	30	7.1
	Hong Kong	18	4.3
	Malaysia	14	3.3
	Germany	27	6.4
	Japan	125	29.6
	Spain	3	.7
	England	24	5.7
	Taipei	22	5.2
	Netherlands	3	.7
	France	5	1.2
	Korea	9	2.1
	Denmark	1	.2
	Norway	1	.2
	India	4	.9
	Sweden	1	.2
	Singapore	18	4.3
	China	7	1.7
	Belgium	2	.5
	Canada	5	1.2
	NewZealand	4	.9

Table 52 presents the industries represented in the sample. There were a total of 19 specific industries represented, along with one 'other' category which was used by respondents whose job did not fit into one of the specified industries. The biggest industry represented is the automotive industry (21.5% of the sample), followed by pharmaceutical (18.4%), food and beverage (17.7%), marketing research and consultancy (4.7%), IT and computers (4.5%), and retail (4.3%). The other industries accounted for less than 4% of the sample each, with eight industries having fewer

than 10 participants. Therefore, most respondents were automotive, pharmaceutical or food and beverage workers.

Table 52 Industries

Industries	Frequency (N = 423)	Percentage
Automotive	91	21.5%
Pharmaceutical	78	18.4%
Food and beverage	75	17.7%
Market research/ consultant/business	20	4.7%
It and computer	19	4.5%
Retail	18	4.3%
Pet industry	16	3.8%
Securities industry	13	3.1%
Insurance	11	2.6%
Logistic	11	2.6%
Medical equipment	10	2.4%
Machine and equipment	10	2.4%
Other	9	2.1%
Projector and printer	8	1.9%
Export	8	1.9%
Household equipment	6	1.4%
Services	6	1.4%
Mobile	6	1.4%
Bank and financial institute	5	1.2%
Hospital and health care	3	0.7%

4.2.2 Employee's opinion towards Employee Engagement

Employee engagement was tested as a series of two variables, including engagement with the Thai subsidiary and engagement with the multinational parent company of the multinational. The mean and standard deviation of these variables is shown in Table 53. This shows that the employees have slightly higher employee engagement with their mother countries (M = 3.78, SD = 1.027) than with the Thai subsidiary (M = 3.57, SD = 1.226). The mean difference of 0.21 points is relatively small on average. A paired t-test was used to determine whether this was statistically significant. The results indicated that though it was relatively small, it was a

statistically significant difference (t = 2.456, p = .014). Therefore, it can be stated that the employee engagement with the parent company is slightly, but significantly, higher than employee engagement for the Thai subsidiary.

Table 53 Descriptive statistics of employee engagement

	$\overline{x}$	Std. Deviation	Interpretation	t	p-value
Thailand	3.57	1.226	High engagement	2.456	0.014
Multinational parent company	3.78	1.027	High engagement		

4.2.2.1 Employee Engagement and Year of Working

When the correlation between the number of years worked and employee engagement was examined for both a subsidiary firm and its global parent company, only the parent company (p value = 0.014) showed a significant difference in terms of years worked and employee engagement. There was no significant association between the subsidiary company and the parent company (p value = 0.057).

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Table 54 Engagement and Year of Working

		N	Mean	Std .Deviation	F	Sig.
EE	One year or less	105	3.7135	1.12476	2.313	.057
	2 to 5 years	188	3.6587	1.12779		
	6 to 10 years	64	3.6107	1.07090		
	11 to 20 years	56	3.1741	1.43656		
	More than 20 years	10	3.3583	1.48918		
	Total	423	3.5938	1.18027		
EEM	One year or less	105	3.9778	.83751	3.162	.014
	2 to 5 years	188	3.7606	1.04163		
	6 to 10 years	64	3.6406	1.03263		
	11 to 20 years	56	3.6012	1.16414		
	More than 20 years	10	3.0000	1.27657		
	Total	423	3.7573	1.02724		

Moreover, the results showed that the longer employees work for the company, the less engagement they have regarding the parent company. Employees

who had worked for the company for one year or less, showed the highest level of employee engagement regarding the parent company (mean = 3.98), which was a significant difference from the employees who had worked between 6 to 10 years (p value = 0.37), 11 to 20 years (p value = 0.26), and more than 20 years (p value 0.004). This can be concluded that employee engagement regarding the parent company has considerably decreased over a longer period of working.

Table 55 LSD-Engagement Multinational Parent company and Year of Working

	1	2	3	4
1) One year or less				
2) 2 to 5 years	.080			
3) 6 to 10 years	.037	.415		
4) 11 to 20 years	.026	.304	.832	
5) More than 20 years	.004	.022	.065	.086

4.2.2.2 Employee Engagement and Working Position

Unlike years worked, the employee's job position showed no significant difference in terms of employee engagement, with both the subsidiary company (p value = 0.782) and the parent company (p value = 0.376). This means that different job positions do not impact the level of engagement any differently.

Table 56 Engagement and Position

		N	Mean	Std . Deviation	F	Sig.
EE	Operation staffs	266	3.5733	1.24358	.246	.782
	Team leader	127	3.6043	1.09094		
	Management team	30	3.7306	.97199		
	Total	423	3.5938	1.18027		
EEM	Operation staffs	266	3.8108	1.01132	.980	.376
	Team leader	127	3.6719	1.03210		
	Management team	30	3.6444	1.14448		
	Total	423	3.7573	1.02724		

4.2.2.3 Employee Engagement and Industry

In terms of industry and employee engagement, it was found that different industries can impact employee engagement regarding both the subsidiary company (p value = 0.000), and the parent company, (p value = 0.001) differently.

Regarding engagement towards the subsidiary company, hospitality and health care showed the highest level of engagement at "very high engagement" (mean = 4.61), while the security industry showed the lowest level of engagement at "low engagement" (mean = 2.28).

Regarding engagement towards the parent company, the service industry received the highest mean score at 4.44, which can be indicated as "very high engagement". The lowest level of engagement towards a parent company was in the mobile industry, with the average mean score of 2.83 (not engage, nor disengage).

Table 57 Engagement and Industry

		N	Mean	Std . Deviation	F	Sig.
EE	Pharmaceutical	78	3.7372	.99095		
	Medical Equipment	10	3.9167	.64190		
	Food and Beverage	75	3.8022	1.04126		
	Automotive	91	3.6484	1.14334		
	Insurance	11	3.6894	1.04555		
	Pet Industry	16	3.8177	.93997		
	Household Equipment	6	3.4861	1.03872		
	Hospital and Health Care	3	4.6111	.33679		
	Logistic	11	2.9318	1.33844	2.812	.000
	IT and Computer	19	3.4035	1.32208		
	Securities industry	13	2.2756	1.61782		
	Bank and Financial Institute	5	2.8500	1.52798		
	Retail	18	3.9861	1.03503		
	Market Research / Consultant /Business	20	3.1333	1.11587		
	Projector and Printer	8	3.2083	1.77225		
	Services	6	4.2083	1.12268		

		N	Mean	Std . Deviation	F	Sig.
	Machine and Equipment	10	4.0583	1.21147		
	Mobile	6	2.3889	1.15430		
	Export	8	2.7083	1.58740		
	Other	9	3.6944	1.33463		
	Total	423	3.5938	1.18027		
EEM	Pharmaceutical	78	3.7094	.98964		
	Medical Equipment	10	3.9333	.76659		
	Food and Beverage	75	4.0667	.87336		
	Automotive	91	3.7875	.94349		
	Insurance	11	3.1818	1.43266		
	Pet Industry	16	4.1042	.67461		
	Household Equipment	6	4.0556	.57413		
	Hospital and Health Care	3	4.0000	1.20185		
	Logistic	11	2.9697	1.04833		
	IT and Computer	19	3.6316	1.28089		
	Securities industry	13	3.6667	1.32637		
	Bank and Financial Institute	5	3.3333	.52705	2.461	.001
	Retail	18	3.9074	.77380		
	Market Research / Consultant /Business	20	3.1667	1.17229		
	Projector and Printer	8	2.9167	1.48805		
	Services	6	4.4444	.77936		
	Machine and Equipment	10	4.0667	.94019		
	Mobile	6	2.8333	.69121		
	Export	8	3.5833	1.64027		
	Other	9	4.2222	.62361		
	Total	423	3.7573	1.02724		

LSD results showed that the mobile and logistics industries are the two industries that employees have a level of engagement towards the subsidiary company. Other industries showed less difference. However, the result found no pattern of these differences. In this case, further research needs to be conducted.

Table 58 LSD-Engagement (Thailand) and Industry

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
2	.638																		
3	.723	.765																	
4	.612	.478	.385																
5	.896	.647	.758	.910															
6	.796	.829	.961	.582	.773														
7	.602	.463	.512	.735	.724	.542													
8	.191	.353	.227	.149	.213	.267	.162												
9	.028	.048	.018	.049	.118	.047	.336	.024											
10	.251	.248	.172	.393	.506	.283	.877	.088	.273										
11	.000	.001	.000	.000	.003	.000	.031	.001	.159	.006									
12	.091	.087	.070	.126	.171	.097	.355	.034	.894	.332	.337								
13	.402	.877	.537	.249	.495	.666	.351	.378	.016	.119	.000	.048							
14	.034	.075	.020	.067	.193	.073	.505	.036	.636	.458	.035	.618	.021						
15	.210	.189	.160	.294	.362	.216	.651	.069	.600	.683	.068	.580	.108	.875					
16	.328	.619	.399	.242	.368	.473	.271	.616	.027	.131	.001	.049	.678	.043	.104				
17	.400	.780	.503	.279	.457	.599	.329	.460	.024	.140	.000	.053	.872	.036	.115	.798			
18	.005	.009	.004	.009	.024	.009	.095	.006	.346	.057	.840	.503	.003	.160	.182	.006	.005		
19	.015	.025	.010	.025	.064	.025	.205	.014	.672	.147	.397	.827	.008	.371	.379	.015	.013	.603	
20	.915	.670	.788	.908	.992	.794	.728	.226	.136	.527	.004	.183	.529	.219	.379	.391	.486	.030	.074

1 = Pharmaceutical
2 = Medical Equipment
3 = Food and Beverage
4 = Automotive
5 = Insurance
6 = Pet Industry
7 = Household Equipment
8 = Hospital and Health Care
9 = Logistic
10 = IT and Computer
11 = Securities industry
12 = Bank and Financial Institute
13 = Retail
14 = Market Research/ Consultant/ Business
15 = Projector and Printer
16 = Services
17 = Machine and Equipment
18 = Mobile
19 = Export
20 = Other

Similar to engagement levels towards the subsidiary company, LSD results also showed that a level of engagement towards the parent company in the mobile industry, as well as market research/consulting/business (differs from 9 industries). The results also showed that the level of engagement towards parent companies of IT and Computers, Securities industries, and Bank and Financial Institutes, had no significant difference over other industries.

Table 59 LSD-Engagement Multinational Parent company and Industry

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
2	.503																		
3	.027	.691																	
4	.611	.660	.073																
5	.100	.085	.006	.057															
6	.149	.670	.891	.241	.018														
7	.412	.812	.979	.523	.084	.919													
8	.620	.919	.909	.716	.208	.868	.937												
9	.021	.027	.001	.010	.617	.004	.032	.113											
10	.760	.438	.089	.535	.234	.162	.363	.552	.080										
11	.886	.524	.182	.682	.235	.240	.429	.601	.088	.922									
12	.413	.272	.111	.321	.778	.131	.231	.359	.498	.551	.525								
13	.447	.947	.542	.641	.057	.565	.752	.881	.014	.400	.507	.254							
14	.030	.047	.000	.012	.968	.005	.056	.177	.598	.145	.159	.738	.022						
15	.032	.032	.002	.018	.567	.006	.035	.109	.909	.089	.094	.463	.020	.548					
16	.082	.320	.371	.118	.013	.475	.499	.528	.004	.082	.114	.066	.253	.006	.005				
17	.286	.765	1.00	.400	.042	.926	.983	.919	.012	.264	.340	.179	.685	.020	.015	.463			
18	.038	.033	.004	.023	.491	.008	.034	.098	.787	.087	.090	.407	.023	.472	.877	.005	.017		
19	.733	.459	.192	.578	.386	.227	.380	.537	.185	.908	.852	.660	.444	.317	.181	.110	.306	.164	
20	.144	.528	.658	.212	.020	.776	.751	.738	.005	.143	.199	.110	.439	.009	.007	.672	.734	.008	.187

1 = Pharmaceutical
2 = Medical Equipment
3 = Food and Beverage
4 = Automotive
5 = Insurance
6 = Pet Industry
7 = Household Equipment
8 = Hospital and Health Care
9 = Logistic
10 = IT and Computer
11 = Securities industry
12 = Bank and Financial Institute
13 = Retail
14 = Market Research/ Consultant/ Business
15 = Projector and Printer
16 = Services
17 = Machine and Equipment
18 = Mobile
19 = Export
20 = Other

However, the result found no pattern of these differences. This research then investigated deeper by considering related factors of each industry, that might have impacted, and created these differences Taking the sufficient data, it was found that only three industries had enough data samplings for further investigation. These industries were the Automotive industry (n = 96), Pharmaceutical industry (n = 78), Food and beverage industry (n = 75). The analysis was based on an independent t-test (gender) and One-way ANOVA (age and education).

4.2.2.3.1 Automotive Industry

Independent sample t-test results shown that there was no significant difference, in terms of employee engagement towards the subsidiary company (p value = 0.525), between female and male employees who worked in the automotive

industry. However, there was significant differences between male and female employees in the automotive industry, in terms of employee engagement towards the parent company (p value = 0.041). It was clear that female employees shown more engaged in the parent company, than male employees in automotive industry.

Table 60 Automotive: Gender and Engagement

	Gender	N	Mean	Std . Deviation	t	Sig .)2-tailed(
EE	Male	42	3.5655	1.26295	.-638	.525
	Female	49	3.7194	1.03801		
EEM	Male	42	3.5635	1.07821	-2.085	.041
	Female	49	3.9796	.77103		

In the case of age, no significant difference was found, among age groups of employees who worked in the automotive industry of both subsidiary (p value = 0.569), and parent companies (p value = 0.988) in terms of engagement.

Table 61 Automotive: Age and Engagement

		N	Mean	Std . Deviation	F	Sig.
EE	20 years	1	4.2500	.		
	21 to 30	29	3.8707	1.10118		
	31 to 40	36	3.5949	1.15627		
	41 to 50	22	3.3750	1.22953	.777	.569
	51 to 60	2	4.4167	.11785		
	61 and over	1	3.0000	.		
	Total	91	3.6484	1.14334		
EEM	20 years	1	4.0000	.		
	21 to 30	29	3.8851	.94397		
	31 to 40	36	3.7130	.99571		
	41 to 50	22	3.7727	.97257	.116	.988
	51 to 60	2	3.8333	.23570		
	61 and over	1	3.6667	.		
	Total	91	3.7875	.94349		

In terms of academy, there was a significant gender disparity. In terms of participation with the subsidiary firm, it was discovered that there was a substantial variation in educational levels among individuals working in the automotive industry. In terms of engagement with the parent firm, however, there was no substantial variation in educational degrees of employees in the automotive industry.

Table 62 Automotive: Education and Engagement

		N	Mean	Std. Deviation	F	Sig.
EE	Lower than Diploma degree	16	3.9844	1.21076		
	Diploma /Vocational degree	18	3.9120	.75270		
	Bachelor's degree	50	3.5933	1.14008	2.517	.047
	Master's degree	5	2.3167	1.54830		
	Doctoral degree	2	3.2917	.64818		
	Total	91	3.6484	1.14334		
EEM	Lower than Diploma degree	16	4.1042	.76709		
	Diploma /Vocational degree	18	3.7963	.63800		
	Bachelor's degree	50	3.7867	.98460	1.578	.187
	Master's degree	5	3.0000	1.64992		
	Doctoral degree	2	3.1667	.70711		
	Total	91	3.7875	.94349		

LSD results showed that for employees with a master's degree only, showed a significant difference compared to employees whose education was lower than a diploma degree (p value = 0.004), diploma or vocational degree (p value = 0.005), and bachelor's degree (p value = 0.016); but found no significant difference between a master's degree and a doctoral degree (p value = 2.95) in terms of engaging with the parent company

Table 63 Automotive: LSD – Education and Engagement (Thailand)

	1	2	3	4
1) Lower than Diploma degree				
2) Diploma /Vocational degree	.850			
3) Bachelor's degree	.222	.298		
4) Master's degree	.004	.005	.016	
5) Doctoral degree	.406	.454	.706	.295

4.2.2.3.2 Pharmaceutical Industry

Only employee involvement toward subsidiary companies indicated a significant difference between males and females (p value = 0.21), with males displaying a higher level of engagement than females, according to research into gender and employee engagement in the pharmaceutical business. Employee engagement in the parent firm, on the other hand, revealed no correlation (p value = 0.313).

Table 64 Pharmaceutical: Gender and Engagement

	Gender	N	Mean	Std . Deviation	t	Sig .)2-tailed(
EE	Male	31	4.0323	.75605	2.350	.021
	Female	47	3.5426	1.08332		
EEM	Male	31	3.8495	.88124	1.015	.313
	Female	47	3.6170	1.05404		

Similar to the automotive industry, different age groups of employees in the pharmaceutical industry also showed no significant difference towards employee engagement of both the subsidiary (p value = 0.102), and the parent company (p value = 0.058).

Table 65 Pharmaceutical: Age and Engagement

		N	Mean	Std . Deviation	F	Sig.
EE	20 years	5	3.9000	1.16428		
	21 to 30	18	4.1991	.92405		
	31 to 40	35	3.3976	.93521		
	41 to 50	14	3.9643	.79845	1.920	.102
	51 to 60	5	3.6000	1.47949		
	61 and over	1	4.0000	.		
	Total	78	3.7372	.99095		
EEM	20 years	5	4.2667	.49441		
	21 to 30	18	4.1111	.67640		
	31 to 40	35	3.3524	1.04457		
	41 to 50	14	3.9762	.91019	2.255	.058
	51 to 60	5	3.4667	1.46439		
	61 and over	1	3.6667	.		
	Total	78	3.7094	.98964		

Just like age groups, educational levels of employees who worked for pharmaceutical industry also showed no significant different toward employee engagement of both subsidiary (p value = 0.780) and parent company (p value 0.135).

Table 66 Pharmaceutical: Education and Engagement

		N	Mean	Std . Deviation	F	Sig.
EE	Lower than Diploma degree	13	3.7244	1.32959		
	Diploma /Vocational degree	5	4.1667	.23570		
	Bachelor's degree	33	3.7424	1.11129	.363	.780
	Master's degree	27	3.6574	.72218		
	Total	78	3.7372	.99095		
EEM	Lower than Diploma degree	13	4.1538	.50213		
	Diploma /Vocational degree	5	3.8000	.18257		
	Bachelor's degree	33	3.7778	1.21811	1.914	.135
	Master's degree	27	3.3951	.86250		
	Total	78	3.7094	.98964		

4.2.2.3.3 Food and Beverage Industry

Unlike the automotive and pharmaceutical industries, there was no significant difference in participation between males and females in both the subsidiary (p value = 0.829) and parent firm (p value = 0.373) in the Food and Beverage industry.

Table 67 Food and Beverage: Gender and Engagement

	Gender	N	Mean	Std . Deviation	t	Sig.)2-tailed(
EE	Male	20	3.8458	.89028	.217	.829
	Female	55	3.7864	1.09816		
EEM	Male	20	3.9167	1.01379	.-896	.373
	Female	55	4.1212	.81993		

While the automotive industry found significant differences between employee engagement of a subsidiary company and age, the pharmaceutical industry found no difference; the food and beverage industry showed significant differences for a parent company and age only (p value = 0.000). No significant difference was found for employee engagement of a subsidiary company and age (p value = 0.421).

For engagement with a parent company, some patterns were found which indicated that the older the employee, the less engaged with the parent company. A group of employees with 20 years of service showed the highest level of engagement with the parent company (mean = 4.52 - very high engagement), while employees with 41 to 50 years of service, showed the least engagement with the parent company (mean = 3.06 – not engage nor disengage).

Table 68 Food and Beverage: Age and Engagement

		N	Mean	Std . Deviation	F	Sig.
EE	20 years	18	4.1620	.99692		
	21 to 30	40	3.6813	1.13289		
	31 to 40	11	3.7348	.82649	.951	.421
	41 to 50	6	3.6528	.81890		
	Total	75	3.8022	1.04126		
EEM	20 years	18	4.5185	.53897		
	21 to 30	40	4.1500	.64029		
	31 to 40	11	3.5758	1.28315	6.897	.000
	41 to 50	6	3.0556	1.12382		
	Total	75	4.0667	.87336		

LSD results demonstrated that employee engagement towards the parent company of an employee who had 20 years of service, and also employees aged between 21 to 30, showed a significant difference with employees aged between 31 to 40 (p value = 0.002, 20 years; p value 0.035, 21 to 30 years), and also between 41 to 50 (p value = 0.000, 20 years; p value 0.002, 21 to 30 years).

Table 69 Food and Beverage: LSD–Age and Engagement Multinational Parent Company

	1	2	3
1) 20 years			
2) 21 to 30	.102		
3) 31 to 40	.002	.035	
4) 41 to 50	.000	.002	.196

For educational levels, the results of the food and beverage industry are also different from the automotive industry (only the subsidiary company showed significant differences), and the pharmaceutical industry (showed no different for both). For this industry, One-way ANOVA results showed that there was no difference between employee engagement towards the subsidiary company, and varying education levels (p value = 0.663). On the other hand, there was a significant difference among varying educational levels, and employee engagement towards the

parent company (p value = 0.36). Furthermore, it was found that the higher the education of the employee, the less engagement in the parent company.

Table 70 Food and Beverage: Education and Engagement

		N	Mean	Std. Deviation	F	Sig.
EE	Lower than Diploma degree	26	3.9904	1.03852		
	Diploma /Vocational degree	13	3.5705	1.25039		
	Bachelor's degree	33	3.7601	1.00103	.530	.663
	Master's degree	3	3.6389	.58531		
	Total	75	3.8022	1.04126		
EEM	Lower than Diploma degree	26	4.3205	.58485		
	Diploma /Vocational degree	13	4.1282	.67410		
	Bachelor's degree	33	3.9495	.97226	2.994	.036
	Master's degree	3	2.8889	1.71053		
	Total	75	4.0667	.87336		

When considering the LSD results, it was clear that only a group of employees with a master's degree was different from the other groups (lower than diploma degree (p value = 0.007), diploma or vocational degree (p value = 0.24), and master's degree (p value = 0.040) in terms of employee engagement towards the parent company.

Table 71 Food and Beverage: LSD–Education and Engagement Multinational Parent Company

	1	2	3
1) Lower than Diploma degree			
2) Diploma /Vocational degree	.503		
3) Bachelor's degree	.097	.518	
4) Master's degree	.007	.024	.040

4.3 Data preparation prior to SEM

4.3.1 Missing values

The SEM analysis process can only be conducted on sample members that include all measured items (Kline, 2016). Therefore, during the SEM process, sample members would be removed if their data was incomplete. In order to avoid discrepancies between the descriptive statistics (which are not limited in this way) and the SEM results, all questionnaires were screened for completion prior to inclusion in the dataset. A total of 22 paper questionnaires were removed because one or more of the Likert items was incomplete. The online questionnaire was designed to reject incomplete submission, so no samples were removed.

4.3.2 Outlier assessment

SEM is also sensitive to data outliers (or data that is significantly higher or lower than other points) (B. M. Byrne, 2016). Furthermore, SEM is concerned with multivariate outliers, not only univariate outliers (B. M. Byrne, 2016). This research used DFFITS, which is an approach to outlier detection based on influence points in the regression process (Senthamarai Kannan & Manoj, 2015). DFFITS scores of >1 are suspicious in small samples, but in large samples the threshold is higher (Senthamarai Kannan & Manoj, 2015). In this research, which has a relatively large sample, a value of DFFITS > 2 was used to identify possible outliers, following recommendations for large samples (Li & Valliant, 2011). If DFFITS > 2 were detected for any of the data points, it would be inspected to determine whether it was a true outlier and removed if necessary. However, there were no outliers detected in this data set.

4.3.3 Respondent bias

Given that the sample was selected using convenience sampling, it was possible that demographic or work-related factors could introduce respondent bias, for example if one group were more prone toward employee engagement than others (Chaudhuri, 2019). For all key variables, an independent t-test for difference in means and a one-way ANOVA were employed to assess for mean differences between demographic and professional groups to find any possible respondent bias. (Warne,

2021). The t-test is used to compare mean differences between two groups, whereas one-way ANOVA is a three-group version of the t-test At p.05, the t-tests and one-way ANOVA tests were evaluated (indicating that there were significant between-groups mean differences).There were no significant differences observed between groups. This indicates that there were no systematic differences between demographic and professional groups for the observed variables, and thus no respondent bias was detected.

4.3.4 Univariate normal distributions

Normal distributions of individual variables were assessed using the z-score approach, with a critical value of $Z = 1.96$ (or $p < .05$) (Hanneman et al., 2013). If skewness (representing distribution width) or kurtosis (representing distribution height) had a statistic of 1.96 or higher (or -1.96 or lower), this would indicate a non-normal distribution. This would disrupt one of the assumptions of SEM (though it does not make the method unusable) (Kline, 2016). Results for this test are shown in Table 54. The lowest observed skewness was -1.303 (item EEM3), while the highest was -.478 (Decision). Thus, while all items are slightly left-skewed (as indicated by a negative value), none fall outside the acceptable range of the normal distribution. For kurtosis, the lowest observed value is -.908 (Solving Problem), while the highest is 1.311 (EEM3), indicating all items are acceptable. Therefore, variables show appropriate levels of univariate normality.

Table 72 Normality test

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Zscore(EE1)	423	-.648	.119	-.730	.237
Zscore(EE2)	423	-.600	.119	-.711	.237
Zscore(EE3)	423	-.626	.119	-.618	.237
Zscore(EE4)	423	-.629	.119	-.690	.237
Zscore(EE5)	423	-.606	.119	-.682	.237
Zscore(EE6)	423	-.644	.119	-.649	.237
Zscore(EE7)	423	-.653	.119	-.584	.237
Zscore(EE8)	423	-.675	.119	-.543	.237

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Zscore(EE9)	423	-.722	.119	-.475	.237
Zscore(EE10)	423	-.673	.119	-.583	.237
Zscore(EE11)	423	-.634	.119	-.573	.237
Zscore(EE12)	423	-.630	.119	-.563	.237
Zscore(OC1)	423	-.635	.119	-.576	.237
Zscore(OC2)	423	-.556	.119	-.689	.237
Zscore(OC3)	423	-.631	.119	-.664	.237
Zscore(OC4)	423	-.614	.119	-.687	.237
Zscore(OC5)	423	-.619	.119	-.678	.237
Zscore(OC6)	423	-.665	.119	-.587	.237
Zscore(OC7)	423	-.640	.119	-.548	.237
Zscore(OC8)	423	-.583	.119	-.731	.237
Zscore(OC9)	423	-.627	.119	-.606	.237
Zscore(OC10)	423	-.607	.119	-.691	.237
Zscore(OC11)	423	-.623	.119	-.616	.237
Zscore(OC12)	423	-.606	.119	-.644	.237
Zscore(OC13)	423	-.621	.119	-.666	.237
Zscore(OC14)	423	-.602	.119	-.616	.237
Zscore(OC15)	423	-.626	.119	-.643	.237
Zscore(OC16)	423	-.641	.119	-.615	.237
Zscore(OC17)	423	-.616	.119	-.625	.237
Zscore(OC18)	423	-.644	.119	-.639	.237
Zscore(OC19)	423	-.636	.119	-.571	.237
Zscore(OC20)	423	-.635	.119	-.560	.237
Zscore: Growth	423	-.550	.119	-.788	.237
Zscore: Achievement	423	-.583	.119	-.805	.237
Zscore: Contribution	423	-.586	.119	-.822	.237
Zscore: Performance Customer Satisfaction	423	-.603	.119	-.761	.237
Zscore(TI1)	423	.566	.119	-.836	.237
Zscore(TI2)	423	.572	.119	-.743	.237
Zscore(TI3)	423	.544	.119	-.852	.237
Zscore(Organization)	423	-.613	.119	-.736	.237
Zscore(Decision)	423	-.478	.119	-.904	.237
Zscore(Team)	423	-.575	.119	-.768	.237
Zscore(Equity)	423	-.593	.119	-.812	.237
Zscore(Boss)	423	-.593	.119	-.779	.237

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Zscore(Responsibility)	423	-.590	.119	-.706	.237
Zscore(Benefit)	423	-.545	.119	-.889	.237
Zscore(SolvingProblem)	423	-.479	.119	-.908	.237
Zscore(Culture)	423	-.536	.119	-.858	.237
Zscore(CareerPath)	423	-.570	.119	-.741	.237
Zscore(Altruism)	423	-.622	.119	-.665	.237
Zscore(Sportsmanship)	423	-.581	.119	-.649	.237
Zscore(CivicVirtue)	423	-.562	.119	-.686	.237
Zscore(Courtesy)	423	-.598	.119	-.704	.237
Zscore(Consciousness)	423	-.639	.119	-.615	.237
Zscore(EEM1)	423	-.793	.119	-.227	.237
Zscore(EEM2)	423	-.801	.119	-.115	.237
Zscore(EEM3)	423	-1.303	.119	1.311	.237
Zscore(OI1)	423	-1.102	.119	.605	.237
Zscore(OI2)	423	-1.101	.119	.552	.237
Zscore(OI3)	423	-1.075	.119	.494	.237
Zscore(EEI1)	423	-1.044	.119	.429	.237
Zscore(EEI2)	423	-.988	.119	.252	.237
Zscore(EEI3)	423	-1.020	.119	.349	.237

4.3.5 Cronbach's alpha

Cronbach's alpha was used to determine the internal consistency of the multi-item Likert scales. A pilot test with 40 volunteers from the automobile sector was undertaken to measure alpha. A minimum value of .80 was targeted for alpha, as this was only the first check on reliability of the scale (Krosnick & Presser, 2010). However, it was kept in mind that values of .95 or higher could indicate redundant items in the scale (Krosnick & Presser, 2010). Results, which are presented in Table 73, show that all of the proposed scales exceeded this threshold. The weakest alpha observed was for Employee Exchange Ideology (α = .836). At the same time, the highest observed value was for Employee Trust (α = .894). Thus, all of the alpha coefficients from the pilot test indicated adequate internal consistency. This meant no adaptations to the questionnaire or scales were needed.

Table 73 Cronbach's Alpha

Variables	Cronbach's Alpha
Employee Engagement Thailand	.871
Employee Commitment	.893
Employee Performance	.883
Turnover Intention	.846
Employee Trust	.894
Employee Satisfaction	.884
Organizational Citizenship Behavior	.867
Employee Engagement Multinational parent company	.882
Organization Identification	.878
Employee Exchange Ideology	.836

4.3.6 EFA and dimensionality assessment

The Kaiser-Meyer-Olkin (KMO) test of sampling adequacy was used to assess the model's sampling adequacy, with a minimum value of >.50 and a preferred value of >.80. (Brown, 2015). The test result (KMO =.983) indicates that the sample size for the analysis was acceptable. The model's dimensionality was determined using Bartlett's sphericity test, which required a minimum value of (p.05) to be considered valid (Brown, 2015). The test result (p.001) indicates that this criterion has also been met.

Principal component analysis (PCA) was used for dimensionality reduction and assessment. Communalities were used to assess dimensionality. The communality is the sum of squared component loadings (Gray, 2017). This represents the variance explained within the factor by the item, which when summed together offers the total variance explained by the component (Gray, 2017). While there is no strict threshold for PCA communalities, in this research a minimum value of .40 was chosen (Fabrigar & Wegener, 2012). As shown in Table 75, all values exceeded this level. Therefore, no items were removed during the initial dimensionality reduction process. Instead, all items are retained for the CFA process, which investigated the specific factor structures of the latent variables.

Table 74 KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.983
Bartlett's Test of Sphericity	Approx. Chi-Square	57414.031
	df	1953
	Sig.	.000

Table 75 Principal components analysis eigenvalues

Communalities		
Items	Initial	Extraction
EE1	1.000	.941
EE2	1.000	.936
EE3	1.000	.905
EE4	1.000	.926
EE5	1.000	.921
EE6	1.000	.929
EE7	1.000	.944
EE8	1.000	.929
EE9	1.000	.907
EE10	1.000	.935
EE11	1.000	.934
EE12	1.000	.896
EC1	1.000	.913
EC2	1.000	.906
EC3	1.000	.914
EC4	1.000	.896
EC5	1.000	.897
EC6	1.000	.907
EC7	1.000	.889
EC8	1.000	.878
EC9	1.000	.892
EC10	1.000	.910
EC11	1.000	.889
EC12	1.000	.883
EC13	1.000	.895
EC14	1.000	.890
EC15	1.000	.904

Communalities		
Items	Initial	Extraction
EC16	1.000	.905
EC17	1.000	.913
EC18	1.000	.904
EC19	1.000	.909
EC20	1.000	.936
EP1	1.000	.925
EP2	1.000	.941
EP3	1.000	.939
EP4	1.000	.938
TI1	1.000	.922
TI2	1.000	.915
TI3	1.000	.912
ET1	1.000	.962
ET2	1.000	.948
ET3	1.000	.955
ET4	1.000	.959
ET5	1.000	.966
ES1	1.000	.936
ES2	1.000	.941
ES3	1.000	.936
ES4	1.000	.940
ES5	1.000	.928
OCB1	1.000	.943
OCB2	1.000	.957
OCB3	1.000	.950
OCB4	1.000	.953
OCB5	1.000	.956
EEM1	1.000	.969
EEM2	1.000	.980
EEM3	1.000	.921
OI1	1.000	.928
OI2	1.000	.923
OI3	1.000	.906
EEI1	1.000	.941
EEI2	1.000	.940
EEI3	1.000	.938

Each factor was examined independently for EFA to guarantee the validity and reliability of these questions. The Kaiser-Meyer-Olkin (KMO) test for sampling adequacy was used to assess the model's sampling adequacy, with a minimum value of >.50 and a preferred value of >.80. For inclusion, a factor loading of.40 or greater was necessary, as well as an eigenvalue of 1 (Fabrigar & Wegener, 2012), and Cronbach a ≥ .70 (Krosnick & Presser, 2010).

4.3.6.1 EFA: Employee Engagement (EE)

Under Employee Engagement, EFA results only recommended one component for this factor, which consisted of 12 items. Moreover, the KMO result was equal 0.966 with the Factor Loading score from 0.942 to 0.972, Cronbach's Alpha at 0.992, Eigenvalues at 11.032, and 91.936% of Variance Explained. Based on this data, it can be concluded that all data under this factor is acceptable for further processes.

Table 76 EFA:EE

Items	EE
EE1	.967
EE2	.967
EE3	.949
EE4	.960
EE5	.959
EE6	.961
EE7	.972
EE8	.960
EE9	.942
EE10	.963
EE11	.963
EE12	.942
Eigenvalues	11.032
%of Variance Explained	91.936
Cronbach's Alpha	.992

4.3.6.2 EFA: Employee Commitment (EC)

Regarding Employee Commitment, the EFA result also recommended one component for this factor, which consisted of 20 items. Moreover, the KMO result was equal 0.970 with the Factor Loading score from 0.919 to 0.962, Cronbach's Alpha at 0.993, Eigenvalues at 17.804, and 89.020% of Variance Explained. Based on this data, it can be concluded that all data under this factor is acceptable for further processes.

Table 77 EFA:EC

Items	EC
EC1	.949
EC2	.949
EC3	.952
EC4	.944
EC5	.941
EC6	.947
EC7	.936
EC8	.919
EC9	.938
EC10	.952
EC11	.939
EC12	.936
EC13	.933
EC14	.940
EC15	.949
EC16	.949
EC17	.946
EC18	.938
EC19	.950
EC20	.962
Eigenvalues	17.804
%of Variance Explained	89.020
Cronbach's Alpha	.993

4.3.6.3 EFA: Employee Performamance(EP)

  Under Employee Performance, the EFA result recommended one component for this factor as well, which consisted of 4 items. Moreover, the KMO result equal 0.888 with the Factor Loading score from 0.978 to 0.984, Cronbach's Alpha at 0.987, Eigenvalues at 3.852, and 96.308% of Variance Explained. Based on this data, it can be concluded that all data under this factor is acceptable for further processes.

Table 78 EFA: EP

Item	EP
EP1	.978
EP2	.983
EP3	.984
EP4	.981
Eigenvalues	3.852
%of Variance Explained	96.308
Cronbach's Alpha	.987

4.3.6.4 EFA: Turn Over Intention (TI)

  Similar to the EE, EC and EP, the EFA result of TI also recommended one component for this factor, which consisted of 3 items. Moreover, the KMO result equal 0.783 with the Factor Loading score from 0.969 to 0.976, Cronbach's Alpha at 0.971, Eigenvalues at 2.836, and 94.548% of Variance Explained. Based on this data, it can be concluded that all data under this factor is acceptable for further processes.

Table 79 EFA: TI

Item	TI
TI1	.976
TI2	.969
TI3	.972
Eigenvalues	2.836
%of Variance Explained	94.548
Cronbach's Alpha	.971

4.3.6.5 EFA: Employee Trust (ET)

Unlike the other four factors, for ET's EFA result recommended five components, which were ET1 (Organization), ET2 (Decision), ET3 (Team), ET4 (Equity), and ET5 (Boss). ET1 consisted of six items (O1, O2, O3, O4, O5, O6), with the Factor Loading score from 0.989 to 0.997, KMO as 0.946, Cronbach's Alpha at 0.997, Eigenvalues of 5.919, and 98.646% of Variance Explain. ET2 consisted of three items (D1, D2, D3), with the Factor Loading score from 0.988 to 0.991, KMO as 0.791, Cronbach's Alpha at 0.990, Eigenvalues of 2.940, and 97.986% of Variance Explain. ET3 consisted of three items (T1, T2, T3), with the Factor Loading score from 0.988 to 0.994, KMO as 0.777, Cronbach's Alpha at 0.991, Eigenvalues of 2.949, and 98.285% of Variance Explain. ET4 consisted of three items (EQ1, EQ2, EQ3), with the Factor Loading score from 0.983 to 0.987, KMO as 0.790, Cronbach's Alpha at 0.986, Eigenvalues of 2.916, and 97.196% of Variance Explain. ET5 consisted of three items (BO1, BO2, BO3), with the Factor Loading score from 0.984 to 0.989, KMO as 0.787, Cronbach's Alpha at 0.986, Eigenvalues of 2.917, and 97.225% of Variance Explain. Based on this data, it can be concluded that all data under this factor is acceptable for further processes.

Table 80 EFA:ET

Items	ET1 (Organization)	ET2 (Decision)	ET3 (Team)	ET4 (Equity)	ET5 (Boss)
O1	.997				
O2	.994				
O3	.989				
O4	.993				
O5	.993				
O6	.994				
D1		.991			
D2		.990			
D3		.988			
T1			.994		
T2			.988		
T3			.993		
EQ1				.987	

EQ2				.983	
EQ3				.987	
BO1					.984
BO2					.989
BO3					.986
Eigenvalues	5.919	2.940	2.949	2.916	2.917
%of Variance Explain	98.646	97.986	98.285	97.196	97.225
Cronbach's Alpha	.997	.990	.991	.986	.986

4.3.6.6 EFA: Employee Satisfaction(ES)

Similar to ET, the EFA result under ES also recommended five components, which were ES1 (Responsibility), ES2 (Benefit), ES3 (Solving Problem), ES4 (Culture), and E5 (Career Path). ES1 consisted of three items (R1, R2, R3), with the Factor Loading score from 0.981 to 0.982, KMO as 0.791, Cronbach's Alpha at 0.981, Eigenvalues of 2.891, and 96.356% of Variance Explain. ES2 consisted of three items (B1, B2, B3), with the Factor Loading score from 0.976 to 0.989, KMO as 0.769, Cronbach's Alpha at 0. 983, Eigenvalues of 2.902, and 96.720% of Variance Explain. ES3 consisted of three items (S1, S2, S3), with the Factor Loading score from 0.986 to 0.991, KMO as 0.784, Cronbach's Alpha at 0.988, Eigenvalues of 2.932, and 97.718% of Variance Explain. ES4 consisted of three items (C1, C2, C3), with the Factor Loading score from 0.990 to 0.992, KMO as 0.793, Cronbach's Alpha at 0.991, Eigenvalues of 2.947, and 98.233% of Variance Explain. ES5 consisted of three items (CP1, CP2, CP3), with the Factor Loading score from 0.981 to 0.991, KMO as 0.774, Cronbach's Alpha at 0.986, Eigenvalues of 2.920, and 97.342% of Variance Explain. Based on this data, it can be concluded that all data under this factor is acceptable for further processes.

Table 81 EFA:ES

Item	ES1 (Responsibility)	ES2 (Benefit)	ES3 (Solving Problem)	ES4 (Culture)	E5 (Career Path)
R1	.981				
R2	.982				
R3	.982				
B1		.989			

B2		.976			
B3		.986			
S1			.991		
S2			.988		
S3			.986		
C1				.991	
C2				.990	
C3				.992	
CP1					.991
CP2					.981
CP3					.988
Eigenvalues	2.891	2.902	2.932	2.947	2.920
%of Variance Explain	96.356	96.720	97.718	98.233	97.342
Cronbach's Alpha	.981	.983	.988	.991	.986

4.3.6.7 EFA: Organizational Citizenship Behavior (OCB)

For OCB, the EFA results recommended five components as well. These components were OCB1 (Altruism), OCB 2 (Sportsmanship), OCB3 (Civic Virtue), OCB4 (Courtesy), and OCB5 (Consciousness). OCB1 consisted of five items (A1, A2, A3, A4, A5), with the Factor Loading score from 0.996 to 0.998, KMO as 0.871, Cronbach's Alpha at 0.998, Eigenvalues of 4.970, and 99.401% of Variance Explain. OCB2 consisted of four items (SP1, SP2, SP3, SP4), with the Factor Loading score from 0.981 to 0.995, KMO as 0.858, Cronbach's Alpha at 0.991, Eigenvalues of 3.901, and 97.519% of Variance Explain. OCB3 consisted of three items (CV1, CV2, CV3), with the Factor Loading score from 0.959 to 0.967, KMO as 0.789, Cronbach's Alpha at 0.981, Eigenvalues of 2.888, and 96.260% of Variance Explain. OCB4 consisted of four items (COR1, COR2, COR3, COR4), with the Factor Loading score from 0.990 to 0.993, KMO as 0.645, Cronbach's Alpha at 0. 994, Eigenvalues of 3.929, and 98.229% of Variance Explain. OCB5 consisted of four items (CS1, CS2, CS3, CS4), with the Factor Loading score from 0.958 to 0.968, KMO as 0.811, Cronbach's Alpha at 0.974, Eigenvalues of 3.713, and 92.836% of Variance Explain. Based on this data, it can be concluded that all data under this factor is acceptable for further processes.

Table 82 EFA: OCB

Item	OCB1 (Altruism)	OCB 2 (Sportsmanship)	OCB3 (Civic Virtue)	OCB4 (Courtesy)	OCB5 (Consciousness)
A1	.997				
A2	.996				
A3	.998				
A4	.997				
A5	.997				
SP1		.995			
SP2		.987			
SP3		.981			
SP4		.987			
CV1			.967		
CV2			.962		
CV3			.959		
COR1				.990	
COR2				.993	
COR3				.990	
COR4				.992	
CS1					.968
CS2					.960
CS3					.958
CS4					.968
Eigenvalues	4.970	3.901	2.888	3.929	3.713
%of Variance Explain	99.401	97.519	96.260	98.229	92.836
Cronbach's Alpha	.998	.991	.981	.994	.974

4.3.6.8 EFA: Employee Engagement Parent Company (EEM)

EEM has only 3 items, the EFA result can recommend only one component for this factor. In addition, the KMO result equal 0.739 with the Factor Loading score from 0.884 to 0.906, Cronbach's Alpha at 0.873, Eigenvalues at 2.394, and 79.807% of Variance Explained. Based on this data, it can be concluded that all data under this factor is acceptable for further processes.

Table 83 EFA: EEM

	EEM
EEM1	.884
EEM2	.906
EEM3	.890
Eigenvalues	2.394
%of Variance Explain	79.807
Cronbach's Alpha	.873

4.3.6.9 EFA: Organizational Identification (OI)

Like EEM, OI also has only 3 items, the EFA result can also recommend only one component for this factor. In addition, the KMO result equal 0.770 with the Factor Loading score from 0.946 to 0.963, Cronbach's Alpha at 0.954, Eigenvalues at 2.746, and 91.543% of Variance Explained. Based on this data, it can be concluded that all data under this factor is acceptable for further processes.

Table 84 EFA: OI

Item	OI
OI1	.961
OI2	.963
OI3	.946
Eigenvalues	2.746
%of Variance Explain	91.543
Cronbach's Alpha	.954

4.3.6.10 EFA: Employee Exchange Ideology (EEXI)

As for EEXI, the EFA result recommended only one component for this factor as well, due to the fact that it only consisted of three items. Furthermore, the KMO result equal 0.782 with the Factor Loading score from 0.965 to 0.971, Cronbach's Alpha at 0.967, Eigenvalues at 2.815, and 93.838% of Variance Explained. Based on this data, it can be concluded that all data under this factor is acceptable for further processes.

Table 85 EFA: EEXI

Item	EEXI
EEXI1	0.971
EEXI2	0.970
EEXI3	0.965
Eigenvalues	2.815
%of Variance Explain	93.838
Cronbach's Alpha	.967

4.3.7 CFA and construct validity assessment

Confirmatory factor analysis (CFA) was used to investigate the construct validity by examining the factor structure of each of the proposed factors for the model. CFA is assessed using goodness of fit measures (presented in Table 49, Chapter 3) and factor loadings (CFA ≥ .60 (Brown, 2015)).

Here, the factor structures of each of the individual factors is evaluated. Although the goodness of fit measures are reported here, they are not used to assess construct validity, as these models were performed individually. As the reports will show, all of the items that were loaded onto the scales had factor loadings that were adequate (CFA ≥ .60), with most having factor loadings of .80 or higher. The only exception was the EEM factor, whose factor loadings ranged from .78 to .82. However, this was still sufficient for construct validity assessment. Therefore, the CFA process demonstrated that each of the proposed factors had adequate construct validity, and the analysis process could move on to the SEM analysis.

To ensure about validity and reliability of these constructs, more statistic indicators were to be considered. These indicators are t value, standard factor loading (FL), square multiple correlation (SMC), construct reliability (CR), average variance extracted (AVE), and Cronbach's Alpha (α). The criteria for these indicators were presented below.

Table 86 Acceptable values for CFA indicators

Statistic Indicators	Acceptable values	Sources
t value	> 1.96	Raines-Eudy (2000)
FL	> 0.4	Fabrigar and Wegener (2012)
SMC	> 0.5	Aykan and Nalçacı (2018)
CR	> 0.7	Hair, et al. (2018)
AVE	> 0.5	Hair, et al. (2018)
α	≥ .7	Krosnick and Presser (2010)

Model fit indices were the last set of indicators examined by CFA. Using the following criteria, the indices used in this situation are chi-square value, CMIN/df, Goodness of fit index (GFI), Adjusted goodness of fit index (AGFI), and Root mean square error of approximation (RMSEA). Nonetheless, for this study, only constructs containing four or more latent variables were considered. As a result, any model with fewer than four latent variables will be rejected by the computer.

Table 87 Model fit indices for CFA

Model-fit Index	Acceptance Condition	Notes
Absolute measures		
Chi-square	p > .05	Sensitive to sample size; likely to be p < .05 in n > 200 samples
CMIN/df	< 5	
Goodness of fit index (GFI)	GFI > .90	Can be acceptable at > 0.8
Adjusted goodness of fit index (AGFI)	AGFI > .90	Can be acceptable at > 0.8
Root mean square error of approximation (RMSEA)	RMSEA < .08	
Comparative fit index (CFI)	> .90	CFI has to greater than 0.9
Normed fit index (NFI)	> .90	NFI hast to greater than 0.9
Non-normed fit index (NNFI)	> .90	Also called Tucker-Lewis Index (TLI)

Sources: Alavi et al. (2020), Byrne et al. (2019), Baumgartner and Homburg (1996), Doll, et al. (1994(, Hair, et al. (2018), Hu and Bentler (1999), Kline (2016) Niemand and Mai (2018)

4.3.7.1 Employee Engagement (Thailand) (EE)

There were 12 items included in the EE factor (Figure 6). These items had factor loadings of between 0.888 and 0.945, indicating that all items surpassed the minimum value of 0.40. Therefore, there were no problems with construct validity of the EE scale.
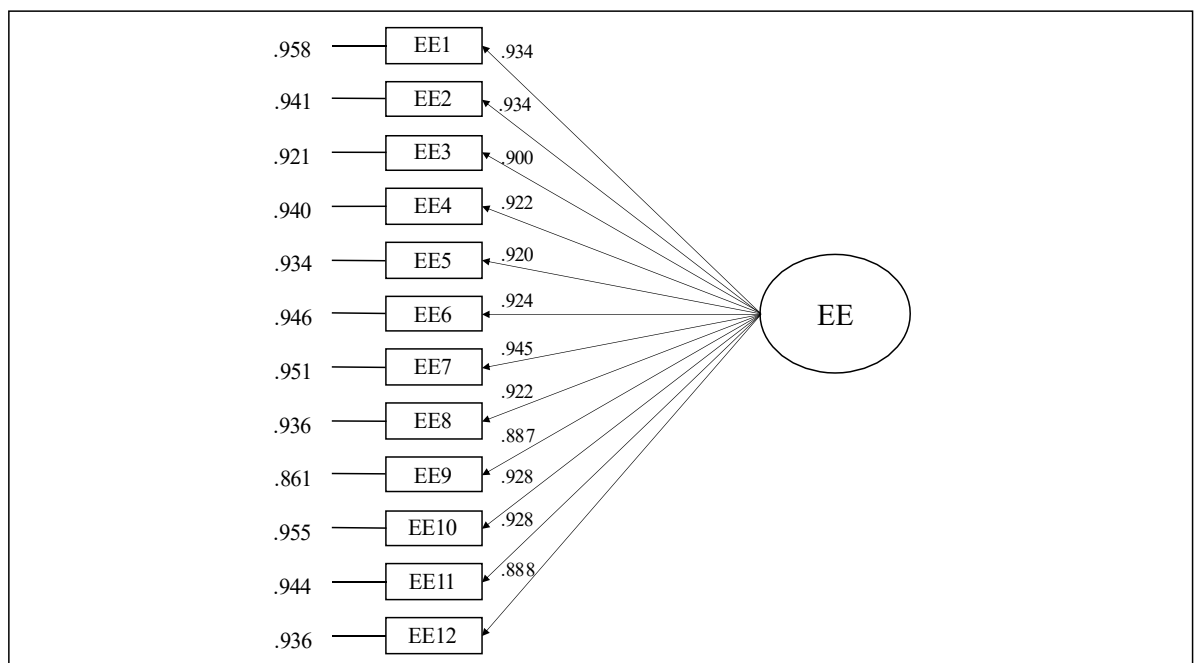
Figure 6 CFA outcomes: Employee Engagement (Thailand) (EE)

T value indicated from 42.589 to 60.722, which was higher than 1.96. For SMC, the values run from 0.861 to 0.958, which was higher than 0.5. In terms of FL, the range was from 0.887 to 0.945. This also passed the acceptable value of higher than 0.4. When considering CR, the value is 0.985, which was higher than 0.7. The next indicator included here was AVE. The result showed AVE at 0.846, which was above 0.5. Cronbach's α also passed the acceptable point. The score was 0.871. This can be concluded that all the data under this construct was reliable, and valid to adopt.

Table 88 Analysis Results of Model Measurement of EE

Indicators	Error	t-value	SMC	FL	CR	AVE	α
EE1	.018	60.722	.958	0.934			
EE2	.018	56.270	.941	0.934			
EE3	.019	51.870	.921	0.900			
EE4	.018	56.048	.940	0.922			
EE5	N/A	N/A	.934	0.920			
EE6	.018	57.393	.946	0.924	0.985	0.846	.871
EE7	.017	58.752	.951	0.945			
EE8	.018	54.982	.936	0.922			
EE9	.023	42.589	.861	0.887			
EE10	.017	59.811	.955	0.928			
EE11	.018	56.904	.944	0.928			
EE12	.018	54.957	.936	0.888			

For EE, model fit indices for initial model (12 items) indicated unfit results, p value equals 0.000, CMIN/df equals 7.927, GFI equals 0.870, AGFI equals 0.812, and RMSEA equals 0.128. There was only CFI, NFI and TLI that reached the acceptable levels. This model was unacceptable. Thus, the model needs to be adjusted using a modification index. After modifying the model, the results showed that all model fit indices fell into acceptable criteria; which were p-value equals 0.000 (acceptable for sample size 200 or more), CMIN/df equals 2.489, GFI equals 0.969, AGIF equals 0.928, RMSEA equals 0.059, CFI equals 0.996, NFI equals 0.993, and TLI equals 0.992. However, items included under this construct for the modified model remain the same as the initial model.

Table 89 Model Fit CFA: EE

Model-fit Indices			
Initial Model		Modified Model	
p-value	0.000	p-value	0.000
CMIN/df	7.927	CMIN/df	2.489
GFI	0.870	GFI	0.969
AGFI	0.812	AGFI	0.928
RMSEA	0.128	RMSEA	0.059
CFI	0.965	CFI	0.996
NFI	0.960	NFI	0.993
TLI	0.957	TLI	0.992

4.3.7.2 Employee Commitment (EC)

The EC factor included 20 items (Figure 7). The factor loadings of these items measured between 0.845 to 0.925. Once again, this indicates that all items are effectively loaded onto the EC construct and there is no concern with construct validity of this item.
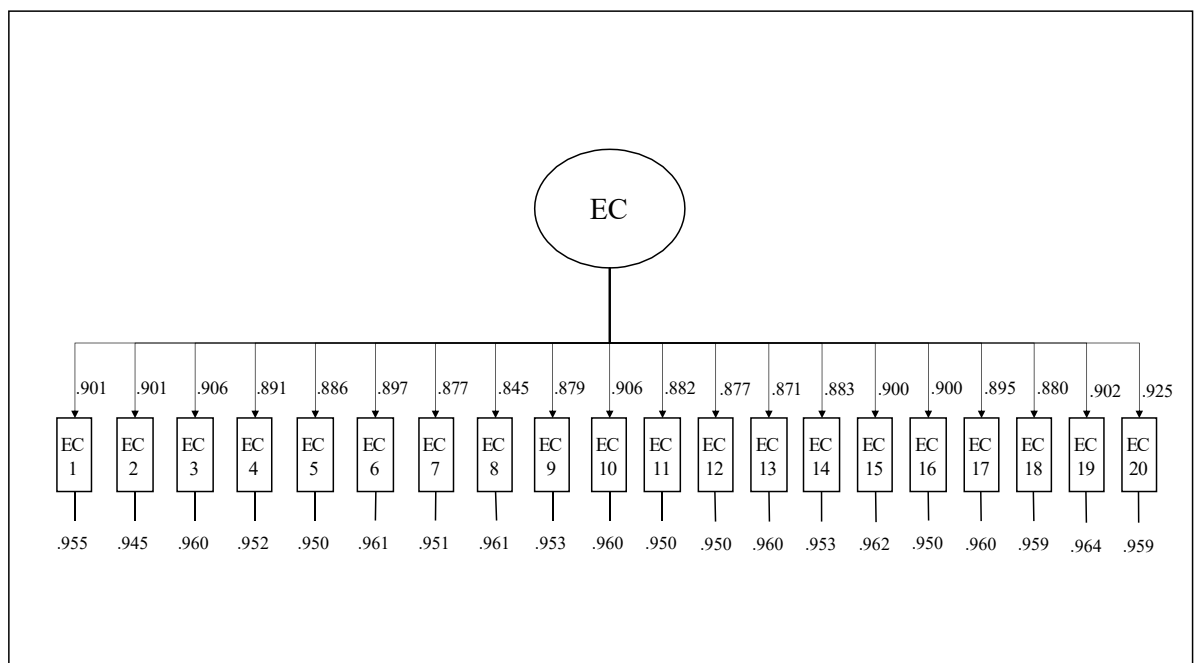
Figure 7 CFA outcomes: Employee Commitment (EC)

Moreover, t value indicated from 61.841 to 68.634, which was higher than 1.96. For SMC, the values run from 0.945 to 0.964, which was higher than 0.5, the acceptable score. In terms of FL, the range was from 0.845 to 0.925, which passed the acceptable value of higher than 0.4. When considering CR, the value is 0.987, which was higher than 0.7. The next indicator included here was AVE. The result showed AVE at 0.793, which was above 0.5. Cronbach's α also passed the acceptable point. The score was 0.893. This can be concluded that all the data under this construct was reliable, and valid to adopt.

Table 90 Analysis Results of Model Measurement of EC

Indicators	Error	t-value	SMC	FL	CR	AVE	α
EC1	.015	64.881	.955	0.901			
EC2	.016	61.841	.945	0.901			
EC3	.015	66.878	.960	0.906			
EC4	.016	64.031	.952	0.891			
EC5			.950	0.886			
EC6	.015	67.300	.961	0.897			
EC7	.015	63.668	.951	0.877			
EC8	.015	67.139	.961	0.845			
EC9	.015	64.308	.953	0.879			
EC10	.015	66.972	.960	0.906	0.987	0.793	0.893
EC11	.016	63.248	.950	0.882			
EC12	.015	63.386	.950	0.877			
EC13	.015	66.806	.960	0.871			
EC14	.015	64.202	.953	0.883			
EC15	.015	67.694	.962	0.900			
EC16	.016	63.399	.950	0.900			
EC17	.015	66.985	.960	0.895			
EC18	.015	66.530	.959	0.880			
EC19	.014	68.634	.964	0.902			
EC20	.015	66.618	.959	0.925			

For EC, model fit indices for initial model (20 items) indicated unfit results, p value equals 0.000, CMIN/df equals 9.083, GFI equals 0.687, AGFI equals 0.604, and RMSEA equals 0.895. There was only CFI, NFI and TLI that reached the acceptable levels. This model was unacceptable. Thus, the model needs to be adjusted using a modification index. After modifying the model, the results showed that all model fit indices fell into acceptable criteria; which were p-value equals 0.000 (acceptable for sample size 200 or more), CMIN/df equals 2.303, GFI equals 0.950, AGIF equals 0.901, RMSEA equals 0.056, CFI equals 0.992, NFI equals 0.986, and TLI equals 0.986. However, items included under this construct for the modified model remain the same as initial model.

Table 91 Model Fit CFA: EC

Model-fit Indices			
Initial Model		Modified Model	
p-value	0.000	p-value	0.000
CMIN/df	9.083	CMIN/df	2.303
GFI	0.687	GFI	0.950
AGFI	0.604	AGFI	0.901
RMSEA	0.895	RMSEA	0.056
CFI	0.922	CFI	0.992
NFI	0.913	NFI	0.986
TLI	0.912	TLI	0.986

4.3.7.3 Employee Performance (EP)

The EP factor was measured using four items (Figure 8). These items had factor loadings ranging from 0.956 to 0.967. This indicates that all four items were valid when loaded on the EP factor, and therefore there is no concern with the construct validity of EP.
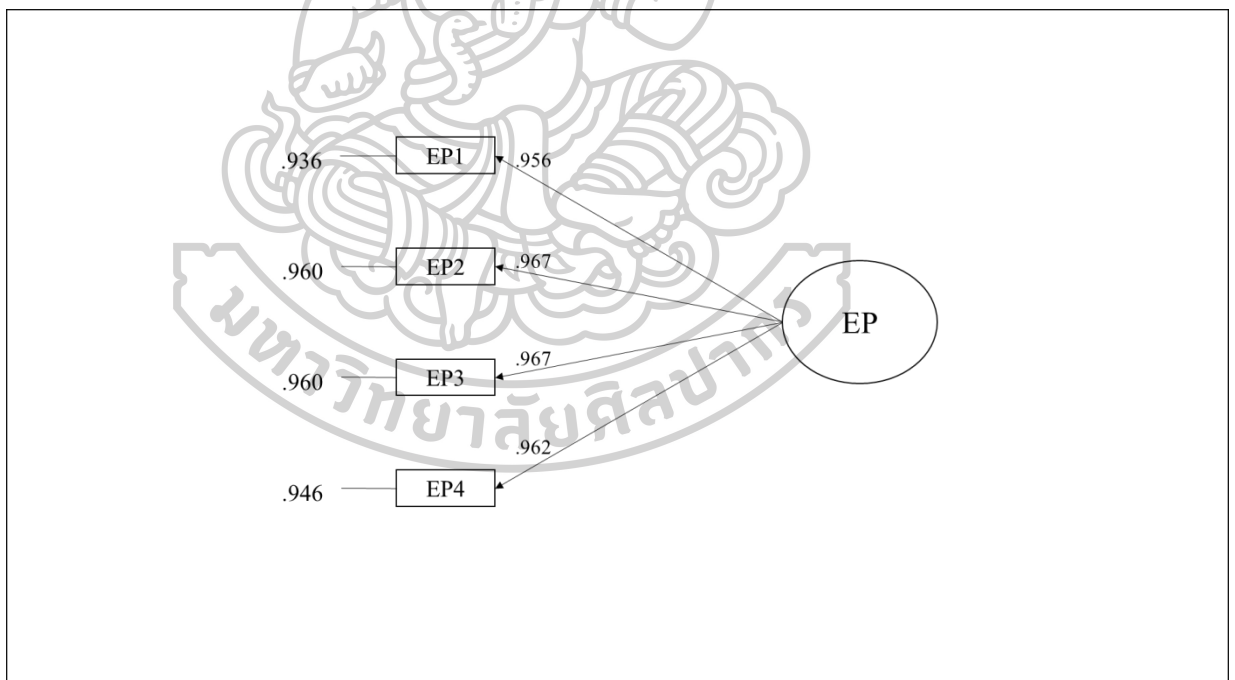
Figure 8 CFA outcomes: Employee Performance (EP)

Moreover, t value indicated from 57.408 to 61.382, which was higher than 1.96. For SMC, the values run from 0. 936 to 0.960, which was higher than 0.5, the acceptable score. In terms of FL, the range was from 0.956 to 0.967, which passed the

acceptable value of higher than 0.4. When considering CR, the value is 0.981, which was higher than 0.7. The next indicator included here was AVE. The result showed AVE at 0.928, which was above 0.5. Cronbach's α also passed the acceptable point. The score was 0.883. This can be concluded that all the data under this construct was reliable, and valid to adopt.

Table 92 Analysis Results of Model Measurement of EP

Indicators	Error	t-value	SMC	FL	CR	AVE	α
EP1			.936	0.956			
EP2	.017	61.382	.960	0.967	0.981	0.928	.883
EP3	.017	61.342	.960	0.967			
EP4	.018	57.408	.946	0.962			

Although most of model fit indices for EP reached the acceptable values (p-value = 0.018 (accepted when sample size over 200), CIMIN/df = 3.998, GFI = 0.990, AGFI = 0.952, CFI = 0.998, NFI = 0.998, and TLI = 0.994). RMSEA value at 0.084 was slightly behind the acceptance standard at lower than 0.8. Thus, the model needed to be modified. After modifying the initial model based on a modification index, it was found that all model fit values had positively improved and passed the level of acceptance (p-value = 0.276, CIMIN/df = 1.185, GFI = 0.999, AGFI = 0.986, RMSEA = 0.021, CFI = 1.000, NFI = 1.000, and TLI = 1.000). The modified model still included four items (EP1, EP2, EP3 and EP4) as initial model.

Table 93 Model Fit CFA: EP

Model-fit Indices			
Initial Model		Modified Model	
p-value	0.018	p-value	0.276
CMIN/df	3.998	CMIN/df	1.185
GFI	0.990	GFI	0.999
AGFI	0.952	AGFI	0.986
RMSEA	0.084	RMSEA	0.021
CFI	0.998	CFI	1.000
NFI	0.998	NFI	1.000
TLI	0.994	TLI	1.000

4.3.7.4 Turnover Intention (TI)

The TI factor consisted of three items (Figure 9). These three items had factor loadings between 0.940 to 0.952, once again being higher than the minimum value of .40 This indicates that there were no issues with construct validity in the TI scale.
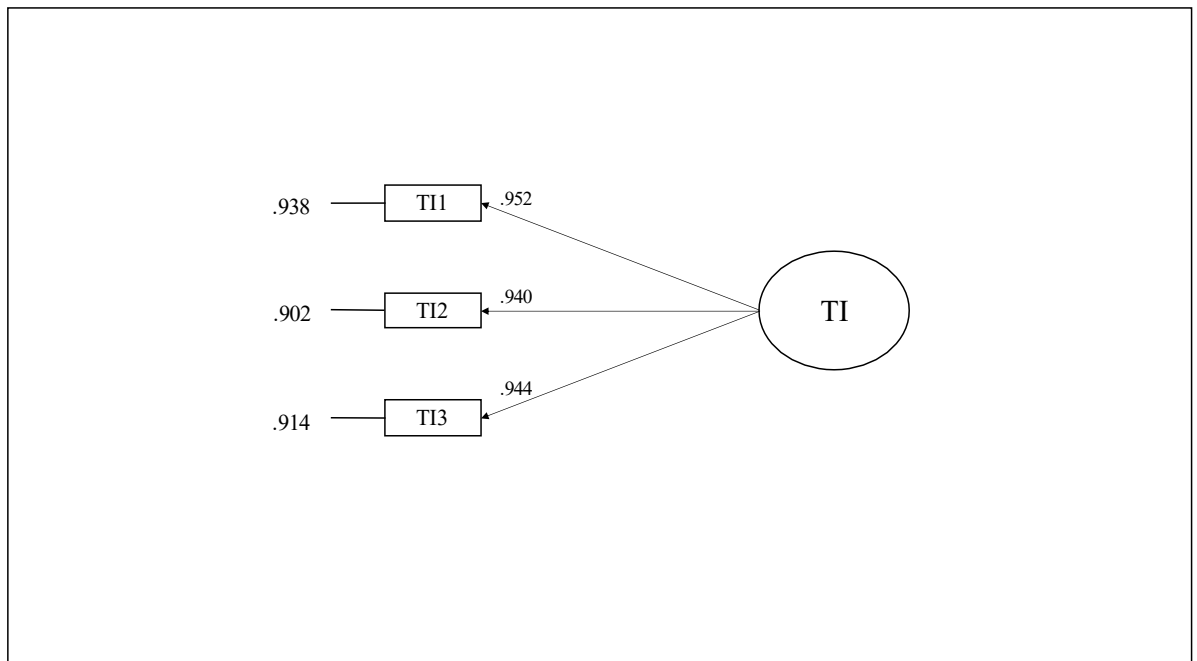
Figure 9 CFA outcomes: Turnover Intention (TI)

Additionally, t value indicated from 47.076 to 48.902 , which was higher than 1.96. For SMC, the values run from 0.902 to 0.938, which was higher than 0.5, the acceptable score. In terms of FL, the range was from 0.940 to 0.952, which passed the acceptable value of higher than 0.4. When considering CR, the value is 0.962, which was higher than 0.7. The next indicator included here was AVE. The result showed AVE at 0.894, which is above 0.5. Cronbach's α also passed the acceptable point. The score was 0.846. This can be concluded that all the data under this construct was reliable, and valid to adopt.

Table 94 Analysis Results of Model Measurement of TI

Indicators	Error	t-value	SMC	FL	CR	AVE	α
TI1			.938	0.952			
TI2	.020	47.076	.902	0.940	0.962	0.894	.846
TI3	.020	48.902	.914	0.944			

4.3.7.5 Employee Trust (ET)

There were five items in the ET factor (Figure 10). The factor loadings for these items ranged from 0.948 to 0.964, which is considerably higher than the minimum value of .40 Therefore, the ET scale was viewed as having adequate construct validity.
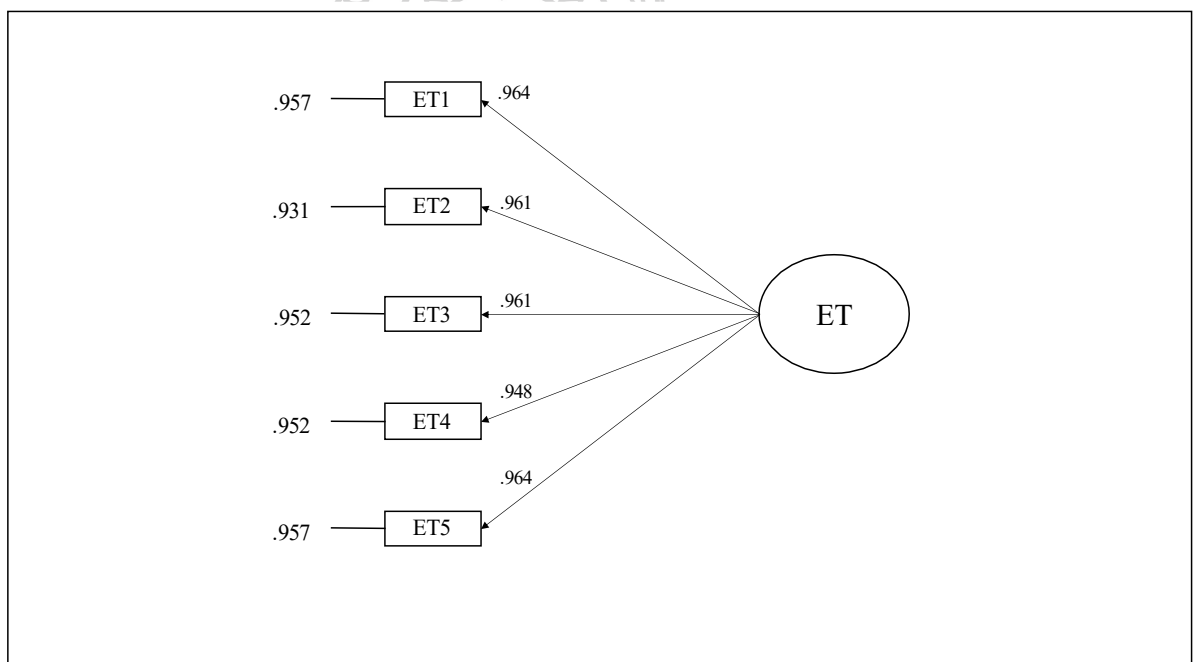
Figure 10 CFA outcomes: Employee Trust (ET)

In addition, t value indicated from 58.870 to 67.821, which was higher than 1.96. For SMC, the values run from 0.931 to 0.957, which was higher than 0.5, the acceptable score. In terms of FL, the range was from 0.948 to 0.964, which passed the acceptable value of higher than 0.4. When considering CR, the value is 0.983, which was higher than 0.7. The next indicator included here was AVE. The result showed AVE at 0.921, which was above 0.5. Cronbach's α also passed the acceptable point.

The score was 0.894. This can be concluded that all the data under this construct was reliable, and valid to adopt.

Table 95 Analysis Results of Model Measurement of ET

Indicators	Error	t-value	SMC	FL	CR	AVE	α
ET1	.015	67.821	.957	0.964			
ET2	.016	58.870	.931	0.961			
ET3	.015	65.720	.952	0.961	0.983	0.921	.894
ET4	.015	65.761	.952	0.948			
ET5			.957	0.964			

Similar to EP, almost all model fit indices for ET passed the requirement for acceptable values (p-value = 0.001 (accepted when sample size over 200), CIMIN/df = 4.368, GFI = 0.980, AGFI = 0.940, CFI = 0.996, NFI = 0.995, and TLI = 0.992), except RMSEA at 0.089 that was slightly off the target at less than 0.08. Based on these values, the model needed to be adjusted using a modification index to avoid interfering with the internal structure of the model. The modified model showed that after following the modification index, all model fitted values achieved the minimum requirement of model fitted values (p-value = 0.198, CIMIN/df = 1.503, GFI = 0.994, AGFI = 0.979, RMSEA = 0.035, CFI = 1.000, NFI = 0.999, and TLI = 0.999), and number of items remained at five items as per initial model.

Table 96 Model Fit CFA: ET

Model-fit Indices			
Initial Model		Modified Model	
p-value	0.001	p-value	0.198
CMIN/df	4.368	CMIN/df	1.503
GFI	0.980	GFI	0.994
AGFI	0.940	AGFI	0.979
RMSEA	0.089	RMSEA	0.035
CFI	0.996	CFI	1.000
NFI	0.995	NFI	0.999
TLI	0.992	TLI	0.999

4.3.7.6 Employee Satisfaction (ES)

The ES factor included five items (Figure 11). Factor loadings of these items on the ES construct were between .96 and .97, indicating that there is no issue with construct validity of the ES scale.
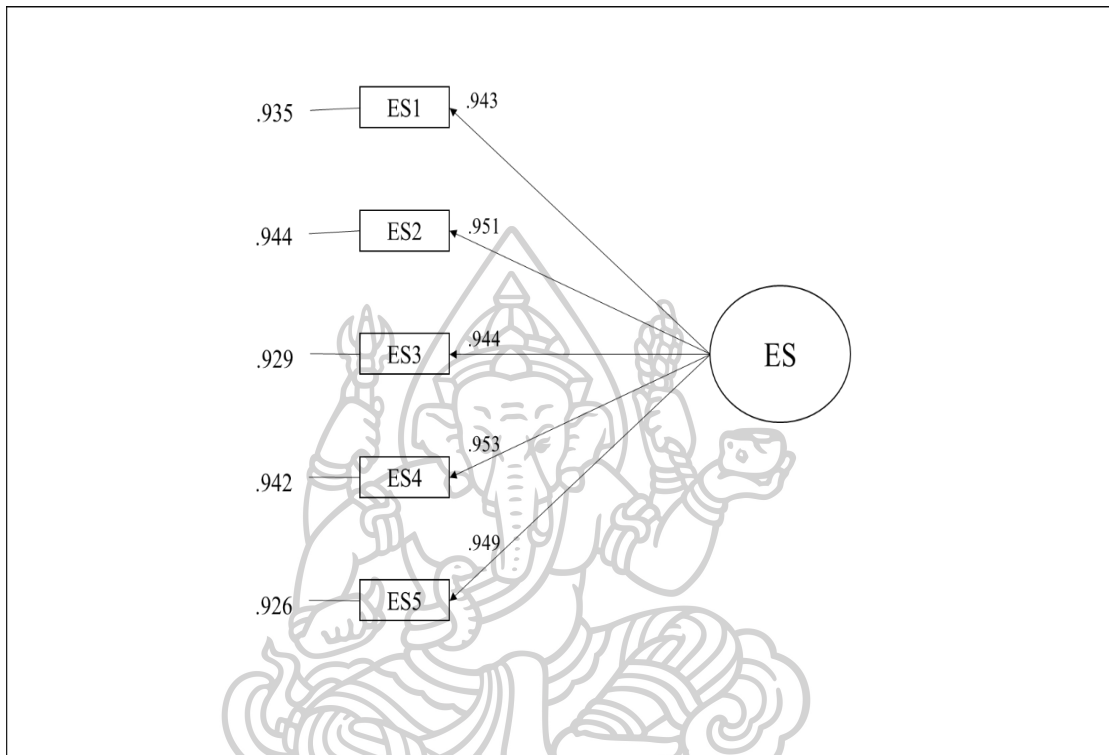
Figure 11 CFA outcomes: Employee Satisfaction (ES)

Moreover, t value indicated from 51.392 to 54.288, which was higher than 1.96. For SMC, the values run from 0.926 to 0.944, which was higher than 0.5, the acceptable score. In terms of FL, the range was from 0.943 to 0.953, which passed the acceptable value of higher than 0.4. When consider at CR, the value is 0.978, which was higher than 0.7. The next indicator included here was AVE. The result showed AVE at 0.899, which was above 0.5. Cronbach's α also passed the acceptable point. The score was 0.884. This can be concluded that all the data under this construct was reliable, and valid to adopt.

Table 97 Analysis Results of Model Measurement of ES

Indicators	Error	t-value	SMC	FL	CR	AVE	α
ES1	.019	52.476	.935	0.943			
ES2	.019	54.288	.944	0.951			
ES3	.020	51.392	.929	0.944	0.978	0.899	.884
ES4	.019	53.882	.942	0.953			
ES5			.926	0.949			

Model fit indices for ET also showed poor fitted values, where p-value was 0.000 (accepted when sample size more than 200), CMIN/df was 11.557 (not accepted), GFI was 0.948 (accepted), AGFI was 0.844 (accepted), RMSEA was 0.158 (not accepted), CFI was 0.987(accepted), NFI was (accepted), TLI was 0.974 (accepted). There were two indices that had still fallen behind the acceptable point. Hence, a modification index was adopted. After modifying, the results were great, and reached all the acceptance levels of model fitted indices investigated under this research. Moreover, p-value fell to 0.471, CMIN/df dropped to 0.841, GFI was 0.998 AGFI was 0.988, RMSEA sank to 0.000, CFI and TLI were at 1.000, and NFI touched 0.999. Without interfering with the internal structure, the final model also included five items (ET1, ET2, ET3, ET4, ET5) as per initial model.

Table 98 Model Fit CFA: ES

Model-fit Indices			
Initial Model		Modified Model	
p-value	0.000	p-value	0.471
CMIN/df	11.557	CMIN/df	0.841
GFI	0.948	GFI	0.998
AGFI	0.844	AGFI	0.988
RMSEA	0.158	RMSEA	0.000
CFI	0.987	CFI	1.000
NFI	0.986	NFI	0.999
TLI	0.974	TLI	1.000

4.3.7.7 Organizational Citizenship Behavior (OCB)

The OCB factor was measured using five items (Figure 12). These five items had factor loadings ranging from 0.949 to 0.963. Once again, these measures exceeded the minimum value of .40. This indicates that the OCB factor shows adequate construct validity for the study.
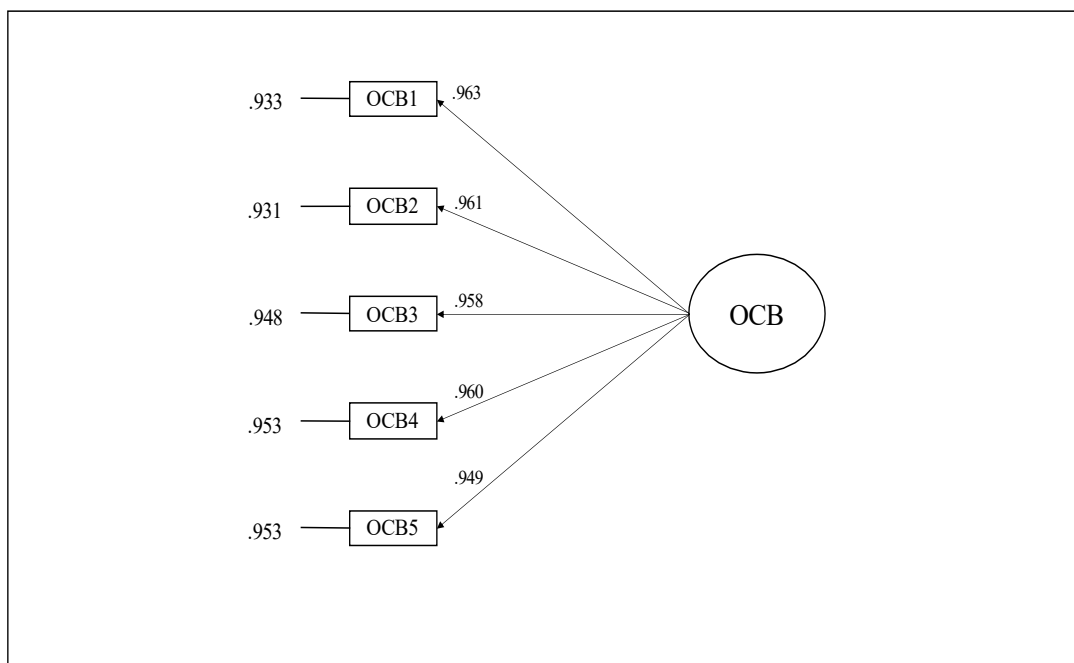
Figure 12 CFA outcomes: Organizational citizenship behavior (OCB)

For OCB, t value indicated from 58.534 to 64.933, which was higher than 1.96. For SMC, the values run from 0.933 to 0.953, which was higher than 0.5, the acceptable score. In terms of FL, the range was from 0.949 to 0.963, which passed the acceptable value of higher than 0.4. When consider at CR, the value is 0.982, which was higher than 0.7. The next indicator included here was AVE. The result showed AVE at 0.918, which is above 0.5. Cronbach's α also passed the acceptable point. The score was 0.867. This can be concluded that all the data under this construct was reliable, and valid to adopt.

Table 99 Analysis Results of Model Measurement of OCB

Indicators	Error	t-value	SMC	FL	CR	AVE	α
OCB1	.017	58.534	.933	0.963			
OCB2	.015	64.339	.951	0.961			
OCB3	.016	63.268	.948	0.958	0.982	0.918	.867
OCB4	.016	64.933	.953	0.960			
OCB5			.953	0.949			

Model fit indices for OCB also illustrated poor fitted values. There were six indices (p-value = 0.000 (accepted when sample size is higher than 200), GFI = 0.966, GFI = 0.899, CFI = 0.993, NFI = 0.992, TLI = 0.986) that reached the acceptance level, while the other two (CMIN/df = 7.175 and RMSEA = 0.121) failed to achieve the passing levels. Following the modification index recommendations, all model fit indices of modified models achieved the acceptable level of model fit. Furthermore p-value was higher than 0.05 (0.359), CMIN/df was less than 5 (1.072), GFI was greater than 0.9 (0.997), AGFI exceeded 0.9 (0.985), RMSEA lower than 0.08 (0.013), CFI was higher than 0.9 (1.000), NFI was surpassed 0.9 (0.999), TLI was over 0.9 (1.000). As mentioned earlier, a modification index can help adjust the model without interrupting internal construct, five items (OCB1, OCB2, OCB3, OCB4, and OCB5) from initial model also being kept under this modified model.

Table 100 Model Fit CFA: OCB

Model-fit Indices			
Initial Model		Modified Model	
p-value	0.000	p-value	0.359
CMIN/df	7.175	CMIN/df	1.072
GFI	0.966	GFI	0.997
AGFI	0.899	AGFI	0.985
RMSEA	0.121	RMSEA	0.013
CFI	0.993	CFI	1.000
NFI	0.992	NFI	0.999
TLI	0.986	TLI	1.000

4.3.7.9 Employee Engagement (Multinational parent company (EEM)

The EEM factor was loaded with three items (Figure 13). As this measure was developed for the study rather than adapted, it was expected to have lower construct

validity because it had not been previously tested and refined. This was found to be the case, with factor loadings ranging from 0.781 to 0.820. Although these were lower than some of the other factors, they were still adequate based on the requirement of .60 or higher. Therefore, the EEM measure had adequate (though not exceptional) construct validity.
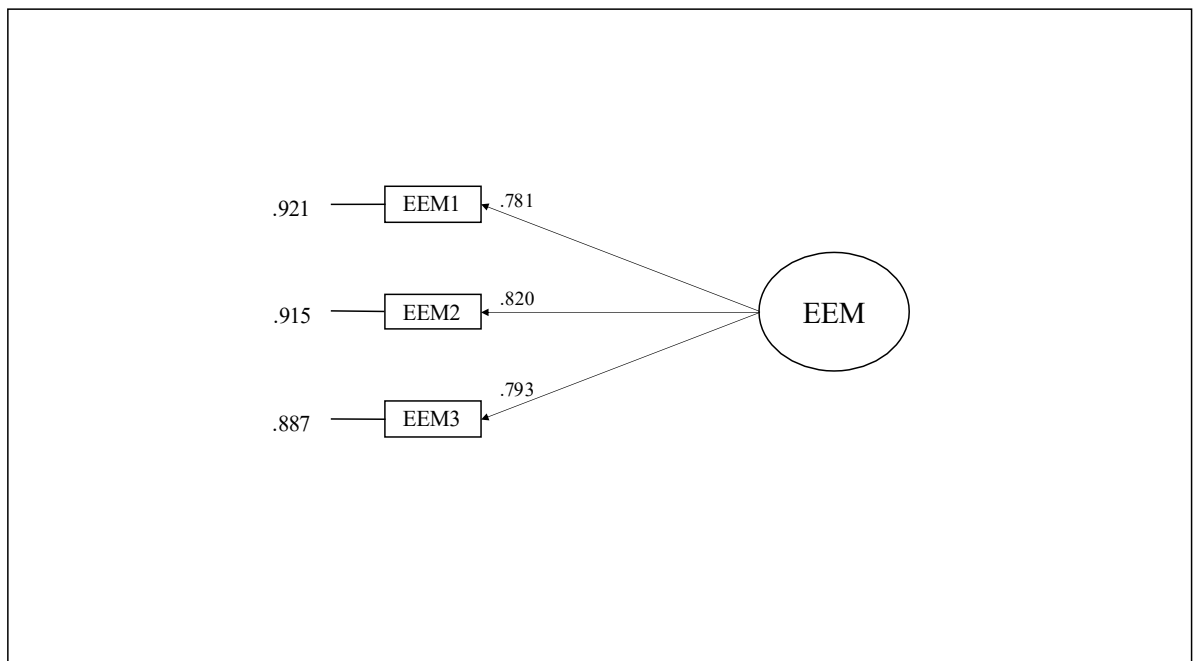
Figure 13 CFA outcomes: Employee Engagement (Multinational parent company) (EEM)

For EEM, t value indicated from 42.505 to 45.814, which was higher than 1.96. For SMC, the values run from 0.887 to 0.921, which was higher than 0.5, the acceptable score. In terms of FL, the range was from 0.781 to 0.820, which passed the acceptable value of higher than 0.4. When considering CR, the value is 0.840, which was higher than 0.7. The next indicator included here was AVE. The result showed AVE at 0.637, which was above 0.5. Cronbach's α also passed the acceptable point. The score was 0.882. This can be concluded that all the data under this construct was reliable, and valid to adopt.

Table 101 Analysis Results of Model Measurement of EEM

Indicators	Error	t-value	SMC	FL	CR	AVE	α
EEM1			.921	0.781			
EEM2	.022	45.814	.915	0.820	0.840	0.637	.882
EEM3	.023	42.505	.887	0.793			

4.3.7.9 Organizational Identification (OI)

The OI factor was loaded with three items (Figure 14). The factor loadings for these three items ranged from 0.895 to 0.928. While this is lower than the factor loadings previously reported, this is not surprising given that the OI scale came from a less well-tested instrument than most of the previous items.
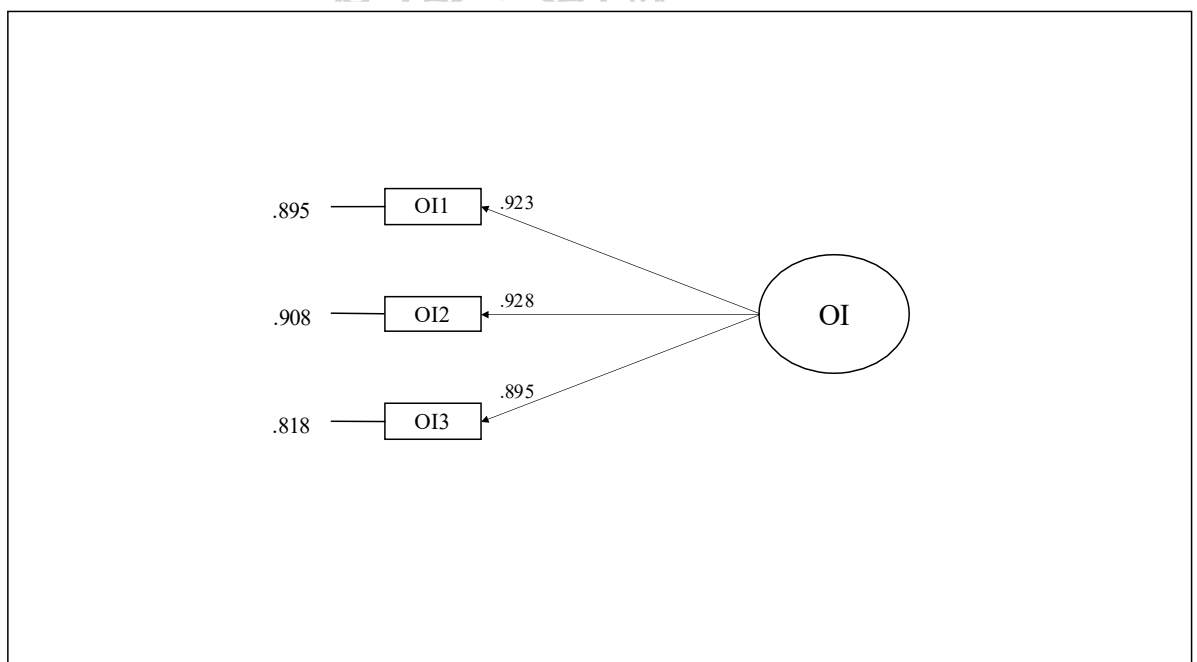
Figure 14 CFA outcomes: Organizational identification (OI)

For OI, t value indicated from 33.588 to 39.762, which was higher than 1.96. For SMC, the values run from 0.818 to 0.908, which was higher than 0.5, the acceptable score. In term of FL, the range was from 0.895 to 0.928, which passed the acceptable value of higher than 0.4. When considering CR, the value is 0.940, which was higher than 0.7. The next indicator included here was AVE. The result showed AVE at 0.838, which was above 0.5. Cronbach's α also passed the acceptable point.

The score was 0.878. This can be concluded that all the data under this construct was reliable, and valid to adopt.

Table 102 Analysis Results of Model Measurement of OI

Indicators	Error	t-value	SMC	FL	CR	AVE	α
OI1			.895	0.923			
OI2	.026	39.762	.908	0.928	0.940	0.838	.878
OI3	.029	33.588	.818	0.895			

4.3.7.10 Employee Exchange Ideology (EEXI)

The EEXI factor included three items (Figure 15). Like EEM, EEXI is not routinely assessed, and the scale was expected to have lower construct validity than the others. However, this was not really the case. Instead, the factor loadings ranged from 0.931 to 0.943, which was nearly as high as the highest validity constructs. Therefore, there were no concerns about the construct validity of the EEXI factor.
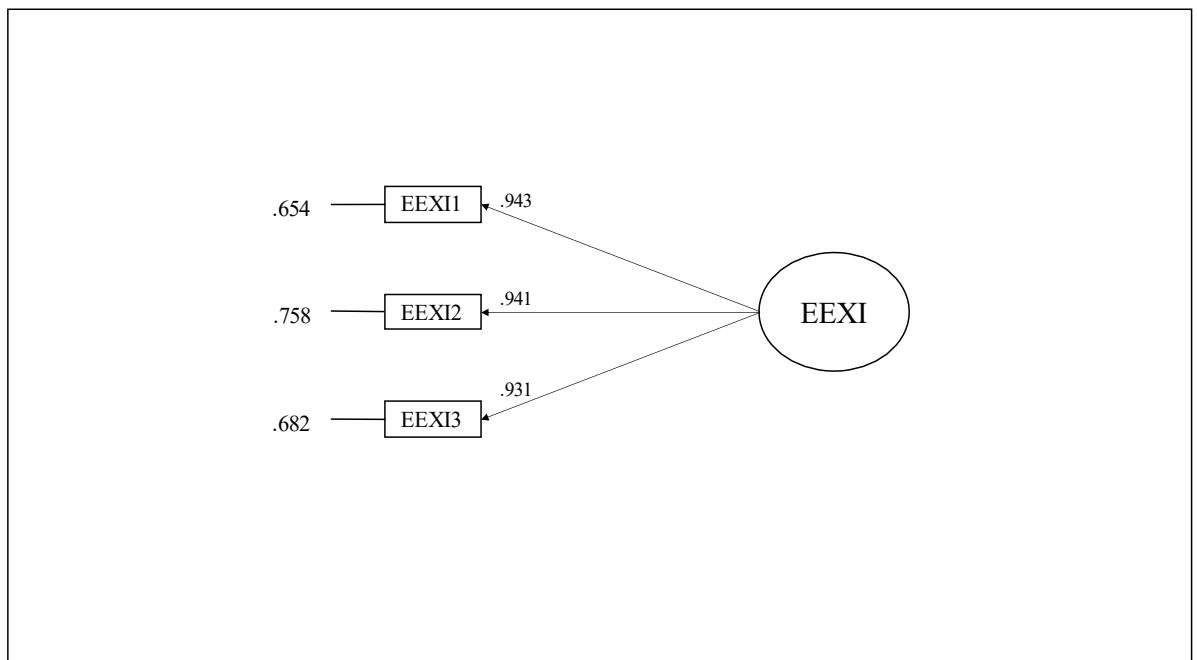
Figure 15 CFA outcomes: Employee Exchange Ideology (EEXI)

The last construct investigated was EEXI, t value indicated from 17.927 to 18.420, which was higher than 1.96. For SMC, the values run from 0.654 to 0.758,

which was higher than 0.5, the acceptable score. In terms of FL, the range was from 0.931 to 0.943, which passed the acceptable value of higher than 0.4. When considering CR, the value is 0.957, which was higher than 0.7. The next indicator included here was AVE. The result showed AVE at 0.881, which was above 0.5. Cronbach's α also passed the acceptable point. The score was 0.836. This can be concluded that all the data under this construct was reliable, and valid to adopt.

Table 103 Analysis Results of Model Measurement of EEXI

Indicators	Error	t-value	SMC	FL	CR	AVE	α
EEXI1			.654	0.943			
EEXI2	.058	18.420	.758	0.941	0.957	0.881	.836
EEXI3	.052	17.927	.682	0.931			

4.3.8 Convergent and Discriminant Validity

Model reliability and convergent and discriminant validity were investigated prior to beginning the main analysis (Table 104). This was a preliminary check on the measurement quality of the model.

Measurement reliability is measured using the composite reliability (CR) measure, using a lower bound of CR > .7 for acceptance)Hair, et al., 2018(. All of the variables met this reliability threshold, with the lowest observed reliability for Employee Engagement Mother (CR = .871).

Convergent validity is evaluated using the average variance extracted (AVE) measure, with a lower bound of AVE > .5 (Hair, et al., 2018). Once again all the variables met this threshold, with the lowest observed value for Employee Engagement Mother (AVE = .693).

There are two tests used to evaluate discriminant validity, both of which are relevant in comparison to AVE. The first is Maximum Shared Variance (MSV), which uses the rule of thumb of MSV < AVE (Hair, et al., 2018). The second is Average Shared Variance (ASV), which also uses a rule of thumb of ASV < AVE (Hair, et al., 2018). Comparison of MSV and AVE shows that in all cases, MSV < AVE. Furthermore, comparison of ASV and AVE also shows that ASV < AVE in all cases.

In summary, based on standard rules of thumb, all of the proposed variable scales in the model demonstrate adequate reliability, convergent validity, and discriminant validity.

Table 104 Model reliability and validity statistics

Variables	CR	AVE	MSV	ASV
Employee Engagement Thailand	0.994	0.935	0.904	0.766
Employee Commitment	0.998	0.956	0.933	0.780
Turnover Intention	0.971	0.918	0.910	0.770
Employee Performance	0.987	0.951	0.933	0.798
Employee Trust	0.989	0.949	0.854	0.716
Employee Satisfaction	0.986	0.935	0.933	0.765
OCB	0.989	0.948	0.920	0.767
Employee Engagement Mother	0.871	0.693	0.510	0.459
Organization Identification	0.954	0.874	0.627	0.562
Employee Exchange Ideology	0.967	0.908	0.704	0.584

4.4 Tests of SEM Assumptions

There are several assumptions of SEM that can be tested prior to the analysis process, to evaluate whether the data is suitable for SEM)Kline, 2014(Assumptions include that: there are no outliers in the data; that there is minimal multicollinearity; that there is multivariate normality; that there is a linear relationship between variables within the model; that there is no missing data; and that constructs are one-dimensional (Kline, 2014). Violation of these assumptions does not invalidate SEM as a choice of analysis technique, but it does mean that there may be some degree of bias introduced into the results)Byrne, 2016(.

Some of these assumptions were relatively easy to ensure with standard data inspection and cleaning processes. For example, the data preparation process ensured that there was no missing data, with any incomplete questionnaires discarded prior to beginning the analysis. Inspection for outliers was performed using visual inspection of box and whisker plots, followed by examination of any points that were away from the distribution)Black, 2017(. Due to the controlled nature of the data collection, any outliers that had been detected may have been a data collection error rather than a true

data point. However, there were no significant outliers detected. The assumption that variables are one-dimensional was evaluated using the model reliability and validity measures presented above, which ensured that each of the proposed dimensions was representing only a single variable.

Internal relationships within the data were investigated in several ways. Correlations between variables (Table 105) were used to investigate the internal relationships and their directions. This demonstrated that as expected, there were some significant internal relationships within the data. However, this was anticipated given the nature of the model and the proposed relationships, and is not therefore considered to be a major issue. Multivariable normality was tested using the Mahalanobis distance. The outcome of this test indicated that none of the data points was further than +/- 4 standard deviations from the multivariate mean, indicating that there is no evidence of non-normal distribution of the data (Kline, 2016).

The results of these tests indicated that the basic assumptions of SEM have been met within the data. This meant that the SEM process could proceed with the understanding that there is no evidence that assumptions have been violated.

Table 105 Variable correlations

	1	2	3	4	5	6	7	8	9	10
1. Organization Identification	0.935									
2. Employee Trust	0.717	0.974								
3. Turnover Intention	-0.751	-0.922	0.958							
4. Employee Exchange Ideology	0.724	0.739	-0.784	0.953						
5. Employee Engagement Mother	0.706	0.654	-0.702	0.556	0.833					
6. Employee Satisfaction	0.745	0.896	-0.943	0.798	0.680	0.967				
7. Employee Commitment	0.769	0.905	-0.939	0.809	0.714	0.937	0.978			
8. Employee Engagement Thailand	0.792	0.886	-0.937	0.839	0.675	0.922	0.929	0.967		
9. Employee Performance	0.775	0.917	-0.954	0.807	0.701	0.966	0.966	0.951	0.975	
10. OCB	0.761	0.924	-0.923	0.785	0.694	0.937	0.945	0.910	0.959	0.974

4.5 SEM Results

A research model was created utilizing the SEM technique to examine the hypotheses. An initial model and a final model were used in the fitting process.

The initial model was constructed based on the research framework and CFA process, including all items. The goodness of fit measures for the initial model are reported in Table 106, along with the established thresholds for acceptance for the model. As this shows, by most measures the initial model was a poor fit. The failure to fit the chi-square (p < .001) was expected, given the sample size, since chi-square is sample size-sensitive (Alavi et al., 2020). However, the fit of the GFI (.648) and AGFI (.620) were noticeably lower than the minimum threshold of .90 for these measures (B. M. Byrne, 2016; Kline, 2016; Schumacker & Lomax, 2010). Other absolute fit measures including RMR (.638) and RMSEA (.084) were higher than the maximum goodness of fit for these measures as well. Furthermore, the NFI (.895) relative goodness of fit tests did not satisfy the required .90 level (Kline, 2016). Only the relative goodness of fit tests CFI (.919) met the required threshold of .90 (Kline, 2016). This made it clear that the initial model required refitting prior to the analysis.

In order to enhance results, the updated model tweaked the internal relationships between latent variables somewhat .The goodness of fit measures (Table 106) showed considerable improvement with acceptable fitting values. The chi-square measure was still significant (p < .001), owing to sample size (more than 200). GFI (0.890) and AGFI (0.851) measures were slightly higher than the rule of thumb value of .90 (B. M. Byrne, 2016; Kline, 2016; Schumacker & Lomax, 2010). However, they passed the acceptable values of >0.8)Baumgartner & Homburg, 1996; Doll, et al., 1994; Shih-I, 2011(. For RMR (.014) and RMSEA (.023) measures fell below the maximum threshold for acceptable fit, indicating improvement compared to the initial model. Moreover, the CFI (.995) and NFI (.974) values do meet the standard of >.90 (Kline, 2016).

Table 106 Summary of model fitting outcomes

Goodness of Fit Test	Acceptance Criteria	Initial Model		Modified Model	
		Observed Value	Good Fit?	Observed Value	Good Fit?
Absolute Goodness of Fit Tests					
Chi-square	p > .05	p < .001	No	p < .001	No
Chi-square/df	< 5	3.950	Yes	1.221	Yes
GFI	> .80 (Acceptable) > .90 (Good)	0.648	No	0.890	Yes
AGFI	> .80 (Acceptable) > .90 (Good)	0.620	No	0.851	Yes
RMR	< .06	0.638	No	0.014	Yes
RMSEA	< .08 (Acceptable) < .06 (Good)	0.084	No	0.023	Yes
Relative Goodness of Fit Tests					
CFI	> .90	0.919	Yes	0.995	Yes
NFI	> .90	0.895	No	0.974	Yes

This can be indicated that further attempts at refitting significantly change these outcomes without disrupting the internal structure of the model. Given this improvement, and keeping in mind advice that SEM models sometimes cannot be perfectly fitted because the underlying data is messy (Byrne, 2016), the researcher decided to use the refitted model as it was adequate and reflected both the theoretical relationships and the real-world data. The final model as presented in Figure 16.
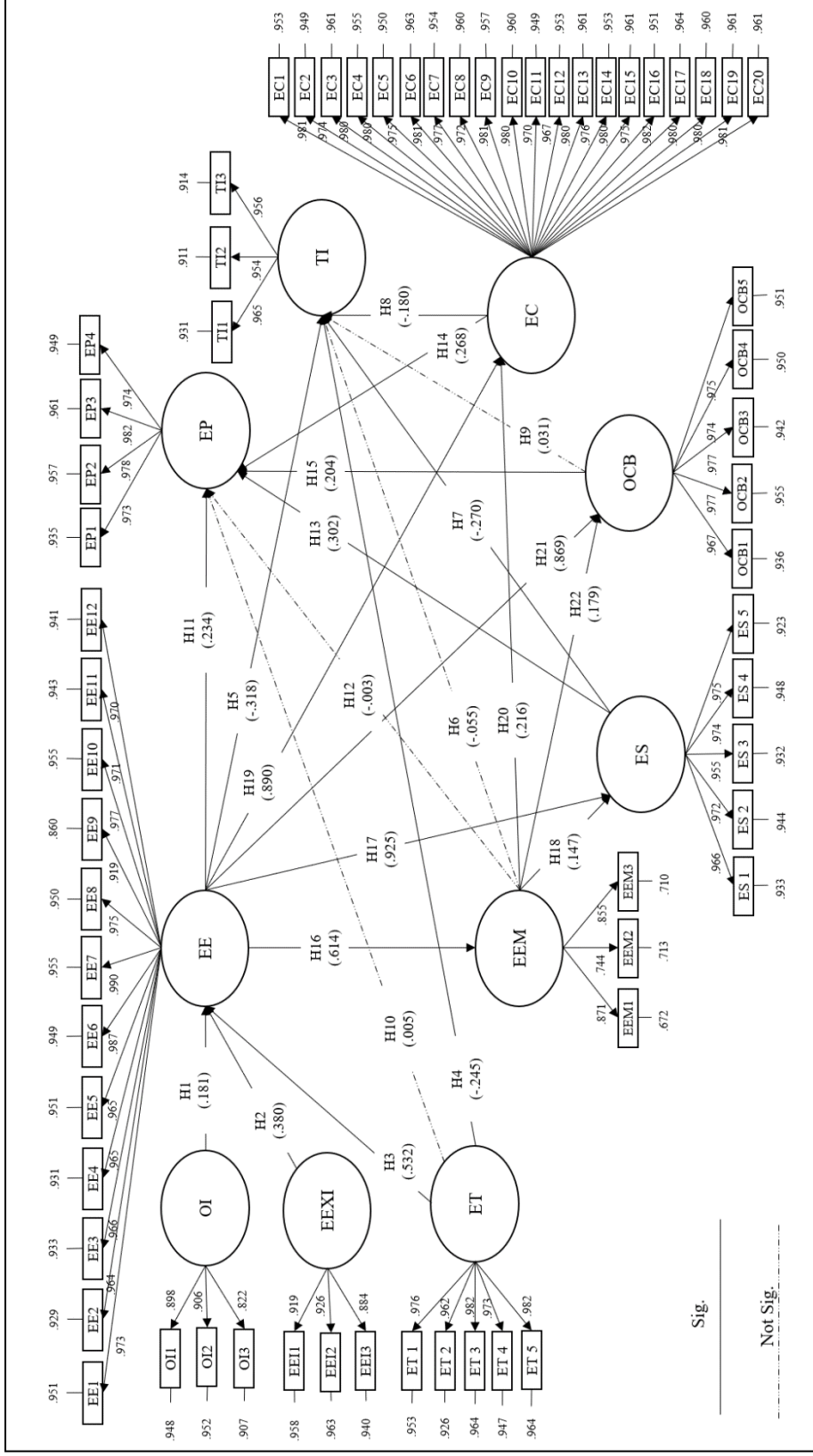
Figure 16 Final Model

Sources: Alavi et al. (2020), Byrne et al. (2019), Baumgartner and Homburg (1996), Doll, et al. (1994(, Hu and Bentler (1999), Kline (2016) Niemand and Mai (2018)

Table 107 Analysis Results of Final Model

Variables			SMC	FL	t	p
Employee Engagement Thailand (EE)						
EE	→	EE1	.951	.973	58.374	***
EE	→	EE2	.929	.964	68.496	***
EE	→	EE3	.933	.966	54.526	***
EE	→	EE4	.931	.965	53.741	***
EE	→	EE5	.931	.965		
EE	→	EE6	.949	.987	56.850	***
EE	→	EE7	.955	.990	58.354	***
EE	→	EE8	.950	.975	58.388	***
EE	→	EE9	.860	.919	41.168	***
EE	→	EE10	.955	.977	59.694	***
EE	→	EE11	.943	.971	56.381	***
EE	→	EE12	.941	.970	51.689	***
Employee Commitment (EC)						
EC	→	EC1	.953	.981	64.901	***
EC	→	EC2	.949	.974	67.114	***
EC	→	EC3	.961	.980	68.037	***
EC	→	EC4	.955	.980	65.270	***
EC	→	EC5	.950	.975		
EC	→	EC6	.963	.981	62.668	***
EC	→	EC7	.954	.977	65.112	***
EC	→	EC8	.960	.972	73.990	***
EC	→	EC9	.957	.981	65.931	***
EC	→	EC10	.960	.980	73.731	***
EC	→	EC11	.949	.970	62.708	***
EC	→	EC12	.953	.967	63.467	***
EC	→	EC13	.961	.980	67.905	***
EC	→	EC14	.953	.976	64.745	***
EC	→	EC15	.961	.980	74.319	***
EC	→	EC16	.951	.975	74.564	***
EC	→	EC17	.964	.982	69.177	***
EC	→	EC18	.960	.980	67.565	***
EC	→	EC19	.961	.980	67.624	***
EC	→	EC20	.961	.981	62.212	***
Turnover Intention (TI)						
TI	→	TI1	.931	.965		
TI	→	TI2	.911	.954	49.499	***
TI	→	TI3	.914	.956	49.898	***
Employee Performance (EP)						

Variables			SMC	FL	t	p
EP	→	EP1	.935	.973		
EP	→	EP2	.957	.978	60.814	***
EP	→	EP3	.961	.982	61.724	***
EP	→	EP4	.949	.974	58.921	***
Employee Trust (ET)						
ET	→	ET1	.953	.976	70.961	***
ET	→	ET2	.926	.962	61.668	***
ET	→	ET3	.964	.982	65.231	***
ET	→	ET4	.947	.973	68.353	***
ET	→	ET5	.964	.982		
Employee Satisfaction (ES)						
ES	→	ES1	.933	.966	58.818	***
ES	→	ES2	.944	.972	53.503	***
ES	→	ES3	.932	.955	49.897	***
ES	→	ES4	.948	.974	51.406	***
ES	→	ES5	.923	.975		
Organizational Citizenship Behavior (OCB)						
OCB	→	OCB1	.936	.967	66.008	***
OCB	→	OCB2	.955	.977	66.266	***
OCB	→	OCB3	.942	.977	60.562	***
OCB	→	OCB4	.950	.974	64.465	***
OCB	→	OCB5	.951	.975		
Employee Engagement Mother (EEM)						
EEM	→	EEM1	.672	.817		
EEM	→	EEM2	.713	.744	16.123	***
EEM	→	EEM3	.710	.855	20.080	***
Organization Identification						
OI	→	OI1	.898	.948		
OI	→	OI2	.906	.952	42.936	***
OI	→	OI3	.822	.907	37.009	***
Employee Exchange Ideology (EEXI)						
EEXI	→	EEI1	.919	.958		
EEXI	→	EEI2	.926	.963	49.946	***
EEXI	→	EEI3	.884	.940	44.851	***

4.1.4.2 Regression Tests

Table 108 summarizes the standardized and non-standardized regression weights and other relevant information for the relationships of the main variables in the model. The majority of the relationships tested do have a significant relationship

in both positive and negative correlations, although some expected relationship showed no significance. These regression results are used for the hypothesis tests, as summarized in the next section.

Table 108 Regression coefficients for major relationships

Relationship			Unstandardized Estimate	Standardized Estimate	C.R.	P
OI	→	EE	.181	.029	6.275	***
EEXI	→	EE	.308	.027	10.388	***
ET	→	EE	.532	.026	17.679	***
EE	→	EEM	.614	.041	14.922	***
EE	→	EC	.890	.032	28.070	***
EE	→	ES	.925	.035	26.774	***
EE	→	OBC	.869	.034	25.385	***
EEM	→	OBC	.179	.037	4.800	***
EEM	→	EC	.216	.035	6.227	***
EEM	→	ES	.147	.038	3.901	***
ET	→	TI	-.245	.040	-6.171	***
ET	→	EP	.005	.023	.211	.833
OBC	→	EP	.204	.036	5.716	***
EC	→	TI	-.180	.056	-3.231	.001
ES	→	EP	.302	.031	9.647	***
EE	→	TI	-.318	.048	-6.662	***
OBC	→	TI	.013	.060	.213	.831
ES	→	TI	-.270	.051	-5.268	***
EE	→	EP	.234	.029	8.044	***
EC	→	EP	.268	.034	7.796	***
EEM	→	EP	-.003	.019	-.165	.869
EEM	→	TI	-.055	.030	-1.844	.065

4.6 Hypothesis Investigation

There are 22 hypotheses include under this research. Relationships are also assessed based on their direction (positive or negative) and strength. The direction of the hypotheses was part of the statement, and therefore is included in the hypothesis support. Strength of the relationship was not part of the hypothesis, but it is assessed

here to understand the relative effects of the relationships. The rule of thumb used is that: <.100 – very weak relationship; .100 to .299 – weak relationship; .300 to .499 – moderate relationship; .500 and above – very strong relationship (Hair et al., 2016). Here, each of the hypotheses is discussed, including the significance levels and coefficients observed and whether this supports the hypotheses or not.

4.6.1 Hypothesis 1

Hypothesis 1 stated that:

Hypothesis 1: OI will have a significant positive effect on EE.

Ho: OI will not have a significant positive effect on EE.

H1: OI will   have a significant positive   effect on EE.

The findings in Table 109 illustrate that the OI $\rightarrow$ EE relationship is significant at p < .05 (p < .001). Furthermore, the unstandardized regression coefficient is positive, though relatively weak (B = .181). As a result, the investigation found that H1 was accepted and H0 was rejected. These data back up Hypothesis 1's assertion that OI has a positive impact on EE.

4.6.2 Hypothesis 2

Hypothesis 2 stated that:

Hypothesis 2: EEXI will have a significant positive effect on EE.

Ho: EEXI will not have a significant positive effect on EE.

H1: EEXI will have a significant positive effect on EE.

The findings for this test are summarized in Table 109. As this shows, the EEXI $\rightarrow$ EE relationship is significant at p < .05 (p <.001). Furthermore, the relationship is both significant and moderate in strength according to the unstandardized estimate (B = .308). As a result, the investigation found that H1 was accepted and H0 was rejected. As a result, Hypothesis 2 is accepted.

4.6.3 Hypothesis 3

Hypothesis 3 stated that:

Hypothesis 3: ET will have a significant positive effect on EE.

Ho: ET will not have a significant positive effect on EE.

H1: ET will   have a significant positive effect on EE.

Table 109 reveals that the ET $\rightarrow$ EE relationship is significant at $p < .05$ ($p < .001$). Furthermore, the unstandardized coefficient (B = .532) indicates that this relationship is positive and very strong relationship. As a result, the investigation found that H1 was accepted and H0 was rejected. As a result, H3 was supported since ET had a considerable favorable effect on EE.

4.6.4 Hypothesis 4

Hypothesis 4 stated that:

Hypothesis 4: ET will have a significant negative effect on TI.

Ho: ET will not have a significant negative effect on TI.

H1: ET will have a significant negative effect on TI.

The results shown in Table 109 show that the ET $\rightarrow$ TI relationship was significant at $p < .05$ ($p < .001$). Furthermore, this relationship was negative as predicted, though it was relatively weak (B = -.245). These results show that ET is not likely to be the only factor that influences TI, but it was a significant factor. As a result, the investigation found that H1 was accepted and H0 was rejected. Therefore, Hypothesis 4 is supported.

4.6.5 Hypothesis 5

Hypothesis 5 stated that:

Hypothesis 5: EE will have a significant negative effect on TI.

Ho: EE will not have a significant negative effect on TI.

H1: EE will have a significant negative effect on TI.

Table 109 illustrates that the EE → TI was significant at p < .05 (p <.001). Furthermore, the unstandardized coefficient for this relationship is negative, though relatively weak (B = -.318). This makes EE one of the stronger factors that influence TI, though not the strongest factor (which is ES). As a result, the investigation found that H1 was accepted and H0 was rejected. Therefore, EE does have a significant negative effect on TI as proposed, and Hypothesis 5 is supported.

4.6.6 Hypothesis 6

Hypothesis 6 stated that:

Hypothesis 6: EEM will have a significant negative effect on TI.

Ho: EEM will not have a significant negative effect on TI.

H1: EEM will have a significant negative effect on TI.

Table 109 illustrates that the EEM → TI was not significant at a minimum level of p < .05 (p = .065). Furthermore, the unstandardized coefficient for this relationship is relatively weak (B = -.055). As a result, the investigation found that H1 was accepted and H0 was rejected. Therefore, EEM does not have a significant negative effect on TI as proposed, and Hypothesis 6 is rejected.

4.6.7 Hypothesis 7

Hypothesis 7 stated that:

Hypothesis 7: ES will have a significant negative effect on TI.

Ho : ES will not have a significant negative effect on TI.

H1: ES will have a significant negative effect on TI .

Table 109 shows that the ES → TI relationship is significant at p < .05 (p < .001). Furthermore, the effect of ES on TI was negative and moderately strong (B = -.270). This indicates that the effect of ES on TI was stronger than any of the other factors that were tested as a possible influence on TI. As a result, the investigation found that H1 was accepted and H0 was rejected. Hypothesis 7 was supported

4.6.8 Hypothesis 8

Hypothesis 8 stated that:

Hypothesis 8: EC will have a significant negative effect on TI.

Ho: EC will not have a significant negative effect on TI.

H1: EC will   have a significant negative effect on TI.

As shown in Table 109, the EC $\rightarrow$ TI relationship was significant at the p < .05 level (p = .001). Furthermore, the regression coefficient for this relationship was negative, though relatively weak (B = -.180). As a result, the investigation found that H1 was accepted and H0 was rejected. Therefore, EC did have a significant negative impact on TI. Hypothesis 8 is therefore supported.

4.6.9 Hypothesis 9

Hypothesis 9 stated that:

Hypothesis 9: OCB will have a significant negative effect on TI.

Ho: OCB will not have a significant negative effect on TI.

H1: OCB will   have a significant negative effect on TI.

Table 109 shows that the OCB $\rightarrow$ TI relationship does not pass the required significance level of p < .05 (p = .831). Furthermore, the observed effect of OCB on TI (while modest and not statistically significant) is actually positive (B =.013). As a result, the SEM process does not support Hypothesis 9.

4.6.10 Hypothesis 10

Hypothesis 10 stated that:

Hypothesis 10: ET will have a significant positive effect on EP.

Ho: ET will not have a significant positive effect on EP.

H1: ET will   have a significant positive effect on EP.

Table 109 illustrates the results, which show that the ET → EP relationship was not significant at a minimum level of p < .05 (p = .005). Furthermore, the coefficient was very weak, trending to 0 (B = .833). Accordingly, it can be concluded that the study accepted Ho and rejected H1. Therefore, these results do not support a relationship between ET and EP. Hypothesis 10 is therefore rejected.

4.6.11 Hypothesis 11

Hypothesis 11 stated that:

Hypothesis 11: EE will have a significant positive effect on EP.

Ho: EE will not have a significant positive effect on EP.

H1: EE will have a significant positive effect on EP.

As shown in Table 109, the EE → EP relationship is significant at p < .05 (p <.001). The unstandardized coefficient is also positive, though relatively weak (B = .234). As a result, the investigation found that H1 was accepted and H0 was rejected. As a result, there is evidence that EE has a favorable impact on EP. This finding lends credence to Hypothesis 11.

4.6.12 Hypothesis 12

Hypothesis 12 stated that:

Hypothesis 12: EEM will have a significant negative effect on EP.

Ho: EEM will not have a significant positive effect on EP.

H1: EEM will have a significant positive effect on EP.

Table 109 illustrates that the EEM → EP was not significant at a minimum level of p < .05 (p = .869). Besides, the observed effect of EEM on EP is actually negative and relatively weak (B = -.003). As a result, the investigation found that H0 was accepted while H1 was denied. As a result, EEM does not have the proposed considerable negative influence on EP, and Hypothesis 12 is rejected.

4.6.13 Hypothesis 13

Hypothesis 13 stated that:

Hypothesis 13: ES will have a significant positive effect on EP.

Ho: ES will not have a significant positive effect on EP.

H1: ES will   have a significant positive   effect on EP.

The ES $\rightarrow$ EP relationship, as shown in Table 109, was significant at p < .05 (p < .001). Furthermore, the estimate of this relationship was positive and moderately strong (B = .302). This indicates that ES is a significant and positive factor in EP. As a result, the investigation found that H1 was accepted and H0 was rejected. As a result, the SEM method also validated Hypothesis 13.

4.6.14 Hypothesis 14

Hypothesis 14 stated that:

Hypothesis 14: EC will have a significant positive effect on EP.

Ho: EC will not have a significant positive effect on EP.

H1: EC will   have a significant positive   effect on EP.

The results in Table 109 illustrate that the EC $\rightarrow$ EP relationship is significant at p < .05 (p < .001). Furthermore, the coefficient for this relationship is positive and significant (B = .268). Based on these results, it is concluded that EC does have a significant effect on EP. As a result, the investigation found that H1 was accepted and H0 was rejected. As a result, Hypothesis 14 is accepted..

4.6.15 Hypothesis 15

Hypothesis 15 stated that:

Hypothesis 15: OCB will have a significant positive effect on EP.

Ho: OCB will not have a significant positive effect on EP.

H1: OCB will have a significant positive   effect on EP.

The results in Table 109 showed that the OCB → EP relationship was significant at p < .05 (p < .001). Furthermore, the unstandardized estimate was both positive and significant, though relatively weak (B = .204). As a result, while OCB did not have the greatest impact on EP of the factors studied, it did have a significant and beneficial impact. As a result, Hypothesis 15 is supported.

4.6.16 Hypothesis 16

Hypothesis 16 stated that:

Hypothesis 16: EE will have a significant positive effect on EEM.

Ho: EE will not have a significant positive effect on EEM.

H1: EE will   have a significant positive effect on EEM.

This hypothesis's findings are also found in Table 109. The EE → EEM relationship is shown to be significant at p < .05 (p < .001). Furthermore, the effect is positive and can be characterized as strong (B = .614). As a result, while OCB did not have the greatest impact on EP of the factors studied, it did have a significant and beneficial impact. As a result, Hypothesis 15 is supported.

4.6.17 Hypothesis 17

Hypothesis 17 stated that:

Hypothesis 17: EE will have a significant positive effect on ES.

Ho: EE will not have a significant positive effect on ES.

H1: EE will have a significant positive effect on ES.

As shown in Table 109, the EE → ES relationship is significant at the p <.05 level (p < .001). Furthermore, it is a very strong relationship, and that it is a positive effect (B = .925). This indicates that EE does have a significant effect on ES. As a result, the investigation found that H1 was accepted and H0 was rejected. As a result, Hypothesis 17 is accepted.

4.6.18 Hypothesis 18

Hypothesis 18 stated that:

Hypothesis 18: EEM will have a significant positive effect on ES.

Ho: EEM will not have a significant positive effect on ES.

H1: EEM will have a significant positive effect on ES.

Similar to its subsidiary company (EE), employee engagement of multinational parent company (EEM) toward ES is also significant at the $p < .05$ level ($p < .001$). However, its relationship is quite weak, but that it is a positive effect ($B = .147$). This indicates that EEM does have a significant effect on ES as well as EE. As a result, the investigation found that H1 was accepted and H0 was rejected. As a result, Hypothesis 18 is accepted.

4.6.19 Hypothesis 19

Hypothesis 3 stated that:

Hypothesis 19: EE will have a significant positive effect on EC.

Ho: EE will not have a significant positive effect on EC.

H1: EE will have a significant positive effect on EC.

As the findings summarized in Table 109 show, the EE $\rightarrow$ EC relationship is significant at $p < .05$ ($p < .001$). Furthermore, the coefficient of the relationship is positive and strong ($B = .890$). As a result, the investigation found that H1 was accepted and H0 was rejected. As a result, EE has a strong favorable impact on EC. As a result, Hypothesis 19 is supported..

4.6.20 Hypothesis 20

Hypothesis 20 stated that:

Hypothesis 20: EEM will have a significant positive effect on EC.

Ho: EEM will not have a significant positive effect on EC.

H1: EEM will have a significant positive effect on EC.

As expected the results showed in Table 109, the EEM → EC relationship is significant at p < .05 (p < .001). Furthermore, the coefficient of the relationship is positive but relative weak (B = .216). As a result, the investigation found that H1 was accepted and H0 was rejected. As a result, EE has a strong favorable impact on EC. As a result, Hypothesis 20 is supported.

4.6.21 Hypothesis 21

Hypothesis 21 stated that:

Hypothesis 21: EE will have a significant positive effect on OCB.

Ho: EE will not have a significant positive effect on OCB.

H1: EE will have a significant positive effect on OCB.

The result Table 109 shows the EE → OCB relationship, which was significant at the p < .05 level (p < .001). Furthermore, it was positive and strong (B = .869). As a result, the investigation found that H1 was accepted and H0 was rejected. As a result, the findings of the study indicated the existence of a positive link between EE and OCB. Hypothesis 21 has been found to be true.

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4.6.22 Hypothesis 22

Hypothesis 22 stated that:

Hypothesis 22: EEM will have a significant positive effect on OCB.

Ho: EEM will not have a significant positive effect on OCB.

H1: EEM will have a significant positive effect on OCB.

There is not surprised that the results presented in Table 109 shows the EEM → OCB relationship, which was significant at the p < .05 level (p < .001). Although it was positive, it coefficient of the relationship is very weak (B = .179). As a result, the investigation found that H1 was accepted and H0 was rejected. As a result, the findings of the study indicated the existence of a positive association between EEM and OCB. Hypothesis 22 has been found to be true.

4.6.23 Hypothesis Results Summary

Table 109 summarizes the hypothesis test outcomes from the SEM process. These results are based on regression tests, with the unstandardized coefficient (B), which indicates the strength and direction of the relationship between the components, and the significance of the t-test (p.05) as evidence for acceptance.

In summary, H1, H2, H3, H4, H5, H7, H8, H11, H13, H14, H15, H16, H17, H18, H19, H20, H21 and H22 were accepted as they were stated. Hypotheses including H6, H9, H10 and H12 were rejected for non-significance (p > .05). Additionally, H9 had positive relationships between the data, rather than the negative relationships that were expected, while H12 had negative relationships rather than the positive relationship that were proposed. Thus, although most of these hypotheses turned out as expected given the literature review, others were different from these expectations for reasons that are not clear within the data. Potential reasons for the difference in outcomes between the hypotheses are discussed later in this chapter, using evidence from the qualitative research and the literature review to contextualize the findings.
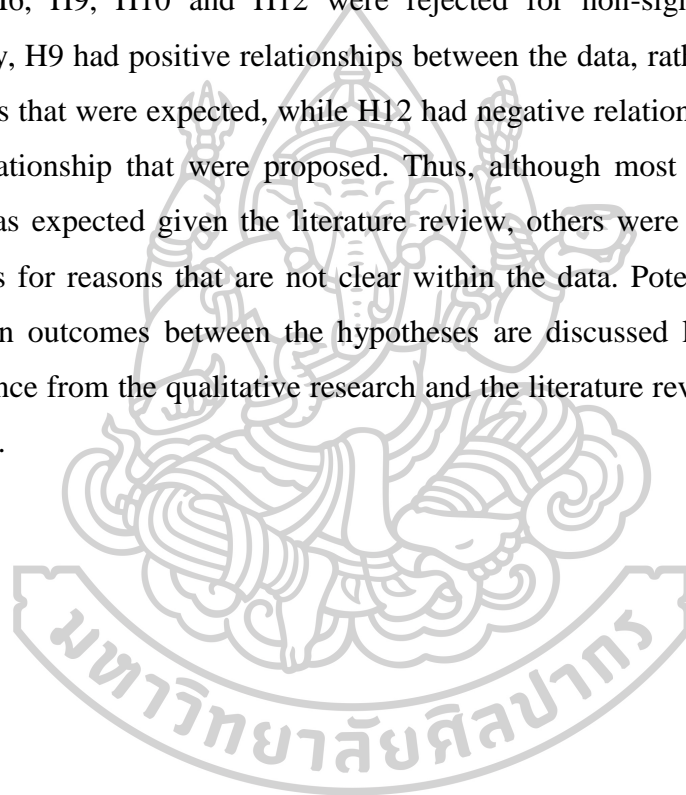
Table 109 Summary of hypothesis outcomes

Hypothesis	Statement			Evidence		Accepted?
				B	p	
H1	OI	→	EE (+)	.181	≤.001	Yes
H2	EEXI	→	EE (+)	.308	≤.001	Yes
H3	ET	→	EE (+)	.532	≤.001	Yes
H4	ET	→	TI (-)	-.245	≤.001	Yes
H5	EE	→	TI (-)	-.318	≤.001	Yes
H6	EEM	→	TI (-)	-.055	.065	No
H7	ES	→	TI (-)	-.270	≤.001	Yes
H8	EC	→	TI (-)	-.180	≤.001	Yes
H9	OCB	→	TI (-)	.013	.831	No
H10	ET	→	EP (+)	.005	.833	No
H11	EE	→	EP (+)	.234	≤.001	Yes
H12	EEM	→	EP (+)	-.003	.869	No
H13	ES	→	EP (+)	.302	≤.001	Yes
H14	EC	→	EP (+)	.268	≤.001	Yes
H15	OCB	→	EP (+)	.204	≤.001	Yes
H16	EE	→	EEM (+)	.614	≤.001	Yes
H17	EE	→	ES (+)	.925	≤.001	Yes
H18	EEM	→	ES (+)	.147	≤.001	Yes
H19	EE	→	EC (+)	.890	≤.001	Yes
H20	EEM	→	EC (+)	.216	≤.001	Yes
H21	EE	→	OCB (+)	.869	≤.001	Yes
H22	EEM	→	OCB (+)	.179	≤.001	Yes

CHAPTER 5
DISCUSSION

In the previous chapters, the literature review (Chapter 2) and the primary research (Chapter 3) looked at the relationship of employee engagement and performance elements both conceptually and experimentally (Chapter 4). This chapter summarizes the major findings and compares them to the literature review to better comprehend the study's contribution, open questions, and other concerns. The issue of employee involvement is examined first. The rest of the debate is divided into four sections, each of which focuses on one of the research model's stages. In the conceptual framework, one or more hypotheses were connected with each of these steps, which were then examined in the employee survey

Research Aims and Objectives

The purpose of this study is to look into the impact of several factors on employee engagement with MNCs in Thailand. Under this goal, there are five key development objectives. These objectives are;

1. To identify the level of Employee Engagement (Thailand and Multinational parent company)

2. To examine factors influencing Employee Engagement toward MNCs in Thailand.

    a. Employee Trust (ET)

    b. Organization Identification (OI)

    c. Employee Exchange Ideology (EEXI)

3. To investigating factors in turnover intention toward MNCs in Thailand.

    a. Employee Trust (ET)

    b. Employee Engagement (EE)

    c. Employee Satisfaction (ES)

      d. Employee Commitment (EC)

      e. Organizational Citizenship Behavior (OCB)

4. To examine factors investigating factors in organizational performance toward MNCs in Thailand.

      a. Employee Trust (ET)

      b. Employee Engagement (EE)

      c. Employee Satisfaction (ES)

      d. Employee Commitment (EC)

      e. Organizational Citizenship Behavior (OCB)

5. Examining the effect of employee engagement on organizational performance.

5.1 Employee Engagement

Objective 1: To identify the level of Employee Engagement (Thailand and Multinational parent company)

This study looked at whether there was a difference between staff engagement in the Thai subsidiary and employee engagement with the multinational parent business, despite the fact that it was not specified as a formal hypothesis due to a literature vacuum and a lack of evidence. Objective 1 was built on this foundation. The findings revealed a substantial disparity, with employee involvement in the worldwide parent business being marginally greater than in the Thai subsidiary. The reason for this is unclear, since so few studies have investigated differences in company levels. However, one possible reason is that the internal branding of multinationals is stronger for the multinational parent company than it is for subsidiaries. Internal branding refers to how the company manages its internal communication about its brand and corporate culture to employees (Suomi et al., 2021). Internal branding essentially is intended to connect the employee emotionally to the values of the company and promote their commitment to the company. It includes elements like leadership, HRM, internal communication and brand identity,

and brand ideology (similar to organizational culture). As Suomi, et al. noted, internal branding is strongly associated with employee engagement – so strongly it may even be considered to be complementary. Therefore, one possibility for the finding here is that the internal branding of the multinational parent company and subsidiaries is such that employees view themselves as working for the multinational parent company primarily.

Besides, this research also looked into other factors to find the suitable answer for this, as some researchers found that different demographic factors and industry of work, may lead to different levels of employee engagement. There were several factors included in this investigation, such as years of service, job position and industry difference. It was found that only years of service, and industry, that showed a significant difference towards employee engagement. Moreover, the results showed some interesting patterns that years of service did impact on engagement for a multinational parent company. It was surprising to find that the longer the employees worked for the company, the less engagement these employees had towards the multinational parent company. This may happen that people are seeking to work for the company they share values with, that's why employee engagement for the parent company are high in the first place, but once they've joined the company, they may be negatively impacted by something like a culture crash. So their engagement levels start to drop.

For industry, although some significant differences were found between industry difference and employee engagement, the results were not adequate enough to make any assumption about the pattern of these differences. Furthermore, based on gender, a considerable variation in employee involvement towards a subsidiary firm was discovered in various industries. Some found no significant relationship, while some only found a significant relationship between gender and engagement with the multinational parent company. This also applied to different education levels and ages, that showed significant differences with some industries regarding employee engagement for both the subsidiary, and the multinational parent company. For this reason, it cannot be confirmed that any factors impacted on this difference. Other elements, however, are verified to play a substantial part in generating them and require further examination.

Thus, this would lead to stronger alignment with its culture and values, and therefore more engagement compared to the subsidiary. This is an interesting question and it is one that needs more investigation in the literature.

5.2 Factors in employee engagement

Objective 2: To examine factors influencing Employee Engagement toward MNCs in Thailand.

a) Employee Trust (ET)

b) Organization Identification (OI)

c) Employee Exchange Ideology (EEXI)

Three hypotheses were investigated to see what factors influenced employee engagement. The association between organizational identity (OI) and employee engagement was investigated in H1 (EE). H2 looked into the connection between employee exchange ideology (EEXI) and EE. The impact of employee trust (ET) on EE was investigated in H3. All three theories were found to be correct. These findings are in line with previous research on the genesis of EE.

H1 adds to the body of knowledge by examining the role of OI in EE. Several prior research have found that OI promotes EE (He et al., 2014; Karanika-Murray et al., 2015; Fairfield, 2019) as well as more generally in positive work attitudes (Lee et al., 2015). However, research on OI tends to focus on cases and vignettes rather than quantitative testing of effects (Jones & Volpe, 2011). By investigating using quantitative research, the study both confirms the causal relationship between OI and EE, and supports the literature by testing this relationship at a wider scale than previously. The findings are therefore relevant both to others building models that include OI and the broader literature on OI and its role as a job attitude.
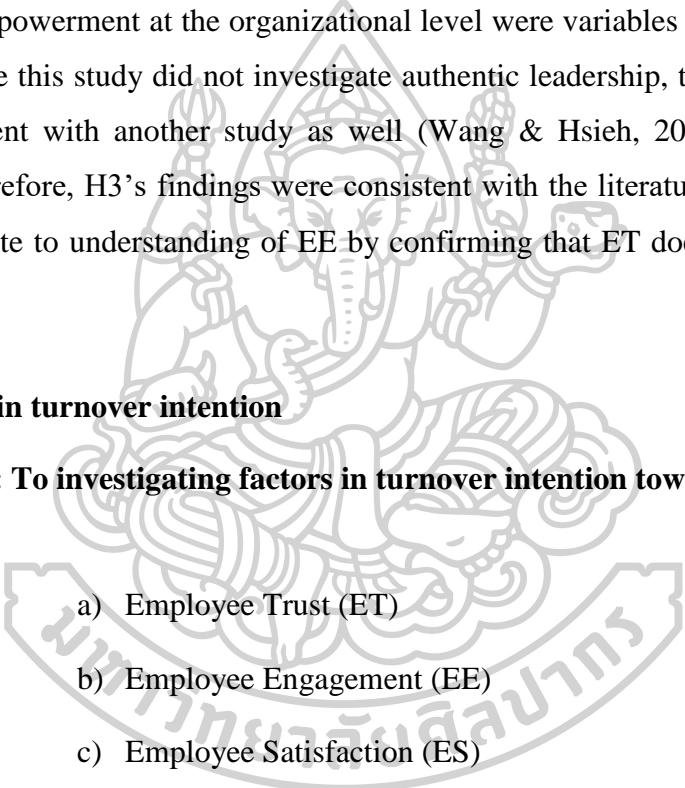
H2's findings, which were positive, is a contribution to a complex and ambiguous body of literature on EEXI. One previous study has illustrated the role of EEXI in EE, including not just its direct effect but also a partial mediation of other factors (Lianto et al., 2018). Another study found EEXI had a moderating effect (Sze & Angeline, 2011), while a third found there was a negative interaction between

EEXI and employer brand on EE (Mayuran & Kailasapathy, 2020). Although no intervening or interaction effects were tested in this study, it revealed that there was a direct EEXI-EE connection. According to a review of the literature, the role of EEXI is not well known. However, this ambiguity could be due to poor definition or operationalization of EEXI. Right now, it is not entirely clear how EEXI fits into the range of work attitudes (S. L. Kim et al., 2017). Thus, to resolve this ambiguity it is important to address this uncertainty in the underlying definition.

The conclusion in H3 is consistent with Ugwu, et al. (2014), who found that trust and empowerment at the organizational level were variables in the establishment of EE. While this study did not investigate authentic leadership, the role of ET in EE was consistent with another study as well (Wang & Hsieh, 2013; Gallup; 2021(). Overall, therefore, H3's findings were consistent with the literature on factors in EE, and contribute to understanding of EE by confirming that ET does play a significant role.

5.3 Factors in turnover intention

Objective 3: To investigating factors in turnover intention toward MNCs in Thailand.

     a) Employee Trust (ET)

     b) Employee Engagement (EE)

     c) Employee Satisfaction (ES)

     d) Employee Commitment (EC)

     e) Organizational Citizenship Behavior (OCB)

There were a total of six hypotheses on turnover intention (TI), which were H4 to H9. Furthermore, H4 examined ET and its role in TI. H5 tested the effect of EE on TI, and H6 investigated the relationship between EEM and TI. In H7 the effect of ES on TI was examined, while H8 examined the effect of EC on TI. Lastly, H9 tested the effect of OBC in TI. All of these hypotheses proposed a negative effect. The significant negative effects supported these hypotheses. However, H6 and H9, which

tested the relationship of OCB and TI, was not significant and therefore was not supported.

The association between ET and TI was one of the least studied in the study, with only a few previous studies looking into the subject (Costigan et al., 2012; Ariyabuddhiphongs & Kahn 2017; Sharkie; 2018). In majority of the nations surveyed, this study discovered a strong negative connection between ET and TI. This study adds to the little body of evidence by actually assessing the relationship, which revealed a strong negative effect, as predicted by the theoretical literature.

The negative relationship of EE and TI is well-established in the literature (Shuck & Wollard, 2010; Alarcon & Edwards, 2011; Plooy & Roodt, 2010; Ram & Prabhakar, 2011; Shuck et al., 2011, 2013; Reddy 2017; Saks, 2019; McCarthy et al., 2020; Reissová &Papay; 2021). Therefore, it was not surprising that this relationship was observed. This research backs up the basic idea that employees who are more involved in their work are less likely to leave the company. This has ramifications for the company, as improved EE could help to reduce turnover.

In contrast with the EE in Thailand, EEM does not have significant effect on TI. Although its B value showed negative effect, its p value is less than 0.05. This is quite surprised since previous studies found significant relationship between employee retention and employee engagement (Chat-Uthai, 2013; Kundu & Lata, 2017; Reddy 2017; Saks, 2019; McCarthy et al., 2020; Reissová &Papay; 2021). The dimension of employee involvement is the key difference between this study and prior studies. This hypothesis focused on employee engagement at the global parent business, whereas earlier research looked at employee engagement at the subsidiaries where the people work. Therefore, the result derived here could provide insight information about employee engagement under different dimension, which can be implied that increasing employee engagement with multinational parent company does not help in retaining employee directly.

ES and TI were also predicted to have a strong negative relationship based on the previous literature (Alarcon & Edwards, 2011; Aydogdu & Asikgil, 2011; Yi et al., 2011; Zopiatis et al., 2014; Thomas et al.; 2017), although there have been some contradictory findings (Tnay et al., 2013). This research overall supported the general trend in the research, showing that there was a significant and negative effect of ES on

TI. Thus, employee satisfaction does reduce turnover intentions, which is important for the organization.

EC and TI have also been supported in many previous studies (Ahmad, 2010; Aydogdu & Asikgil, 2011; Meyer & Allen, 1991; Yi et al., 2011; Zopiatis et al., 2014; Ekhsan 2019), with findings consistent with the current research. This finding is consistent with the definition of EC, which is the intent to remain with the organization. Thus, while this research does contribute to the body of literature on EC and TI, it is also entirely consistent with the theory of EC and TI as opposing attitudes.

Another relationship that was not supported was that of OCB and TI. However, reference to the literature shows that a relationship between these factors was not at all certain. Some previous studies have found such a relationship (Plooy & Roodt, 2010; Campbell & Im; 2016), but others did not (Ahmad, 2010; Yi et al., 2011). Therefore, even though the hypothesis itself was rejected, the findings are consistent with one of the strains of empirical research. More clarification of this relationship is needed, however, since it has not been studied very often.

5.4 Factors in employee performance

Objective 4: Examining the effect of employee engagement on organizational performance.

    a) Employee Trust (ET)

    b) Employee Engagement (EE)

    c) Employee Satisfaction (ES)

    d) Employee Commitment (EC)

    e) Organizational Citizenship Behavior (OCB)

There were six hypotheses that addressed factors in employee performance (EP). Using the same set of factors in turnover intention, which were ET, EE, EEM, ES, EC and OCB. These hypotheses were hypotheses 10 to 15. Four of these were supported, including H11, which tested the relationship of EE and EP; H13, which

examined the ES-EP relationship; H14, which examined EC's role in EP; and H15 examined the relationship between OCB and EP. Two were unsupported because they were not found to be significant. These hypotheses were H10, which examined the role of ET in EP; and H12, which examined the relationship of OCB and EP.

The role of ET in EP has only rarely been investigated in the literature, with just few study identified (Mo & Shi, 2017; Gallup, 2021). Furthermore, this study used only a single aspect of trust (which was trust in leadership). Therefore, there was little evidence for ET influencing EP, although neither was there any evidence against. This research has contributed to the literature by showing that there was a non-significant relationship.

In addition, the correlation EE and EP was fully anticipated given the empirical findings of previous studies, which have firmly supported that EE is a significant component in EP (Nazir & Ul Islam, 2017; Dalal et al., 2012; Ram & Prabhakar, 2011; Shuck et al., 2011, 2013; Shuck & Wollard, 2010). These previous studies, which included meta-analyses as well as empirical research, have all shown that EE is one of the strongest predictors of EP, which was also found here. The implication of these findings is discussed in the next chapter.

Like, the relationship between EEM and TI discussed previously, the relationship between EEM and EP also contrasts with research that believes employee engagement is the important factor that contributes to organizational performance (MacLeod & Clarke, 2010; Kanste, 2011; Shanmugam & Krishnaveni, 2012; Nazir & Ul Islam, 2017). It is possible that this showed up because of self-evaluation of job performance, which could influence whether it was observed or not. Furthermore, MacLeod and Clarke (2010) stated that employee performance is based on individual contribution to the organization. In this case, the level of engagement might only apply to the company where the employee actually works, it may not expand to its multinational parent company. Therefore, engaging with the multinational parent company or not, does not have a direct impact on the employee performance at the company where the employee actually works.

The relationship of ES and EP has been consistently supported in the literature, where ES has routinely been found to be one of the stronger predictors of EP (Atmojo, 2012; Dalal et al., 2012; Duggah & Agaya, 2014; Thamrin, 2012; Gloria,

2017; Madan, 2017). This was also true in this study, with a strong and positive relationship identified. Therefore, this study supported the existing literature on the role of ES in EP.

EC and EP have also been found to be related in prior studies, with many studies finding that EC was one of the strongest predictors (Atmojo, 2012; Dalal et al., 2012; Thamrin, 2012; Nazir and Ul Islam, 2017). The findings in H10 were fully supportive of the existing literature in this regard, with EC being one of the stronger predictors of EP that was tested. Therefore, this study contributes primarily by supporting known relationships rather than challenging or proposing new ones.

Finally, the relationship of OCB and EP was not surprising, since most of the previous studies did support a widespread relationship between OCB and EP (Nielsen et al., 2009; Pratoom & Cheangphaisarn, 2011; Günay, 2018). Although this research found a weak relationship between the two, it was a significant positive relationship. This means that the result found under this research can confirm the effect of OCB on EP under the perspective of MNCs employees, as well as what has been discovered by others.

5.5 Effects of employee engagement

Objective 5: Examining the effect of employee engagement on organizational performance.

The effect of employee engagement has been viewed in two terms, which are employee engagement with company in Thailand which is a subsidiary company (EE), and engagement with multinational parent company (EEM). For EE, there were four hypotheses investigated the effects of EE on other factors that influence. In H16, EE was also investigated as a factor in employee engagement with the multinational parent company (EEM). H17 tested the role of EE in employee satisfaction (ES). H19 investigated EE as a factor in employee commitment (EC). H21 tested whether EE influenced organizational citizenship behavior (OCB). Likewise, EEM also investigated the roles of EEM toward ES (H18), EC (H20), OCB (H22). All seven of these hypotheses had a positive, significant effect, supporting the hypotheses.

For H16, there have been few empirical tests of the relationship of EE and EEM. Although Kelliher, et al. (2014) did show country-level differences in EE in multinationals, the study did not address the relationship of EE at the subsidiary level and EEM. This research has contributed to the literature by addressing this research gap, showing that EE could affect EEM. This is something that needs to be investigated further, as it may be particularly relevant to EE within multinational corporations, especially those that operate using a geocentric staffing strategy (where staff are drawn from all regions).

As previously stated, the majority of employee engagement research focuses on one aspect of employee engagement. They don't operate on the level of a subsidiary or a holding company. As a result, finding literature to substantiate this direct association is quite unusual. Nonetheless, as previously indicated, there is a large body of research that shows a link between employee engagement and satisfaction (Abraham, 2012; Saks, 2019; Shuck et al., 2011) and ES→EE (Alarcon & Edwards, 2011; Saks, 2019; Shuck et al., 2011). Employee involvement at the subsidiary and holding group levels were found to have a considerable impact on employee satisfaction in this scenario. This finding can be utilized to fill in the gaps in the research about many aspects of employee engagement and performance. In short, it has been proven that a multinational parent company's employee involvement has a beneficial impact on employee satisfaction.

As mentioned earlier, most employee engagement research views employee engagement in one. They do not operate into a subsidiary level, nor holding company level. For this reason, it is very rare to find literature that can support this direct relationship. Nonetheless, there are abundant amounts of research that found the relationship between employee engagement and employee satisfaction as mentioned above (Abraham, 2012; Saks, 2019; Shuck et al., 2011). In this case, it was found that both employee engagement at a subsidiary level, and holding group level can have a significant influence on employee satisfaction. This result can be used to fill the literature gap in terms of different dimensions of employee engagement and employee performance. In short, it is confirmed that employee engagement of a multinational parent company can positively impact employee satisfaction.

The relationship of EE and EC was also predicted in the literature review (Saks, 2019; Shuck et al., 2011; Shuck & Wollard, 2010). Shuck, et al. (2011) noted that, like EE and ES, this could be a two-way relationship, and there were studies which had tested the relationship in the other direction (especially with regard to affective commitment). However, this study supported the general trend of the literature rather than the opposing relationship. It is interesting that both ES and EC could have a bidirectional relationship with EE, suggesting that these may be more closely related constructs than they are typically modelled as.

By considering employee engagement under the dimension of a multinational parent company, and its impact on employee commitment (EEM→EC), the result found as expected. Furthermore, EEM can significantly influence EC, as well as EE. This is not surprising since research has frequently agreed that employee engagement can impact employee commitment (Saks, 2019; Shuck et al., 2011; Shuck & Wollard, 2010). However, the relationship between EEM and EC (B value = 0.835) is weak compared to the relationship between EE and EC (B value = 0.211). This means that in order to increase employee commitment, each organisation should drive employee engagement at both levels, subsidiary and mother. As for filling the literature gap, this research expands that employee engagement of a multinational parent company can indirectly increase employee commitment.

There was plenty of previous evidence on the relationship of EE and OCB, including from meta-analyses (Saks, 2019; Shuck et al., 2011) and from empirical research in Thailand (Rurkkhum & Bartlett, 2012). This research confirmed that EE has a significant positive effect on OCB, supporting the existing literature. There is an interesting implication in this findings, since it suggests that by improving EE it would also be possible to indirectly improve OCB (which is by definition behavior that is neither required nor rewarded, but undertaken out of a sense of social norms and responsibility (Organ, 1988; Smith et al., 1983).)

Unsurprisingly, the relationship between EEM and OCB was as expected. EEM can positively influence OCB. As with the other relationship, EEM seems to show a weak relationship toward OCB when compared with EE. This result aligned with many previous studies (Saks, 2019; Shuck et al., 2011). They also found a significant positive relationship between engagement and commitment of employees.

Even though they did not look in depth at a multinational parent company, this research can be expected. The results of this research support the assumption that employee engagement at both subsidiary, and multinational parent company level is a significant influence on employee commitment.

In summary, almost all hypotheses are in line with previous studies. There are only 4 hypotheses that showed unexpected results. These hypotheses were H6 (EEM→TI), H9 (OCB→TI), H10 (ET→EP), and H12 (EEM→EP). Furthermore, this research investigated employee engagement at in-depth detail in order to fill in the literature gap. By classifying employee engagement into two layers, which are employee engagement with a subsidiary company (where the employee currently works), and multinational parent company. The results are mostly similar to previous studies that examine employee engagement in general. However, there are a few things that were surprising regarding the impact on employee engagement in terms of engaging with a multinational parent company. It was found that employee engagement with a multinational parent company did not have a significant direct relationship to both employee turnover and performance. However, this research found an indirect relationship between employee engagement, and other attitude factors towards organisational outcomes. Although employee engagement at a multinational parent company did not show a direct effect on organisational outcomes (performance and turnover), it did have a significant indirect effect on these outcomes. In addition, employee engagement at a multinational parent company can drive employee satisfaction, commitment, and organisational citizenship behaviour, which in turn, these factors drive the outcomes. Therefore, it can be concluded that EEM has a direct impact on ES, EC and OCB, and an indirect impact on TI (negative) and EP through ES, EC and OCB.

CHAPTER 6
CONCLUSION

6.1 Conclusion

This research investigated the role of employee engagement on employee performance among employees of Thai subsidiaries of multinational companies (MNCs). The objectives of the research included, in brief:

1. Identifying the level of employee engagement;

2. Examining factors that influenced employee engagement, including employee trust, employee exchange ideology, and organizational identification;

3. Investigating factors in turnover intention, including employee trust, employee engagement, employee satisfaction, employee commitment, and organizational citizenship behavior;

4. Investigating factors in organizational performance, including employee trust, employee engagement, employee satisfaction, employee commitment, and organizational citizenship behavior;

5. Investigating the impact of employee engagement on company performance.

These goals were established following a review of academic literature on work attitudes and performance, which resulted in the development of a conceptual framework and hypotheses (Figure 4 in Chapter 2). The conceptual framework was tested using structural equation modeling in the second stage of the research, which included a quantitative survey of Thai MNC employees (n = 423).

Objective 1: Identifying the level of employee engagement;

In relation to Objective 1, the research found that mean employee engagement for the multinational parent company of the MNC was slightly, though significantly, higher than for the Thai subsidiary. The reason for this is unclear because it has rarely been investigated in the literature. One possibility is that the multinational parent company's internal branding is stronger than that of the subsidiary, leading to stronger identification with and engagement with the multinational parent company.

Moreover, the further investigation regarding his research showed that working experience such as, years of service, and a specific industry can significantly influence employee engagement. Especially, the engagement of the multinational parent company, which showed patterns of losing employee engagement, the longer the years of service. Nevertheless, there was no clarity about industry since there has been no pattern found regarding this. Thus, further research can focus on this issue.

Objective 2: Examining factors that influenced employee engagement, including employee trust, employee exchange ideology, and organizational identification;

With regard to Objectives 2, Employee trust, employee exchange ideology, and organizational identity all had a substantial impact on employee engagement, according to the research. Employee trust (Hypothesis 3) had a strong positive effect, while employee exchange ideology (Hypothesis 2) and organizational identification (Hypothesis 1) had weaker positive effects. Thus, the study was successful at identifying some of the factors in formation of employee engagement.

Objective 3: Investigating factors in turnover intention, including employee trust, employee engagement, employee satisfaction, employee commitment, and organizational citizenship behavior.

In relation to Objective 3, the five found factors were predicted to have a negative impact on turnover intentions.This was true for employee trust, employee satisfaction, employee commitment, and employee engagement. The strongest effect

on turnover intention was from employee satisfaction (Hypothesis 7), followed by employee engagement (Hypothesis 5), employee trust (Hypothesis 4), and employee commitment (Hypothesis 8). Organizational citizenship behavior (Hypothesis 9) and employee involvement for the international parent firm (Hypothesis 6) had little effect on turnover intentions, however. Thus, while some positive work attitudes helped reduce turnover intentions, organizational citizenship behavior and employee engagement for the international parent firm were not significant in achieving this goal.

Objective 4: Investigating factors in organizational performance, including employee trust, employee engagement, employee satisfaction, employee commitment, and organizational citizenship behavior;

In relation to Objective 4, There were various work attitudes that were demonstrated to have a substantial impact on employee performance as well as employee satisfaction in regard to Objective 4. Employee happiness (Hypothesis 13) had the most positive impact, followed by employee commitment (Hypothesis 14), employee engagement (Hypothesis 11), and organizational civic behavior (Hypothesis 12). (Hypothesis 15). However, employee trust (Hypothesis 10) and international parent company engagement (Hypothesis 12) were found to have no effect on employee performance.

Objective 5: Examining the effect of employee engagement on organizational performance;

Objective 5: Investigating the impact of employee engagement on company performance;

With regards to Objective 5 ,Employee involvement had a strong positive effect on all work attitudes defined in the conceptual framework, according to the structural equation modeling process for Objective 5. The impact of employee involvement with a subsidiary company on employee engagement with the international parent company was also considered (Hypothesis 16). Employee happiness (Hypothesis 17) was the most affected by staff engagement, followed by

employee commitment (Hypothesis 19) and organizational citizenship behavior (Hypothesis 20). (Hypothesis 21). These were some of the most powerful effects in the framework (B >.900 for all variables). Employee engagement for the subsidiary also had a significant effect on employee engagement for the multinational parent company (H17). When considering the effects of employee engagement for the multinational parent company itself, it was found that both direct and indirect relationships with attitude affected outcome factors. Moreover, employee engagement for the multinational parent company can directly influence employee satisfaction (Hypothesis 18), employee commitment (Hypothesis 20) and organization citizenship behavior (Hypothesis 22), and indirectly influence employee performance and employee turnover. However, the impact of employee engagement for the multinational parent company is considered to be weaker than employee engagement for the subsidiary in all perspectives. Thus, in regard to this objective, the study shows that employee engagement is a significant causal factor in positive work attitudes.

In conclusion, this research was successful at identifying the role of employee engagement in employee performance in multinational firms in Thailand. The study followed the approach of identifying several clusters of work attitudes and their interrelationships. As a result, the work attitudes were better understood. As a result, the study was successful in accomplishing its stated goals. Employee engagement is a crucial work attitude in employee and organizational performance, but it does not stand alone as a factor in these outcomes, according to the research.

6.2 Research Contribution & Implications

6.2.1 Managerial Contribution & Implications

There are some managerial implications that can be derived from the study. These managerial implications include those that are relevant to all organizations, and those that are especially relevant to multinational companies.

Employee engagement was found to be one of the core work attitudes that influences employee turnover intentions and performance, both directly and indirectly through related work attitudes such as employee commitment, employee satisfaction, and organizational citizenship behavior, according to this study. As a result, employee engagement is critical to each employee's cognitive, affective, and behavioral

responses to the organization. As a result, the study's first consequence for business leaders is that increasing employee engagement should be a top priority in the company's management strategies, policies, and practices. To put it another way, the company's management should be focused on increasing employee engagement.

There's also the issue of how managers can boost employee engagement. Favorable trait engagement (or positive views of their life and job), state engagement (energy and absorption in their work), and behavioral engagement (extra-role behavior) are all included in this study's definition of employee engagement (extra-role behavior) (Macey & Schneider, 2008). Not all of these aspects of employee engagement can be addressed by managers, as some are outside their control, such as some aspects of trait engagement like personality factors. However, according to Macey and Schneider's (2008) model (as shown in Figure 1 in chapter 2), there are aspects of the organization and its management that can be structured to improve employee engagement. For example the organization's leaders can use transformational leadership practices, which influences state engagement and behavioral engagement. Aspects of the work itself, including the work's attributes, work variety, work challenges, and autonomy in decision making, also can contribute to employee engagement (Macey & Schneider, 2008). Thus, this question can be answered at least partially from the theory of employee engagement.

The primary research has yielded some more insights into how employee engagement can be improved.

First and foremost, employees need to be able to trust the organization and its leadership. Therefore, the organization's policies and procedures need to be fair and management needs to be considered trustworthy by its managers. If the company is a multinational subsidiary, this extends not just to the subsidiary but also to the multinational. There are also other individual factors, like employee exchange ideology and organizational identification, which could be influenced by management strategies and policies. These factors may be more challenging to address, but it is still worth considering how the management strategies could be structured to strengthen these factors. For example, understanding and honoring the employee's psychological contract could increase employee engagement through employee exchange ideology, while increasing organizational branding and internal marketing could affect

organizational identification. However, as these aspects of work attitudes are some of the least investigated in the academic literature. Therefore, there is insufficient evidence on exactly how these work attitudes could be affected.

Another implication relates to management of subsidiaries of multinational companies. This study is one of the first to empirically test the relationship of employee engagement in a subsidiary and their overall engagement with the parent company. It found that there is a significant effect. Thus, multinational companies that want to promote engagement with the parent company, for example including recruitment from international subsidiaries and involvement with and identification with the parent company, need to attend to employee engagement in subsidiary companies. While it would seem unreasonable to assume that employees who are detached from their home subsidiaries would be engaged with the multinational parent company, this study provides proof that this would not be true. Thus, multinational managers need to address employee engagement in their subsidiaries, using the strategies above to improve engagement.

The findings of this study also revealed fresh information about how employee engagement can have a direct impact on employee satisfaction, employee commitment, and organizational citizenship behavior, all of which have an impact on employee performance and turnover intention. As a result, enhancing employee engagement can aid in improving employee performance and lowering employee turnover. As a result, multinational executives should be aware of the significance of developing methods to help employees engage with both the parent company and the subsidiary company where they are now employed.

The final question for managers is: what can be gained by improving employee engagement? This study, along with many others, showed that employee engagement – along with other positive work attitudes – reduces turnover intentions and improves employee in-role performance. Extra-role performance, such as organizational citizenship behavior, may also be affected. Since individual employee performance is directly relevant to organizational performance, this is an important aspect of the organization's operational and financial goals. Thus, employee engagement does need to be part of the organization's vision and strategic planning.

6.2.2 Theoretical Contribution & Implications

There are also theoretical implications of the research, which stem from the novel contributions of the study.

One of these contributions was inclusion of a much broader set of work attitudes than is usually used in employee engagement studies, for example organizational identification and employee exchange ideology. These work attitudes are less established compared to employee satisfaction, employee trust, and employee commitment, and have been less investigated in terms of their relationship to other work attitudes. This research incorporated these work attitudes into the research model, as the researcher believes they represent distinct dimensions of individual cognitions toward work and organizations. The findings were successful in demonstrating that these work attitudes were related to the other work attitudes in the study. Although more work remains to be done, as discussed below, this is a valuable contribution to academic understanding of employee engagement and how it relates to these less commonly studied work attitudes.

Another feature of this study was that it looked into the links between employee engagement with the domestic subsidiary and the global parent business for MNC employees. This has never been explicitly explored before, to the researcher's knowledge. While several studies have looked into employee engagement in MNCs, including cross-country comparisons, none have looked into whether employees have distinct degrees of employee engagement for their subsidiary and its global parent firm, or if the two are linked. Employee involvement with the subsidiary and the worldwide parent firm differed significantly, according to the data.

Furthermore, it showed that employee engagement in the subsidiary was a significant predictor of engagement with the multinational parent company. This is something that needs further theoretical and empirical investigation, but the findings here are unique and valuable in understanding employee relationships to the multiple levels of the MNC.

Lastly, one of the theoretical implications derived from this research is that employee engagement at different layers can impact work attitude and organizational outcomes differently. Moreover, employee engagement for the subsidiary company

seems to have a stronger impact on both work attitude (employee satisfaction, employee commitment, and organization citizenship behaviour) and outcomes (employee turnover and employee performance), more than employee engagement of the multinational parent company. Also, employee engagement for the subsidiary company has a direct impact on both work attitude and outcomes, while employee engagement of the multinational parent company only has a direct impact on work attitude. Nonetheless, this does not mean that employee engagement of the multinational parent company cannot help with employee performance, nor employee turnover. It is actually directly impactful on these factors through work attitude factors. This implied that in order to increase employee performance and reduce employee turnover, both employee engagement layers are important as the driver factors.

6.3 Recommendations for Further Research

The literature review conducted for this study identified some research gaps which, although this study has begun to address them, still remain.

First, there are some work attitudes which remain underdeveloped both theoretically and empirically, including employee exchange ideology (EEXI) and organizational identification (OI). These work attitudes have some overlap with existing attitudes, but have been identified as distinct within the theoretical literature. However, there is still more work to be done to understand the constructs and their relationships. Thus, the first suggestion is that additional research should be conducted on these two work attitudes specifically, both to clarify the theoretical foundation of the constructs and their operational definitions and relationships.

The contrast between employee involvement in a subsidiary and employee engagement in a multinational parent business is the subject of the second recommendation for future research. Within subsidiaries and parent firms, varied levels of employee engagement are likely to occur, as these enterprises may have diverse organizational cultures, policies, and leadership rules and practices. Many employees, on the other hand, interact with both levels of the business as a whole. Employee engagement with the parent company, on the other hand, has not been established through empirical research. This study has made a contribution by

examining the quantitative link between these two characteristics; nevertheless, more research, starting with case studies in the organization, would be beneficial in better understanding the construct.

Furthermore, this research has already conducted the study on the effect of employee engagement of multinational parent company, and both employee attitude and organisational outcomes. These results are mainly focused on the multinational company. Given the importance of employee engagement in both subsidiary and parent organizations, it is possible that these correlations could be expanded to include other elements such as sociodemographic characteristics, as various sociodemographic factors may result in different outcomes.

The final recommendation for future research is cross-cultural comparison of the research model. There have been a number of cross-cultural studies which investigated part of the theoretical framework here, but not all of it. Therefore, comparing different cultures across the full theoretical model could provide a much better understanding of work attitudes and how they develop. Adding dimensions of national and organizational culture could also improve the outcomes of such research by elaborating on differences in work attitudes and outcomes.

6.4 Limitations of the Research

There are some limits to the generalizability of the findings.

First, because the research was conducted in Thai subsidiaries of multinational firms, it is possible that the results may not generalize to domestic Thai firms or to multinational subsidiaries in other countries. This limitation is because of the interaction of national and organizational culture, which could mean that for example there are differences in performance expectations, employee engagement or other factors that change the international relationships.

Another limitation is that the study only investigated direct effects, and did not investigate intervening (mediating or moderating) and interaction effects. This is particularly relevant to EEXI, which has been shown to be a complex and ambiguous construct with different possible direct and indirect effects, but it is possible that examining these intervening effects could provide more insight into EEXI and the internal structure of work attitudes.

The final limitation is that as the study was cross-sectional, it does not represent changes in attitudes and beliefs over time. This may be particularly important for comparing the development of employee engagement, but it fell outside the scope of this study. These limitations offer opportunities for research along with those above.

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APPENDICES

แบบประเมินความผูกพันของบุคลากรต่อองค์กรจากบริษัทต่างชาติ

คำชี้แจง แบบประเมินความผูกพันของบุคลากรต่อองค์กรจากบริษัทต่างชาติ

แบบประเมินนี้เป็นส่วนหนึ่งของโครงการ นักศึกษาปรัชญาดุษฎีบัณฑิต สาขาวิชาธุรกิจระหว่างประเทศ วิทยาลัยนานาชาติ มหาวิทยาลัยศิลปากรได้รับอนุมัติโครงร่างวิทยานิพนธ์ เรื่อง "The Effect of Employee Engagement on Organizational Performance in Multi National Company (MNCs) in Thailand " ซึ่งเป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปรัชญาดุษฎีบัณฑิตสาขาวิชาธุรกิจ ระหว่างประเทศ

โดยมีจุดมุ่งหมายในการค้นหาปัจจัยที่มีผลต่อความสุข ความพึงพอใจ และแรงจูงใจของบุคลากรอย่างเป็นระบบและครอบคลุมทั้ง องค์กร เพื่อสร้างแรงจูงใจในการปฏิบัติงานและให้เกิดความผูกพันต่อองค์กร จึงขอความร่วมมือให้ท่านตอบแบบประเมินตามความ เป็นจริง เพื่อนำผลการวิเคราะห์ข้อมูลที่รวบรวมได้ไปใช้ในการพัฒนาองค์กรด้านระบบบริหารงานบุคคล การเรียนรู้และสร้าง แรงจูงใจ ตลอดจนการสร้างความผาสุก ความพึงพอใจ และความผูกพันต่อองค์การของบุคลากรที่ทำงาน ในบริษัทต่างชาติต่อไป

ทั้งนี้ ผู้ทำการประเมินขอขอบพระคุณในความร่วมมือจากท่านเป็นอย่างสูงยิ่ง และจะเก็บรักษาผลการประเมิน ฯ และความคิดเห็น ของท่านเป็นความลับ โดยจะไม่เปิดเผยข้อมูลดังกล่าวต่อสาธารณะในลักษณะหนึ่งลักษณะใดที่อาจทวนสอบกลับไประบุผู้ให้ข้อมูล ได้

แบบประเมินแบ่งออกเป็น 9 ส่วน ดังนี้

ส่วนที่ 1 ข้อมูลทั่วไปของบุคลากรผู้ตอบแบบประเมิน ได้แก่ ข้อมูลระดับบุคคลและข้อมูลลักษณะงาน

ส่วนที่ 2 ข้อมูลระดับความกับความผูกพันของบุคลากร

ส่วนที่ 3 ข้อมูลปัจจัยเกี่ยวข้องกับระดับความพึงพอใจของบุคลากร

ส่วนที่ 4 ข้อมูลปัจจัยที่เกี่ยวข้องกับความเชื่อและ ไว้ใจของพนักงาน

ส่วนที่ 5 ข้อมูลปัจจัยที่เกี่ยวข้องกับพฤติกรรมการเป็นสมาชิกที่ดีต่อองค์กรของพนักงาน

ส่วนที่ 6 ข้อมูลปัจจัยที่เกี่ยวข้องกับความมุ่งมั่นของพนักงานต่อองค์กร

ส่วนที่ 7 ข้อมูลกรอบการทำงานและการวัดผล "ผลการดำเนินงานของพนักงานและองค์กร"

ส่วนที่ 8 ข้อมูลปัจจัยที่เกี่ยวข้องกับ"ความเป็นรหัสประจำตัวองค์กร"

ส่วนที่ 9 ข้อมูลปัจจัยที่เกี่ยวข้องกับ"ความเป็นอุดมการณ์แลกเปลี่ยนพนักงาน"

ส่วนที่ 1 ข้อมูลทั่วไปของบุคลากรผู้ตอบแบบประเมิน

คำชี้แจง โปรดทำเครื่องหมาย ✔ ลงใน [ ] หน้าข้อความ ที่ตรงกับข้อมูลของท่าน

ข้อมูลระดับบุคคล

1. เพศ [ ] 1 ชาย [ ] 2 หญิง

2. อายุ .... ปี (ระบุปีเต็ม)

3. ระดับการศึกษา [ ] 1 ต่ำกว่า ปวส. [ ] 2 ปวส. / อนุปริญญา

[ ] 3 ปริญญาตรี [ ] 4 ปริญญาโท [ ] 5 ปริญญาเอก

4. สถานะภาพสมรส [ ] 1 โสด [ ] 2 คู่ [ ] 3 หม้าย / หย่า / แยก

ลักษณะงาน

5. ฝ่ายงาน ....

6. ประเภทตำแหน่ง [ ] 1 ระดับพนักงานทั่วไป   [ ] 2 ระดับหัวหน้า [ ] 3 ระดับผู้บริหาร

7. ระยะเวลาในการปฏิบัติงานในหน่วยงาน ปัจจุบัน .... ปี (ระบุปีเต็ม)

8. บริษัททำธุรกิจเกี่ยวกับ..

9. บริษัทแม่คือประเทศ..

ส่วนที่ 2 ข้อมูลข้อมูลระดับ<u>ความผูกพันธ์</u>ของพนักงานกับบริษัทในประเทศไทย

คำชี้แจง โปรดทำเครื่องหมาย ✔ ลงในช่องว่างที่ตรงกับข้อมูล หรือความคิดเห็นของท่าน

ประเด็นการประเมิน	ระดับความคิดเห็น				
	เห็นด้วยอย่างยิ่ง)5(	เห็นด้วย)4(	ไม่แน่ใจ)3(	ไม่เห็นด้วย)2(	ไม่เห็นด้วยอย่างยิ่ง)1(
1) ฉันรู้ว่าฉันถูกคาดหวังอะไรบ้างในการทำงาน					
2)ฉันมีเครื่องมือและอุปกรณ์ในการทำงานที่เหมาะสม					
3)ณ ที่ทำงาน ฉันมีโอกาสได้ทำในสิ่งที่ฉันทำได้ดีที่สุดทุกวัน					
4)ในช่วงเจ็ดวันที่ผ่านมา ฉันได้รับการยกย่องหรือชมเชยในงานที่ออกมาดี					
5)ฉันมีหัวหน้าหรือคนที่ทำงานคอยดูแลเอาใจใส่ฉัน					
6)มีบางคนในที่ทำงานที่คอยสนับสนุนฉันให้ได้รับการพัฒนา					
7)ในที่ทำงานความคิดเห็นของฉันได้รับการยอมรับ					
8)พันธกิจหรือจุดมุ่งหมายขององค์การทำให้ฉันรู้สึกว่างานของฉันนั้นสำคัญ					
9)เพื่อนร่วมงานหรือลูกน้องของฉันทำงานอย่างเต็มที่เพื่อให้งานมีคุณภาพ					
10)ฉันมีเพื่อนที่ดีที่สุดในที่ทำงาน					
11)ในช่วงหกเดือนที่ผ่านมา มีคนในที่ทำงานพูดถึงความก้าวหน้าในงานของฉัน					
12)เมื่อปีที่ผ่านมาฉันได้มีโอกาสที่เรียนรู้และเติบโตในที่ทำงาน					

ส่วนที่ 2 ข้อมูลข้อมูลระดับ<u>ความผูกพันธ์</u>ของพนักงานกับบริษัทแม่

คำชี้แจง โปรดทำเครื่องหมาย ✔ ลงในช่องว่างที่ตรงกับข้อมูล หรือความคิดเห็นของท่าน

ประเด็นการประเมิน	ระดับความคิดเห็น				
	เห็นด้วยอย่างยิ่ง)5(	เห็นด้วย)4(	ไม่แน่ใจ)3(	ไม่เห็นด้วย)2(	ไม่เห็นด้วยอย่างยิ่ง)1(
1) ฉันรู้ว่าฉันถูกคาดหวังอะไรบ้างในการทำงานเพื่อให้บรรลุถึงเป้าหมายที่บริษัทแม่กำหนดไว้					
2)บริษัทแม่มีความชัดเจนในเรื่องพันธกิจหรือจุดมุ่งหมายขององค์การทำให้ฉันรู้สึกว่างานของฉันนั้นสำคัญ					
3)ตามนโยบายของบริษัทแม่ทำให้ฉันมีเครื่องมือและอุปกรณ์ในการทำงานที่เหมาะสม					

ส่วนที่ 3 ข้อมูลปัจจัยที่เกี่ยวข้องกับระดับ<u>ความพึงพอใจของพนักงาน</u>

คำชี้แจง โปรดทำเครื่องหมาย ✔ ลงในช่องว่างที่ตรงกับข้อมูล หรือความคิดเห็นของท่าน

ประเด็นการประเมิน	ระดับความคิดเห็น				
	เห็นด้วยอย่างยิ่ง)5(	เห็นด้วย)4(	ไม่แน่ใจ)3(	ไม่เห็นด้วย)2(	ไม่เห็นด้วยอย่างยิ่ง)1(
<u>1ด้านภาระงาน .</u>					
- งานที่ได้รับมอบหมายให้ปฏิบัติมีการเรียนรู้ไม่หยุดนิ่ง					
- ข้าพเจ้ามีอิสระในการตัดสินใจเพื่อความสำเร็จในงาน					
-ข้าพเจ้าได้รับมอบหมายงานที่ตรงกับความสามารถ					
<u>2ด้านค่าตอบแทนและสวัสดิการ .</u>					
- การประเมินเพื่อการขึ้นค่าตอบแทนมีความเป็นธรรม					
- ค่าตอบแทนที่ได้รับเหมาะสมกับปริมาณงานที่ได้รับผิดชอบ					
- ระบบการจัดสวัสดิการสำหรับผู้ปฏิบัติงานมีความเหมาะสม					
<u>3ด้านการแก้ไขปัญหาและข้อร้องเรียน .</u>					
- หน่วยงานสามารถแก้ไขปัญหาความขัดแย้งภายในหน่วยงานด้วยความเป็นธรรม					
- ข้อร้องเรียนที่เกิดขึ้นในหน่วยงานได้รับการแก้ไขทุกๆประเด็น					
- บุคลากรในหน่วยงานมีส่วนร่วมในการแก้ไขปัญหาและข้อร้องเรียน					
<u>4. ด้านความสะดวกและความปลอดภัยในการทำงาน</u>					
- สภาพแวดล้อมในหน่วยงานมีความปลอดภัยต่อการทำงานของบุคลากร					
- ในหน่วยงานมีสิ่งอำนวยความสะดวกเพียงพอต่อการทำงาน					
- ในหน่วยงานมีระบบรักษาความปลอดภัยที่เหมาะสม					

ประเด็นการประเมิน	ระดับความคิดเห็น				
	เห็นด้วยอย่าง ยิ่ง)5(	เห็น ด้วย)4(	ไม่แน่ใจ)3(	ไม่เห็น ด้วย)2(	ไม่เห็นด้วย อย่างยิ่ง)1(
<u>5. ด้านความก้าวหน้าในตำแหน่งหน้าที่การงาน</u>					
-ข้าพเจ้าได้รับการพัฒนาเพื่อเตรียมความพร้อมในการก้าวไปสู่ ตำแหน่งที่สูงขึ้นอยู่เสมอ					
การเติบโตในการปฏิบัติงานของข้าพเจ้ามีความชัดเจน -					
หน่วยงานมีการวางแผนให้ข้าพเจ้าก้าวขึ้นไปสู่ตำแหน่งที่สูง - กว่าได้					

ส่วนที่ 4 ข้อมูลปัจจัยที่เกี่ยวข้องกับ<u>ความเชื่อและไว้ใจของพนักงาน</u>

คำชี้แจง โปรดทำเครื่องหมาย ✔ ลงในช่องว่างที่ตรงกับข้อมูล หรือความคิดเห็นของท่าน

ประเด็นการประเมิน	ระดับความคิดเห็น				
	เห็นด้วยอย่าง ยิ่ง)5(	เห็น ด้วย)4(	ไม่แน่ใจ)3(	ไม่เห็น ด้วย)2(	ไม่เห็นด้วย อย่างยิ่ง)1(
<u>1ด้าน .ความเชื่อและไว้ใจต่อหน่วยงาน</u>					
-การบริหารงานขององค์กรนี้พยายามที่จะเข้าใจมุมมองของคนที่ ทำงาน					
แผนบริหารขององค์กรทำมีการตัดสินใจที่ดีในสิ่งที่ดีสำหรับ - อนาคตของพนักงาน					
-แผนบริหารจัดการขององค์กรนี้ช่วยให้ทุกคนเข้าใจสิ่งที่จะต้องทำ					
-แผนบริหารจัดการขององค์กรทำงานร่วมกันเพื่อให้งานสำเร็จไป ด้วยดี					
-องค์กรจะออกไปทำเงินได้อย่างรวดเร็วหรือเพื่อให้ยังอยู่ได้					
-องค์กรแสดงให้เห็นถึงความกังวลเกี่ยวกับลูกค้าของตนให้พวก เขาได้รับผลิตภัณฑ์และ / หรือบริการที่มีคุณภาพสูง					
<u>2 .ด้านการให้อำนาจตัดสินใจ</u>					
ท่านสามารถกำหนดเป้าหมายและวิธีการทำงานของท่านได้เอง -					
ท่านสามารถเสนอรูปแบบการทำงานใหม่ ๆ ในหน่วยงานได้ -					
กฎระเบียบของหน่วยงาน เป็นอุปสรรคในการตัดสินใจพัฒนางาน -					
<u>3ด้าน .ความเชื่อและไว้ใจต่อเพื่อนร่วมงาน</u>					
-ฉันรู้สึกว่าเพื่อนร่วมงานและฉันจะได้รับการปฏิบัติอย่างเป็นธรรม					
-ถ้าฉันมีปัญหาในที่ทำงาน ฉันรู้ว่าเพื่อนร่วมงานของฉันจะพยายามที่ จะช่วยฉัน.					
-คนที่ทำงานด้วยกันทำงานร่วมกันเพื่อให้งานสำเร็จ					
- ฉันมีความมั่นใจในความสามารถของเพื่อนร่วมงานของฉัน					
<u>4. ด้านโอกาสที่เท่าเทียม</u>					

ประเด็นการประเมิน	ระดับความคิดเห็น				
	เห็นด้วยอย่างยิ่ง)5(	เห็นด้วย)4(	ไม่แน่ใจ)3(	ไม่เห็นด้วย)2(	ไม่เห็นด้วยอย่างยิ่ง)1(
-ฉันรู้สึกว่าเพื่อนร่วมงานและฉันจะได้รับการปฏิบัติอย่างเป็นธรรม					
-คนอื่นทำให้งานของฉันยากขึ้นโดยการทำงานด้วยความประมาท					
-เพื่อนร่วมงานของฉันส่วนใหญ่จะได้รับการมอบหมายงานให้ทำในกรณีเจ้านายไม่อยู่					
5. ด้านความสัมพันธ์ระหว่างผู้นำและผู้ปฏิบัติงาน					
- หัวหน้างานมีความเป็นธรรมในการประเมินผลการปฏิบัติงาน					
- หัวหน้างานของท่านคอยช่วยเหลือ หรือให้คำแนะนำในการปฏิบัติงานเสมอ					
-ผู้บังคับบัญชาของฉันมีความสามารถ					

ส่วนที่ 5 ข้อมูลปัจจัยที่เกี่ยวข้องกับพฤติกรรมการเป็นสมาชิกที่ดีต่อองค์กรของพนักงาน

คำชี้แจง โปรดทำเครื่องหมาย ✓ ลงในช่องว่างที่ตรงกับข้อมูล หรือความคิดเห็นของท่าน

ประเด็นการประเมิน	ระดับความคิดเห็น				
	เห็นด้วยอย่างยิ่ง)5(	เห็นด้วย)4(	ไม่แน่ใจ)3(	ไม่เห็นด้วย)2(	ไม่เห็นด้วยอย่างยิ่ง)1(
1ด้านพฤติกรรมการให้ **ความช่วยเหลือ**					
(1) ฉันช่วยผู้อื่นที่มีภาระงานหนัก					
(2) ฉันพร้อมเสมอที่จะให้ยืมมือช่วยให้คนรอบข้างฉัน					
(3) ฉันช่วยผู้อื่นที่มาทำงาน					
(4) ฉันเต็มใจช่วยผู้อื่นที่มีปัญหาในการทำงาน					
(5) ฉันช่วยแนะนำคนใหม่ ๆ แม้ว่าจะไม่จำเป็นก็ตาม					
2ด้านพฤติกรรมความ **อดทนอดกลั้น**					
(6) ฉันเป็นคนอดทน ไม่เรียกร้อง					
(7) ฉันไม่บ่นกับปัญหาเพียงเล็กน้อย					
(8) ฉันไม่ทำเรื่องเล็กให้เป็นเรื่องใหญ่					
(9) ฉันไม่ค้นหาข้อผิดพลาดของบริษัทหรือของคนอื่น					
3ด้านพฤติกรรมการให้ **ความร่วมมือ**					
(10) ฉันติดตามการเปลี่ยนแปลงในองค์กร					
(11) ฉันเข้าร่วมการอบรมที่ไม่จำเป็น แต่ช่วยภาพลักษณ์ของบริษัท					
(12) ฉันอ่านและติดตามประกาศ บันทึกและอื่น ๆ เกี่ยวกับองค์กร					
4. ด้านพฤติกรรมการคำนึงถึงผู้อื่น					
(13) ฉันพยายามหลีกเลี่ยงการสร้างปัญหาให้กับเพื่อนร่วมงาน					

ประเด็นการประเมิน	ระดับความคิดเห็น				
	เห็นด้วยอย่างยิ่ง)5(	เห็นด้วย)4(	ไม่แน่ใจ)3(	ไม่เห็นด้วย)2(	ไม่เห็นด้วยอย่างยิ่ง)1(
(14) ฉันพิจารณาผลกระทบจากการกระทำของฉันต่อเพื่อนร่วมงาน					
(15) ฉันไม่ได้ละเมิดสิทธิของผู้อื่น					
(16) ฉันทำตามขั้นตอนเพื่อป้องกันปัญหากับคนงานคนอื่น ๆ					
5. ด้านพฤติกรรมความสำนึกในหน้าที่					
(17) การเข้าทำงานของฉันอยู่เหนือเกณฑ์ปกติ					
(18) ฉันไม่ได้หยุดพักพิเศษ					
(19) ฉันปฏิบัติตามกฎและข้อบังคับของบริษัทแม้ว่าจะไม่มีใครคอยดูก็ตาม					
(20) ฉันเป็นหนึ่งในพนักงานขยันขันแข็งมากที่สุด					

ส่วนที่ 6 ข้อมูลปัจจัยที่เกี่ยวข้องกับความมุ่งมั่นของพนักงานต่อองค์กร

คำชี้แจง โปรดทำเครื่องหมาย ✔ ลงในช่องว่างที่ตรงกับข้อมูล หรือความคิดเห็นของท่าน

ประเด็นการประเมิน	ระดับความคิดเห็น				
	เห็นด้วยอย่างยิ่ง)5(	เห็นด้วย)4(	ไม่แน่ใจ)3(	ไม่เห็นด้วย)2(	ไม่เห็นด้วยอย่างยิ่ง)1(
1.มันจะมีการสูญเสียมากเกินไปสำหรับผมที่จะออกจากองค์กรตอนนี้					
2 ฉันจะรู้สึกผิดถ้าฉันออกจากองค์การนี้					
3. ฉันรู้สึกเหมือนเป็นส่วนหนึ่งของครอบครัวในองค์กรของฉัน					
4. ถ้าฉันออกจากงานนี้ฉันจะไม่มีโอกาสได้งานอื่น					
5. ฉันไม่รู้สึกผูกพันที่จะต้องทำงานในองค์กรนี้					
6. องค์กรนี้มีความหมายส่วนตัวอย่างลึกซึ้งสำหรับฉัน					
7. หนึ่งในข้อเสียของการออกจากองค์กรนี้คือความขาดแคลนทางเลือกที่มีอยู่					
8. ฉันคิดว่าฉันไม่สามารถออกจากองค์กรนี้เพราะฉันรู้สึกผูกพันกับเพื่อนร่วมงานของฉัน					
9. ตอนนี้การอยู่ร่วมกับองค์กรของฉันเป็นเรื่องจำเป็นมากเท่ากับความปรารถนา					
10. ฉันรู้สึกราวกับว่าปัญหาขององค์กรนี้เป็นของตัวเอง					
11. ฉันคิดว่าคงไม่เป็นไรที่จะออกจากองค์กรนี้แม้ว่าฉันจะได้รับประโยชน์จากการเปลี่ยนแปลงนี้					
12. ฉันยินดีที่ได้ใช้เวลาที่เหลือในการทำงานกับองค์กรนี้					
13.หลายสิ่งในชีวิตฉันจะยุ่งเหยิงถ้าฉันตัดสินใจที่ฉันต้องการที่จะออก					

ประเด็นการประเมิน	ระดับความคิดเห็น				
	เห็นด้วยอย่างยิ่ง)5(	เห็นด้วย)4(	ไม่แน่ใจ)3(	ไม่เห็นด้วย)2(	ไม่เห็นด้วยอย่างยิ่ง)1(
จากองค์กรของฉันตอนนี้					
14. องค์กรนี้สมควรได้รับความภักดีของฉัน					
15. จะเป็นเรื่องยากสำหรับฉันที่จะออกจากองค์กรของฉันตอนนี้ แม้ว่าฉันจะต้องการก็ตาม					
16. ฉันรู้สึกไม่รู้สึกผูกพันกับองค์กรนี้					
17. ฉันเชื่อว่าฉันรู้สึกเสียใจต่อองค์กรณ์นี้มาก					
18. ฉันสามารถออกจากงานนี้ได้แม้ว่าฉันจะไม่มีที่อื่น					
19. ฉันรู้สึกเป็นส่วนหนึ่งขององค์กรนี้					
20.หนึ่งในเหตุผลที่ฉันยังคงทำงานให้กับองค์กรนี้ก็คือองค์กรอื่นอาจไม่ตรงกับผลประโยชน์โดยรวมที่ฉันมีที่นี่					

ส่วนที่ 7 ข้อมูลกรอบการทำงานและการวัดผล "ผลการดำเนินงานขององค์กร"

ผลการดำเนินงานทางการเงิน

คำชี้แจง โปรดทำเครื่องหมาย ✔ ลงในช่องว่างที่ตรงกับความคิดเห็นของท่าน

ประเด็นการประเมิน	ระดับความคิดเห็น				
	เห็นด้วยอย่างยิ่ง)5(	เห็นด้วย)4(	ไม่แน่ใจ)3(	ไม่เห็นด้วย)2(	ไม่เห็นด้วยอย่างยิ่ง)1(
1. คุณจะให้คะแนนผล**การปฏิบัติงานของ**ตัวคุณเองในปีนี้อย่างไรในด้าน					
ข้าพเจ้าได้ทำให้เกิดอัตราการเติบโตของส่วนงานของฉัน) Growth)					
ข้าพเจ้าได้ทำให้เกิดอัตราความสำเร็จของส่วนงานของฉัน) Achievement)					
ข้าพเจ้าได้ทำให้เกิดอัตราปริมาณงานที่ได้)Contribution)					
ข้าพเจ้าได้ทำให้เกิดความพึงพอใจของลูกค้า)Customer Satisfaction)					
2. คุณจะให้คะแนนผลการดำเนินงานขององค์กรในปีนี้อย่างไรในด้าน					
บริษัทได้ทำให้เกิดอัตราการเติบโต)Growth)					
บริษัทได้ทำให้เกิดอัตราความสำเร็จของส่วนงานในบริษัท) Achievement)					
บริษัทได้ทำให้เกิดอัตราปริมาณงานที่ได้)Contribution)					
บริษัทได้ทำให้เกิดความพึงพอใจของลูกค้า)Customer Satisfaction)					

ผลการดำเนินงานที่ไม่ใช่ทางการเงิน

คำชี้แจง โปรดทำเครื่องหมาย ✔ ลงในช่องว่างที่ตรงกับความคิดเห็นของท่าน

ประเด็นการประเมิน	ระดับความคิดเห็น				
	เห็นด้วยอย่างยิ่ง (5)	เห็นด้วย (4)	ไม่แน่ใจ (3)	ไม่เห็นด้วย (2)	ไม่เห็นด้วยอย่างยิ่ง (1)
1. : **ความตั้งใจที่จะลาออก**					
-ฉันมักคิดถึงการลาออก					
-ไม่มีประโยชน์อะไรมากนักในการลาออกจากองค์กรนี้					
-ฉันอาจกำลังมองหางานใหม่เร็ว ๆ นี้					
2. **อัตราการลาออกของบริษัทข้าพเจ้า**					
: <5%					
: 5% - 10%					
: >10%-15%					
: > 15% -20%					
: > 20%					

ส่วนที่ 8 ข้อมูลปัจจัยที่เกี่ยวข้องกับความเป็นรหัสประจำตัวองค์กร

คำชี้แจง โปรดทำเครื่องหมาย ✔ ลงในช่องว่างที่ตรงกับข้อมูล หรือความคิดเห็นของท่าน

ประเด็นการประเมิน	ระดับความคิดเห็น				
	เห็นด้วยอย่างยิ่ง (5)	เห็นด้วย (4)	ไม่แน่ใจ (3)	ไม่เห็นด้วย (2)	ไม่เห็นด้วยอย่างยิ่ง (1)
ความเป็นรหัสประจำตัวองค์กร					
เมื่อมีใครวิจารณ์ถึงองค์กรที่ข้าพเจ้าทำงาน ความรู้สึกว่าเขา -กำลังดูถูกองค์กรของข้าพเจ้า					
ความสำเร็จขององค์กร -คือความสำเร็จของข้าพเจ้า					
เมื่อข้าพเจ้าพูดถึงองค์กรที่ข้าพเจ้าทำงาน ข้าพเจ้าพูดถึง -"เรา" มากกว่าพวกเขาหรือมัน					

ส่วนที่ 9 ข้อมูลปัจจัยที่เกี่ยวข้องกับความเป็นอุดมการณ์แลกเปลี่ยนพนักงาน

คำชี้แจง โปรดทำเครื่องหมาย ✔ ลงในช่องว่างที่ตรงกับข้อมูล หรือความคิดเห็นของท่าน

ประเด็นการประเมิน	ระดับความคิดเห็น				
	เห็นด้วยอย่างยิ่ง (5)	เห็นด้วย (4)	ไม่แน่ใจ (3)	ไม่เห็นด้วย (2)	ไม่เห็นด้วยอย่างยิ่ง (1)
อุดมการณ์แลกเปลี่ยนพนักงาน					
พนักงานควรมีแนวทางช่วยเหลือองค์กร ซึ่งองค์กรก็จะช่วยเหลือพนักงานตามมา					
องค์กรดูแลพนักงานแบบยุติธรรม ถ้าพนักงานที่ทำงานไม่เต็มที่ องค์กรก็ดูแลแบบไม่เต็มที่ด้วย					
พนักงานควรทำงานให้กับองค์กรอย่างหนักและเต็มที่ ซึ่งเป็นสิ่งที่องค์กรใช้ประเมินในการจ่ายเงินเดือน การโปรโมทและค่าอื่นๆ ที่องค์กรมีให้					

ขอขอบคุณที่กรุณาให้ข้อมูล เพื่อประโยชน์ในการการศึกษาตามหลักสูตรปรัชญาดุษฎีบัณฑิตสาขาวิชาธุรกิจระหว่างประเทศ

Appendix 2. Questionnaire – English Version

Questionnaire

Research title : "The Effect of Employee Engagement on Organizational Performance in Multi National Company (MNCs) in Thailand

Notifcation

This questionnaire is the part of a study on Dotor of Philosophy in International Business at the Silpakorn University International College.

This research to explore factor impact on employee engagement to influence motivation with highly engage for organization and identify for how relation with organization performance

I would like you to response your answer in order to data analysis and take it to develop MNCs organization in Thailand

Data confidentially is maintained in this research .Thus the data subject can not be identified. The collected data will be used and studied within the scope of this research only .The respondents can stop filling the questionnaire at any time. Your answers and help are greatly appreciated .

Questionnaire include 9 parts

Part 1 Personal information

Part 2 Employee Engagement

Part 3 Employee Satisfaction

Part 4 Employee Trust

Part 5 Organization Citicenz Behavior

Part 6 Employee Commitment

Part 7 Employee Performance

Part 8 Organizational Identification

Part 9 Employee Exchange I

Part 1 Personal Information

1. Sex   [ ] 1 Man   [ ] 2 Woman

2. Age...................... year) specific full year(

3. Educational status [ ] 1 Vocational Certificate[ ] 2 Diploma/High Vocational Certificate

                      [ ] 3 Bachelor Degree [ ] 4 Master Degree [ ] 5 Doctor Degree

4. Married status   [ ] 1 Single   [ ] 2 Married   [ ] 3 Separated

5. Department ....

6. Position [ ] 1 Operation   [ ] 2 Manager level [ ] 3 Management level

7. How long work in this company ....year)Specific full year (

8. Business is about ....

9.Multinational parent company is Country ....

Part 2 Factor on Employee Engagement

Please ✓ in column for your agreement

Evaluation contents (Subsidiary Company)	Agreement level				
	Strongly agree)5(	Agree)4(	Neither agree nor disagree)3(	Disagree)2(	Strongly disagree)1(
1. Do you realize of other expectations about your work?					
2. Are there any materials and instruments to help you work efficiently? 3. During your work, do you have any chances to do your best in daily life?					
4. During last weeks, have you got any complimentary or admiration from performing work well? 5. Have you been considered as a human in your workplace by your chief?					
6. Are you been motivated by someone					

Evaluation contents (Subsidiary Company)	Agreement level				
	Strongly agree)5(	Agree)4(	Neither agree nor disagree)3(	Disagree)2(	Strongly disagree)1(
regarding of your development?					
7. Does anyone at your work aware that your comments are important?					
8. Do you think that the importance of your job comes from the goal and mission of organizations?					
9. Do your colleagues recognize of work quality?					
10. Do you have any close friends at the workplace?					
11. During the last six months, any of your colleagues discuss about your development?					
12. During last year, do you have any chances to study and develop yourself?					
1. Do you realize of other expectations about your work?					
2. Are there any materials and instruments to help you work efficiently?					
3. During your work, do you have any chances to do your best in daily life?					
Evaluation contents (Parent Company)	Agreement level				
	Strongly agree)5(	Agree)4(	Neither agree nor disagree)3(	Disagree)2(	Strongly disagree) 1(
1. I know what multinational parent company is expected of me.					
2. Multinational parent company has clear mission/ purpose that make me feel that the					

Evaluation contents (Subsidiary Company)	Agreement level				
	Strongly agree)5(	Agree)4(	Neither agree nor disagree)3(	Disagree)2(	Strongly disagree)1(
job is important.					
3. Based on the policies of multinational parent company, I have sufficient tools and equipment that appropriate to work.					

Part 3 Factor on Employee Satisfaction

Please ✓ in column for your agreement

Evaluation contents	Agreement level				
	Strongly agree)5(	Agree)4(	Neither agree nor disagree)3(	Disagree)2(	Strongly disagree)1(
Responsibilities					
1. The work that has been assigned create continuous learning.					
2. I am free to make decision on job achievement					
3. I have been assigned job that match with my competences.					
2 .Benefit and Compensations					
4. The assessment for pay rising is fair.					
5. The pay is suitable with job quantity.					
6. Employee welfare is appropriate.					
3 .Problem Solving and Complain					
7. The department can solve internal conflict with fairness.					
8. All complain in the department have been solved.					
9. Employees in the department participate in solving department problems.					
4. Culture (safety and convenience at work)					
10. The working environment is safe when working,					
11. There is enough facilities to complete work.					
12. There is suitable safety system in the department.					
5.Career Path					

Evaluation contents	Agreement level				
	Strongly agree)5(	Agree)4(	Neither agree nor disagree)3(	Disagree)2(	Strongly disagree)1(
13. I have been developed to prepare for higher position.					
14. I have clear career path.					
15. My department has planned to promote me to higher position.					

Part 4 Factor on Employee Trust

Please ✓ in column for your agreement

Evaluation contents	Agreement level				
	Strongly agree)5(	Agree)4(	Neither agree nor disagree)3(	Disagree)2(	Strongly disagree)1(
1 .Organization					
1. This organization manages by trying to understand employee's perspective.					
2. Management of the organization drives good decision for better future of employees.					
3. Management of the organization assist everyone to understand what each one has to perform.					
4. Management of the organization work together to complete job smoothly.					
5. The organization strives for making money to help everyone survive.					
6. The organization cares about customer by providing high quality products/ services.					
2. Decision Making					
7. You can set up your own goal and way of working by yourself.					
8. You can suggest new way or working.					
9. Policies and rules in the department can obstruct employee's decision making for improvement.					
3 .Team					
10. I think my colleague and I have been treated fairly.					
11. When I have problem at work, my colleague will try to help me out.					

Evaluation contents	Agreement level				
	Strongly agree)5(	Agree)4(	Neither agree nor disagree)3(	Disagree)2(	Strongly disagree)1(
12. My team helps to complete work.					
13. I am confident in my team abilities.					
4. Equity					
14. I think my colleague and I have been treated fairly.					
15. Careless of the others make my work more difficult.					
16. My colleague mostly be assigned to work when boss is not in.					
5. Boss					
17. My boss is fair when evaluate working performance.					
18. My boss always helps or advise me about work.					
19. My boss is competence to work.					

Part 5 Factor on Organizational Citizenship Behavior

Please ✓ in column for your agreement

Evaluation contents	Agreement level				
	Strongly agree)5(	Agree)4(	Neither agree nor disagree)3(	Disagree)2(	Strongly disagree)1(
Altruism					
I assist people who are overworked.					
I am always willing to provide a helpful hand to individuals in my immediate vicinity.					
I provide assistance to people who have been absent.					
I am willing to assist people with work-related issues.					
Even though it is not compulsory, I assist newcomers with orientation.					
Sportsmanship					
I am the quintessential "squeaky wheel" who requires constant lubrication.					
I waste a lot of time whining about insignificant issues.					
I have a proclivity for making "mountains out of molehills."					
I am constantly more concerned with what is wrong than with what is right.					
Civic Virtue					
I stay up with the organization's changes.					
I go to functions that aren't mandatory but benefit the company's image.					
I read and keep up with company news,					

Evaluation contents	Agreement level				
	Strongly agree)5(	Agree)4(	Neither agree nor disagree)3(	Disagree)2(	Strongly disagree)1(
memoranda, and other information..					
Courtesy					
I strive to stay away from causing problems for my coworkers.					
I think about how my actions will affect my coworkers.					
I do not infringe on other people's rights.					
I take precautions to avoid conflicts with coworkers.					
Consciousness					
My work attendance is above average.					
I don't take any further breaks.					
Even when no one is looking, I follow workplace laws and regulations.					
I am one of the most responsible employees on the team.					

Part 6 Factor on Employee Commitment

Please ✓ in column for your agreement

Evaluation contents	Agreement level				
	Strongly agree)5(	Agree)4(	Neither agree nor disagree)3(	Disagree)2(	Strongly disagree)1(
1.Leaving my company now would be					

Evaluation contents	Agreement level				
	Strongly agree)5(	Agree)4(	Neither agree nor disagree)3(	Disagree)2(	Strongly disagree)1(
prohibitively expensive.					
2.If I leave this organization, I will feel guilty.					
3.At my company, I feel like I'm a member of the family.					
4.If I leave this work, I will have a difficult time finding another.					
5.I don't feel obligated to continue working for this organization.					
6.This organization holds a lot of personal significance for me.					
7.One of the drawbacks of quitting this organization is the scarcity of alternatives.					
8.I believe I would be unable to leave this organization because I am obligated to my coworkers.					
9.At the moment, sticking with my company is both a necessity and a pleasure.					
10.I have the distinct impression that this organization's troubles are my own.					
11 I do not believe it is acceptable to leave our company, even if I will benefit from the					

Evaluation contents	Agreement level				
	Strongly agree)5(	Agree)4(	Neither agree nor disagree)3(	Disagree)2(	Strongly disagree)1(
move.					
12.I would be delighted to work for this organization for the rest of my career.					
13.If I opted to leave my organization right now, it would disturb far too much of my life.					
14.This institution is deserving of my devotion.					
15.Even if I wanted to, it would be quite difficult for me to leave my organization right now.					
16.I don't have any strong feelings towards this organization.					
17.I suppose I despise this organization a great deal.					
18.Even if I don't have any other options, I could quit this work.					
19.I feel like I'm a part of this group.					
20 One of the main reasons I keep working for this company is that other companies may not be able to match the overall perks I receive here.					

Part 7 Factor on Organization Performance

Please ✓ in column for your agreement

Evaluation contents	Agreement level				
	Strongly agree)5(	Agree)4(	Neither agree nor disagree)3(	Disagree)2(	Strongly disagree)1(
1.How would your usual job performance this year in term of					
: Growth					
: Achieved					
: Productivity					
: Customer satisfaction					
2.How would you rate organization performance this year in term of					
: Growth					
: Achieved					
: Productivity					
: Customer satisfaction					

Part 8 Factor on Non Financial Performance

Please ✓ in column for your agreement

Evaluation contents	Agreement level				
	Strongly agree)5(	Agre e)4(	Neither agree nor disagree)3(	Disa gree)2(	Strongly disagree)1(
Non Financial Performance : **Intention to Quit**					
I frequently consider resigning.					
It wouldn't take much to for me to leave this company.					
I'll most likely be looking for a new job soon.					
Non Financial Performance : Turn overate					
: <5%					
: 5% - 10%					
: >10%-15%					
: > 15% -20%					
: > 20%					

Part 9 Factor on Organizational Identification

Please ✓ in column for your agreement

Evaluation contents	Agreement level				
	Stron gly agree)5(	Agre e)4(	Neither agree nor disagree)3(	Disa gree)2(	Strongly disagree)1(
1. It feels like a personal insult when someone criticizes the MNCs for which I work.					
2. The accomplishments of this multinational corporation are my accomplishments					
3. I like to use the word "we" rather than "them" or "it" when referring to the multinational corporations for which I work.					

Part 10 Factor on Employee Exchange Ideology

Please ✓ in column for your agreement

Evaluation contents	Agreement level				
	Strongly agree)5(	Agree)4(	Neither agree nor disagree)3(	Disagree)2(	Strongly disagree)1(
1. Employees should go out of their way to assist their MNCs only if the MNC goes out of its way to assist them.					
2. An employee who is mistreated by a multinational corporation should work less hard.					
3. Employees who work for multinational corporations (MNCs) should only work hard if their efforts will result in a wage raise, promotion, or other advantages.					

Your answers and help are greatly appreciated . Thank you

Appendix 3. Content Validity Index Analysis

Content Validity Index Analysis						
Variables	**Relevance**	**Clarity**	**Simplicity**	**Ambiguity**	**Total CVI**	**I-CVI**
Employee Engagement of MNCs in Thailand						
1. Do you realize of other expectations about your work?	1.00	1.00	1.00	1.00	1.00	1.00
2. Are there any materials and instruments to help you work efficiently?	1.00	1.00	1.00	1.00	1.00	1.00
3. During your work, do you have any chances to do your best in daily life?	1.00	1.00	1.00	1.00	1.00	1.00
4. During last weeks, have you got any complimentary or admiration from performing work well?	1.00	1.00	1.00	1.00	1.00	1.00
5. Have you been considered as a human in your workplace by your chief?	1.00	1.00	1.00	1.00	1.00	1.00
6. Are you been motivated by someone regarding of your development?	1.00	1.00	1.00	1.00	1.00	1.00
7. Does anyone at your work aware that your comments are important?	1.00	1.00	1.00	1.00	1.00	1.00
8. Do you think that the importance of your job comes from the goal and mission of organizations?	1.00	1.00	1.00	1.00	1.00	1.00
9. Do your colleagues recognize of work quality?	1.00	1.00	1.00	1.00	1.00	1.00
10. Do you have any close friends at the workplace?	1.00	1.00	1.00	1.00	1.00	1.00
11. During the last six months, any of your colleagues discuss about your development?	1.00	1.00	1.00	1.00	1.00	1.00
12. During last year, do you have any chances to study and develop yourself?	1.00	1.00	1.00	1.00	1.00	1.00

Variables	**Relevance**	**Clarity**	**Simplicity**	**Ambiguity**	**Total CVI**	**I-CVI**
Employee Engagement of Parent Company						
1I know what multinational parent company is expected of me.	1.00	1.00	1.00	1.00	1.00	1.00
2.Multinational parent company has clear mission/ purpose that make me feel that the job is important.	1.00	1.00	1.00	1.00	1.00	1.00
3.Based on the policies of multinational parent company, I have sufficient tools and equipment that appropriate to work.	1.00	1.00	1.00	1.00	1.00	1.00

Variables	Relevance	Clarity	Simplicity	Ambiguity	Total CVI	I-CVI
Factor on Employee Satisfaction						
<u>Responsibilities</u>						
1. The work that has been assigned create continuous learning.	1.00	1.00	1.00	1.00	1.00	1.00
2. I am free to make decision on job achievement	1.00	1.00	1.00	1.00	1.00	1.00
3. I have been assigned job that match with my competences.	1.00	1.00	1.00	1.00	1.00	1.00
<u>2. Benefit and Compensations</u>						
4. The assessment for pay rising is fair.	1.00	1.00	1.00	1.00	1.00	1.00
5. The pay is suitable with job quantity.	1.00	1.00	1.00	1.00	1.00	1.00
6. Employee welfare is appropriate.	1.00	1.00	1.00	1.00	1.00	1.00
<u>3. Problem Solving and Complain</u>						
7. The department can solve internal conflict with fairness.	1.00	1.00	1.00	1.00	1.00	1.00
8. All complain in the department have been solved.	1.00	1.00	1.00	1.00	1.00	1.00
9. Employees in the department participate in solving department problems.	1.00	1.00	1.00	1.00	1.00	1.00
<u>4. Culture (safety and convenience at work)</u>						
10. The working environment is safe when working,	1.00	1.00	1.00	1.00	1.00	1.00
11. There is enough facilities to complete work.	1.00	1.00	1.00	1.00	1.00	1.00
12. There is suitable safety system in the department.	1.00	1.00	1.00	1.00	1.00	1.00
<u>5.Career Path</u>						
13. I have been developed to prepare for higher position.	1.00	1.00	1.00	1.00	1.00	1.00
14. I have clear career path.	1.00	1.00	1.00	1.00	1.00	1.00
15. My department has planned to promote me to higher position.	1.00	1.00	1.00	1.00	1.00	1.00

Variables	Relevance	Clarity	Simplicity	Ambiguity	Total CVI	I-CVI
Emplyee Trust						
<u>1. Organization</u>						
1. This organization manages by trying to understand employee's perspective.	0.80	0.80	0.80	0.80	0.80	0.80
2. Management of the organization drives good decision for better future of employees.	0.80	0.80	0.80	0.80	0.80	0.80
3. Management of the organization assist everyone to understand what each one has to perform.	1.00	1.00	1.00	1.00	1.00	1.00
4. Management of the organization work together to complete job smoothly.	1.00	1.00	1.00	1.00	1.00	1.00
5. The organization strives for making money to help everyone survive.	1.00	1.00	1.00	1.00	1.00	1.00
6. The organization cares about customer by providing high quality products/ services.	1.00	1.00	1.00	1.00	1.00	1.00
<u>2. Decision Making</u>						
7. You can set up your own goal and way of working by yourself.	1.00	1.00	1.00	1.00	1.00	1.00
8. You can suggest new way or working.	1.00	1.00	1.00	1.00	1.00	1.00
9. Policies and rules in the department can obstruct employee's decision making for improvement.	1.00	1.00	1.00	1.00	1.00	1.00
<u>3. Team</u>						
10. I think my colleague and I have been treated fairly.	1.00	1.00	1.00	1.00	1.00	1.00
11. When I have problem at work, my colleague will try to help me out.	1.00	1.00	1.00	1.00	1.00	1.00
12. My team helps to complete work.	1.00	1.00	1.00	1.00	1.00	1.00
13. I am confident in my team abilities.	1.00	1.00	1.00	1.00	1.00	1.00
<u>4. Equity</u>						
14. I think my colleague and I have been treated fairly.	1.00	1.00	1.00	1.00	1.00	1.00
15. Careless of the others make my work more difficult.	1.00	1.00	1.00	1.00	1.00	1.00
16. My colleague mostly be assigned to work when boss is not in.	0.80	0.80	0.80	0.80	0.80	0.80
<u>5. Boss</u>						
17. My boss is fair when evaluate working performance.	1.00	1.00	1.00	1.00	1.00	1.00
18. My boss always helps or advise me about work.	1.00	1.00	1.00	1.00	1.00	1.00
19. My boss is competence to work.	1.00	1.00	1.00	1.00	1.00	1.00

Variables	Relevance	Clarity	Simplicity	Ambiguity	Total CVI	I-CVI
OCB						
Altruism:						
1. I assist people who are overworked.	1.00	1.00	1.00	1.00	1.00	1.00
2. I am always willing to provide a helpful hand to individuals in my immediate vicinity.	1.00	1.00	1.00	1.00	1.00	1.00
3. I provide assistance to people who have been absent.	1.00	1.00	1.00	1.00	1.00	1.00
4. I am willing to assist people with work-related issues.	1.00	1.00	1.00	1.00	1.00	1.00
5. Even though it is not compulsory, I assist newcomers with orientation.	1.00	1.00	1.00	1.00	1.00	1.00
Sportsmanship:						
6. I am the quintessential "squeaky wheel" who requires constant lubrication.	1.00	1.00	1.00	1.00	1.00	1.00
7. I waste a lot of time whining about insignificant issues.	0.80	0.80	0.80	0.80	0.80	0.80
8. I have a proclivity for making "mountains out of molehills."	0.80	0.80	0.80	0.80	0.80	0.80
9. I am constantly more concerned with what is wrong than with what is right.	0.80	0.80	0.80	0.80	0.80	0.80
Civic Virtue:						
10.I stay up with the organization's changes.	1.00	1.00	1.00	1.00	1.00	1.00
11. I go to functions that aren't mandatory but benefit the company's image.	1.00	1.00	1.00	1.00	1.00	1.00
12.I read and keep up with company news, memoranda, and other information..	1.00	1.00	1.00	1.00	1.00	1.00
Courtesy:						
13. I strive to stay away from causing problems for my coworkers.	1.00	1.00	1.00	1.00	1.00	1.00
14. I think about how my actions will affect my coworkers.	1.00	1.00	1.00	1.00	1.00	1.00
15. I do not infringe on other people's rights.	1.00	1.00	1.00	1.00	1.00	1.00
16. I take precautions to avoid conflicts with coworkers.	1.00	1.00	1.00	1.00	1.00	1.00
Consciousness:						
17. My work attendance is above average.	1.00	1.00	1.00	1.00	1.00	1.00
18. I don't take any further breaks.	1.00	1.00	1.00	1.00	1.00	1.00
19. Even when no one is looking, I follow workplace laws and regulations.	1.00	1.00	1.00	1.00	1.00	1.00
20. I am one of the most responsible	1.00	1.00	1.00	1.00	1.00	1.00

employees on the team.

Variables	Relevance	Clarity	Simplicity	Ambiguity	Total CVI	I-CVI
Employee Commitment						
1.Leaving my company now would be prohibitively expensive.	1.00	1.00	1.00	1.00	1.00	1.00
2.If I leave this organization, I will feel guilty.	1.00	1.00	1.00	1.00	1.00	1.00
3.At my company, I feel like I'm a member of the family.	1.00	1.00	1.00	1.00	1.00	1.00
4.If I leave this work, I will have a difficult time finding another.	1.00	1.00	1.00	1.00	1.00	1.00
5.I don't feel obligated to continue working for this organization.	1.00	1.00	1.00	1.00	1.00	1.00
6.This organization holds a lot of personal significance for me.	1.00	1.00	1.00	1.00	1.00	1.00
7.One of the drawbacks of quitting this organization is the scarcity of alternatives.	1.00	1.00	1.00	1.00	1.00	1.00
8.I believe I would be unable to leave this organization because I am obligated to my coworkers.	1.00	1.00	1.00	1.00	1.00	1.00
9.At the moment, sticking with my company is both a necessity and a pleasure.	1.00	1.00	1.00	1.00	1.00	1.00
10.I have the distinct impression that this organization's troubles are my own.	1.00	1.00	1.00	1.00	1.00	1.00
11.I do not believe it is acceptable to leave our company, even if I will benefit from the move.	1.00	1.00	1.00	1.00	1.00	1.00
12.I would be delighted to work for this organization for the rest of my career.	1.00	1.00	1.00	1.00	1.00	1.00
13.If I opted to leave my organization right now, it would disturb far too much of my life.	1.00	1.00	1.00	1.00	1.00	1.00
14.This institution is deserving of my devotion.	1.00	1.00	1.00	1.00	1.00	1.00
15.Even if I wanted to, it would be quite difficult for me to leave my organization right now.	1.00	1.00	1.00	1.00	1.00	1.00
16.I don't have any strong feelings towards this organization.	1.00	1.00	1.00	1.00	1.00	1.00
17.I suppose I despise this organization a great deal.	1.00	1.00	1.00	1.00	1.00	1.00
18.Even if I don't have any other options,	1.00	1.00	1.00	1.00	1.00	1.00

I could quit this work.						
19.I feel like I'm a part of this group.	1.00	1.00	1.00	1.00	1.00	1.00
20.One of the main reasons I keep working for this company is that other companies may not be able to match the overall perks I receive here.	1.00	1.00	1.00	1.00	1.00	1.00

Variables	Relevance	Clarity	Simplicity	Ambiguity	Total CVI	I-CVI
Organization Performance						
1.How would your usual job performance this year in term of						
: Growth	1.00	1.00	1.00	1.00	1.00	1.00
: Achieved	1.00	1.00	1.00	1.00	1.00	1.00
: Productivity	1.00	1.00	1.00	1.00	1.00	1.00
: Customer satisfaction	1.00	1.00	1.00	1.00	1.00	1.00
2.How would you rate organization performance this year in term of						
: Growth	1.00	1.00	1.00	1.00	1.00	1.00
: Achieved	1.00	1.00	1.00	1.00	1.00	1.00
: Productivity	1.00	1.00	1.00	1.00	1.00	1.00
: Customer satisfaction	1.00	1.00	1.00	1.00	1.00	1.00

Variables	Relevance	Clarity	Simplicity	Ambiguity	Total CVI	I-CVI
Intention to Quit and Turnover rate						
Non Financial Performance : Intention to Quit						
1.I often think about resigning	1.00	1.00	1.00	1.00	1.00	1.00
2.It would not take much to make me resign from this organization.	1.00	1.00	1.00	1.00	1.00	1.00
3.I will probably be fiding for another job as fast as I can .	1.00	1.00	1.00	1.00	1.00	1.00
Non Financial Performance : Turn overate						
: <5%	1.00	1.00	1.00	1.00	1.00	1.00
: 5% - 10%	1.00	1.00	1.00	1.00	1.00	1.00
: >10%-15%	1.00	1.00	1.00	1.00	1.00	1.00
: > 15% -20%	1.00	1.00	1.00	1.00	1.00	1.00
: > 20%	1.00	1.00	1.00	1.00	1.00	1.00

Variables	Relevance	Clarity	Simplicity	Ambiguity	Total CVI	I-CVI
Organizational Identification						
1. It feels like a personal insult when someone criticizes the MNCs for which I work.	1.00	1.00	1.00	1.00	1.00	1.00
2 The accomplishments of this multinational corporation are my accomplishments.	1.00	1.00	1.00	1.00	1.00	1.00
3. I like to use the word "we" rather than "them" or "it" when referring to the multinational corporations for which I work.	1.00	1.00	1.00	1.00	1.00	1.00

Variables	Relevance	Clarity	Simplicity	Ambiguity	Total CVI	I-CVI
Employee Exchange Ideology						
1. Employees should go out of their way to assist their MNCs only if the MNC goes out of its way to assist them.	1.00	1.00	1.00	1.00	1.00	1.00
2. An employee who is mistreated by a multinational corporation should work less hard.	1.00	1.00	1.00	1.00	1.00	1.00
3. Employees who work for multinational corporations (MNCs) should only work hard if their efforts will result in a wage raise, promotion, or other advantages.	1.00	1.00	1.00	1.00	1.00	1.00

Appendix 4. Example of Online Data Collection

Appendix 5. Bias Analysis

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95 % Confidence Interval of the Difference	
		F	Sig.	t	df	Sig.) 2-tailed(	Mean Difference	Std . Error Difference	Lower	Upper
EE	Equal variances assumed	.984	.322	.228	421	.820	.02861	.12536	-.21779	.27501
	Equal variances not assumed			.232	311.774	.817	.02861	.12338	-.21415	.27137
EC	Equal variances assumed	1.601	.207	.754	421	.451	.09418	.12485	-.15123	.33958
	Equal variances not assumed			.766	311.126	.444	.09418	.12297	-.14778	.33614
EP	Equal variances assumed	.869	.352	.678	421	.498	.08784	.12964	-.16698	.34266
	Equal variances not assumed			.684	306.429	.494	.08784	.12838	-.16477	.34045
TI	Equal variances assumed	1.131	.288	-.725	421	.469	-.09366	.12918	-.34757	.16025
	Equal variances not assumed			-.735	309.465	.463	-.09366	.12747	-.34448	.15716
ET	Equal variances assumed	1.780	.183	.555	421	.579	.07235	.13035	-.18387	.32856

		Levene's Test for Equality of Variances		t-test for Equality of Means						
Independent Samples Test										
						Sig.) 2- tailed(	Mean Difference	Std . Error Difference	95 % Confidence Interval of the Difference	
		F	Sig.	t	df				Lower	Upper
	Equal variances not assumed			.563	311.088	.574	.07235	.12839	-.18028	.32497
ES	Equal variances assumed	6.118	.014	.772	421	.441	.09820	.12725	-.15193	.34832
	Equal variances not assumed			.799	328.152	.425	.09820	.12297	-.14372	.34011
OCB	Equal variances assumed	2.960	.086	.630	421	.529	.07881	.12517	-.16723	.32485
	Equal variances not assumed			.644	318.071	.520	.07881	.12232	-.16186	.31948
OI	Equal variances assumed	.156	.693	-.095	421	.925	-.01070	.11301	-.23284	.21144
	Equal variances not assumed			-.096	308.799	.924	-.01070	.11161	-.23030	.20891
EEXI	Equal variances assumed	.979	.323	.517	421	.605	.05947	.11494	-.16646	.28541
	Equal variances not assumed			.528	315.601	.598	.05947	.11264	-.16215	.28109
EEM	Equal variances assumed	.294	.588	-.761	421	.447	-.07981	.10494	-.28608	.12647

Independent Samples Test									
		Levene's Test for Equality of Variances		t-test for Equality of Means					
						Sig.)2-tailed(	Mean Difference	Std . Error Difference	95 % Confidence Interval of the Difference	
		F	Sig.	t	df				Lower	Upper
	Equal variances not assumed			.-773	311.781	.440	.-07981	.10328	-.28303	.12341

Age

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
EE	Between Groups	77.419	42	1.843	1.257	.139
	Within Groups	557.208	380	1.466		
	Total	634.627	422			
EC	Between Groups	91.211	42	2.172	1.531	.202
	Within Groups	539.066	380	1.419		
	Total	630.277	422			
EP	Between Groups	91.728	42	2.184	1.412	.512
	Within Groups	587.644	380	1.546		
	Total	679.372	422			
TI	Between Groups	92.821	42	2.210	1.443	.401
	Within Groups	581.814	380	1.531		
	Total	674.636	422			
ET	Between Groups	90.076	42	2.145	1.366	.070
	Within Groups	596.510	380	1.570		
	Total	686.586	422			

ANOVA		Sum of Squares	df	Mean Square	F	Sig.
ES	Between Groups	89.791	42	2.138	1.438	.493
	Within Groups	564.995	380	1.487		
	Total	654.786	422			
OCB	Between Groups	95.467	42	2.273	1.606	.112
	Within Groups	537.810	380	1.415		
	Total	633.277	422			
OI	Between Groups	74.909	42	1.784	1.537	.211
	Within Groups	440.833	380	1.160		
	Total	515.742	422			
EEXI	Between Groups	52.651	42	1.254	.990	.493
	Within Groups	481.184	380	1.266		
	Total	533.835	422			
EEM	Between Groups	65.666	42	1.563	1.565	.117
	Within Groups	379.638	380	.999		
	Total	445.304	422			

Education

ANOVA		Sum of Squares	df	Mean Square	F	Sig.
EE	Between Groups	7.810	4	1.952	1.302	.269
	Within Groups	626.817	418	1.500		
	Total	634.627	422			
EC	Between Groups	11.237	4	2.809	1.897	.110
	Within Groups	619.039	418	1.481		
	Total	630.277	422			
EP	Between Groups	11.928	4	2.982	1.868	.115
	Within Groups	667.444	418	1.597		

ANOVA		Sum of Squares	df	Mean Square	F	Sig.
	Total	679.372	422			
TI	Between Groups	12.919	4	3.230	2.040	.088
	Within Groups	661.717	418	1.583		
	Total	674.636	422			
ET	Between Groups	10.015	4	2.504	1.547	.188
	Within Groups	676.571	418	1.619		
	Total	686.586	422			
ES	Between Groups	9.988	4	2.497	1.619	.169
	Within Groups	644.798	418	1.543		
	Total	654.786	422			
OCB	Between Groups	11.718	4	2.930	1.970	.098
	Within Groups	621.558	418	1.487		
	Total	633.277	422			
OI	Between Groups	18.447	4	4.612	3.876	.104
	Within Groups	497.295	418	1.190		
	Total	515.742	422			
EEXI	Between Groups	4.258	4	1.064	.840	.500
	Within Groups	529.578	418	1.267		
	Total	533.835	422			
EEM	Between Groups	11.451	4	2.863	2.758	.218
	Within Groups	433.853	418	1.038		
	Total	445.304	422			

Marital Status

ANOVA		Sum of Squares	df	Mean Square	F	Sig.
EE	Between Groups	4.611	2	2.305	1.537	.216

278

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
	Within Groups	630.016	420	1.500		
	Total	634.627	422			
EC	Between Groups	4.893	2	2.446	1.643	.195
	Within Groups	625.384	420	1.489		
	Total	630.277	422			
EP	Between Groups	5.313	2	2.656	1.655	.192
	Within Groups	674.060	420	1.605		
	Total	679.372	422			
TI	Between Groups	4.549	2	2.275	1.426	.241
	Within Groups	670.086	420	1.595		
	Total	674.636	422			
ET	Between Groups	2.812	2	1.406	.864	.422
	Within Groups	683.774	420	1.628		
	Total	686.586	422			
ES	Between Groups	3.330	2	1.665	1.073	.343
	Within Groups	651.456	420	1.551		
	Total	654.786	422			
OCB	Between Groups	8.306	2	4.153	2.791	.063
	Within Groups	624.971	420	1.488		
	Total	633.277	422			
OI	Between Groups	4.490	2	2.245	1.844	.159
	Within Groups	511.252	420	1.217		
	Total	515.742	422			
EEXI	Between Groups	1.657	2	.829	.654	.520
	Within Groups	532.178	420	1.267		
	Total	533.835	422			
EEM	Between Groups	12.377	2	6.189	6.004	.203
	Within Groups	432.927	420	1.031		

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
	Total	445.304	422			

Position

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
EE	Between Groups	.367	2	.183	.122	.886
	Within Groups	634.260	420	1.510		
	Total	634.627	422			
EC	Between Groups	.263	2	.132	.088	.916
	Within Groups	630.013	420	1.500		
	Total	630.277	422			
EP	Between Groups	1.024	2	.512	.317	.729
	Within Groups	678.348	420	1.615		
	Total	679.372	422			
TI	Between Groups	.263	2	.131	.082	.921
	Within Groups	674.373	420	1.606		
	Total	674.636	422			
ET	Between Groups	.134	2	.067	.041	.960
	Within Groups	686.452	420	1.634		
	Total	686.586	422			
ES	Between Groups	1.245	2	.622	.400	.671
	Within Groups	653.541	420	1.556		
	Total	654.786	422			
OCB	Between Groups	.313	2	.157	.104	.901
	Within Groups	632.964	420	1.507		
	Total	633.277	422			
OI	Between Groups	1.111	2	.555	.453	.636

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
	Within Groups	514.631	420	1.225		
	Total	515.742	422			
EEXI	Between Groups	1.241	2	.620	.489	.613
	Within Groups	532.594	420	1.268		
	Total	533.835	422			
EEM	Between Groups	2.069	2	1.034	.980	.376
	Within Groups	443.235	420	1.055		
	Total	445.304	422			

Appendix 6. Example of Request to review Questionnaire Letter

ที่ ศธ 6820/

วิทยาลัยนานาชาติ มหาวิทยาลัยศิลปากร
22 ถนนบรมราชชนนี ตลิ่งชัน
กรุงเทพมหานคร 10170

10 ธันวาคม 2561

เรียน   อาจารย์ ดร. ณฤทธิ์พล บุณยเกียรติ
เรื่อง   ขอเรียนเชิญเป็นผู้ทรงคุณวุฒิตรวจเครื่องมือการวิจัย

สิ่งที่ส่งมาด้วย   1. โครงร่างวิทยานิพนธ์
                      2. แบบสอบถาม

ด้วย นาวสาวเงาใจ สังข์มาลา นักศึกษาปรัชญาดุษฎีบัณฑิต สาขาวิชาธุรกิจระหว่างประเทศ วิทยาลัยนานาชาติ มหาวิทยาลัยศิลปากร ได้รับอนุมัติโครงร่างวิทยานิพนธ์ เรื่อง "The Effect of Employee Engagement on Organizational Performance in Multi National Company (MNCs) in Thailand "
        ซึ่งเป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปรัชญาดุษฎีบัณฑิตสาขาวิชาธุรกิจระหว่างประเทศ ภายใต้การควบคุมของอาจารย์ ดร.ณฤทธิ์พล บุณยเกียรติ อาจารย์ที่ปรึกษาวิทยานิพนธ์
        เพื่อให้วิทยานิพนธ์มีความถูกต้องและสมบูรณ์ตามวัตถุประสงค์ที่ตั้งไว้ ในการนี้ หลักสูตรปรัชญาดุษฎีบัณฑิตสาขาวิชาธุรกิจระหว่างประเทศ ใคร่ขอความอนุเคราะห์เรียนเชิญท่านเป็นผู้ทรงคุณวุฒิพิจารณาเครื่องมือการวิจัยดังกล่าว

        จึงเรียนมาเพื่อโปรดพิจารณาให้ความอนุเคราะห์เป็นผู้ทรงคุณวุฒิตรวจเครื่องมือการวิจัยวิทยาลัยนานาชาติ มหาวิทยาลัยศิลปากร หวังเป็นอย่างยิ่งว่าจะได้รับการสนับสนุนจากท่าน และขอขอบคุณมา ณ โอกาสนี้

ที่ ศธ 6820/

วิทยาลัยนานาชาติ มหาวิทยาลัยศิลปากร
22 ถนนบรมราชชนนี ตลิ่งชัน
กรุงเทพมหานคร 10170

10 ธันวาคม 2561

เรียน   ดร. รุ่งโรจน์ เจือสนิท

เรื่อง   ขอเรียนเชิญเป็นผู้ทรงคุณวุฒิตรวจเครื่องมือการวิจัย

สิ่งที่ส่งมาด้วย   1. โครงร่างวิทยานิพนธ์
                2. แบบสอบถาม

ด้วย นาวสาวเงาใจ สังข์มาลา นักศึกษาปรัชญาดุษฎีบัณฑิต สาขาวิชาธุรกิจระหว่างประเทศ วิทยาลัยนานาชาติ มหาวิทยาลัยศิลปากร ได้รับอนุมัติโครงร่างวิทยานิพนธ์ เรื่อง "The Effect of Employee Engagement on Organizational Performance in Multi National Company (MNCs) in Thailand "

ซึ่งเป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปรัชญาดุษฎีบัณฑิตสาขาวิชาธุรกิจระหว่างประเทศ ภายใต้การควบคุมของอาจารย์ ดร.ณฤทธิ์พล บุณยเกียรติ อาจารย์ที่ปรึกษาวิทยานิพนธ์

เพื่อให้วิทยานิพนธ์มีความถูกต้องและสมบูรณ์ตามวัตถุประสงค์ที่ตั้งไว้ ในการนี้ หลักสูตรปรัชญาดุษฎีบัณฑิตสาขาวิชาธุรกิจระหว่างประเทศ ใคร่ขอความอนุเคราะห์เรียนเชิญท่านเป็นผู้ทรงคุณวุฒิพิจารณาเครื่องมือการวิจัยดังกล่าว

จึงเรียนมาเพื่อโปรดพิจารณาให้ความอนุเคราะห์เป็นผู้ทรงคุณวุฒิตรวจเครื่องมือการวิจัยวิทยาลัยนานาชาติ มหาวิทยาลัยศิลปากร หวังเป็นอย่างยิ่งว่าจะได้รับการสนับสนุนจากท่านและขอขอบคุณมา ณ โอกาสนี้

ที่ ศธ 6820/

วิทยาลัยนานาชาติ มหาวิทยาลัยศิลปาก

22 ถนนบรมราชชนนี ตลิ่งชัน

กรุงเทพมหานคร 10170

10 ธันวาคม 2561

เรียน   ดร. วันชัย จึงวิบูลย์สถิตย์

เรื่อง   ขอเรียนเชิญเป็นผู้ทรงคุณวุฒิตรวจเครื่องมือการวิจัย

สิ่งที่ส่งมาด้วย   1. โครงร่างวิทยานิพนธ์
                       2. แบบสอบถาม

ด้วย นางสาวเงาใจ สังข์มาลา นักศึกษาปรัชญาดุษฎีบัณฑิต สาขาวิชาธุรกิจระหว่างประเทศ วิทยาลัยนานาชาติ มหาวิทยาลัยศิลปากร ได้รับอนุมัติโครงร่างวิทยานิพนธ์ เรื่อง "The Effect of Employee Engagement on Organizational Performance in Multi National Company (MNCs) in Thailand "
       ซึ่งเป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปรัชญาดุษฎีบัณฑิตสาขาวิชาธุรกิจระหว่างประเทศ ภายใต้ การควบคุมของอาจารย์ ดร.ณฤทธิ์พล บุณยเกียรติ อาจารย์ที่ปรึกษาวิทยานิพนธ์
       เพื่อให้วิทยานิพนธ์มีความถูกต้องและสมบูรณ์ตามวัตถุประสงค์ที่ตั้งไว้ ในการนี้ หลักสูตรปรัชญาดุษฎี บัณฑิตสาขาวิชาธุรกิจระหว่างประเทศ ใคร่ขอความอนุเคราะห์เรียนเชิญท่านเป็นผู้ทรงคุณวุฒิพิจารณา เครื่องมือการวิจัยดังกล่าว

       จึงเรียนมาเพื่อโปรดพิจารณาให้ความอนุเคราะห์เป็นผู้ทรงคุณวุฒิตรวจเครื่องมือการวิจัยวิทยาลัย นานาชาติ มหาวิทยาลัยศิลปากร หวังเป็นอย่างยิ่งว่าจะได้รับการสนับสนุนจากท่าน และขอขอบคุณมา ณ โอกาสนี้

Appendix 7. Certificate of Human Research Ethic Approved

บันทึกข้อความ

ส่วนงาน สำนักงานบริหารการวิจัย นวัตกรรมและการสร้างสรรค์ มหาวิทยาลัยศิลปากร ภายใน 22761

ที่ อว 8603.16/ 1736   **วันที่** 23 มิถุนายน 2563

เรื่อง ผลการพิจารณาการขอรับการรับรองจริยธรรมการวิจัยในมนุษย์

เรียน นางสาวเงาใจ สังข์มาลา (นักศึกษาวิทยาลัยนานาชาติ)

         ตามที่ท่านได้ส่งโครงการวิจัยขอรับการพิจารณารับรองจากคณะกรรมการจริยธรรมการวิจัยในมนุษย์ เรื่อง ผลกระทบความผูกพันของพนักงานต่อผลงานขององค์กรในบริษัทต่างชาติในประเทศไทย (เลขที่โครงการ REC 63.0609-048-1834) ไปยังสำนักงานบริหารการวิจัย นวัตกรรมและการสร้างสรรค์ แล้วนั้น

         บัดนี้ สำนักงานบริหารการวิจัยฯ ขอแจ้งผลการพิจารณาให้ทราบว่า โครงการวิจัยดังกล่าวเข้าข่าย โครงการวิจัยที่ได้รับการยกเว้นการพิจารณา (Exemption review) จึงออกหนังสือรับรองให้กับโครงการวิจัยดังกล่าว ตามเอกสารแนบ

         จึงเรียนมาเพื่อโปรดทราบ หากผู้วิจัยมีข้อสงสัยสามารถสอบถามเพิ่มเติมได้ที่ นางสาวปิยาภรณ์ กัดสูงเนิน โทร (เบอร์สำนักงาน) 098-5479738 ภายใน 22761

(ศาสตราจารย์ ดร.พรศักดิ์ ศรีอมรศักดิ์)
ประธานกรรมการจริยธรรมการวิจัยในมนุษย์

มหาวิทยาลัยศิลปากร

หนังสือฉบับนี้ให้ไว้เพื่อแสดงว่า

รหัสโครงการ: REC 63.0609-048-1834

ชื่อโครงการ (ภาษาไทย): ผลกระทบความผูกพันของพนักงานต่อผลงานขององค์กรในบริษัทต่างชาติในประเทศไทย

ชื่อโครงการ (ภาษาอังกฤษ): The Effect of Employee Engagement on Organizational Performance in Multi National Company (MNCs) in Thailand

ผู้วิจัยหลัก: นางสาวเงาใจ สังข์มาลา   สังกัด: วิทยาลัยนานาชาติ

เอกสารที่รับรอง:

1. แบบเสนอเพื่อขอรับการพิจารณาจริยธรรมการวิจัยในมนุษย์ เวอร์ชั่น 01 ฉบับลงวันที่ 9 มิถุนายน 2563
2. แบบเสนอโครงการวิจัยเพื่อการพิจารณาจริยธรรมการวิจัยในมนุษย์ (ฉบับภาษาอังกฤษ) เวอร์ชั่น 01 ฉบับลงวันที่ 9 มิถุนายน 2563

ได้ผ่านการรับรองจากคณะกรรมการจริยธรรมการวิจัยในมนุษย์ มหาวิทยาลัยศิลปากร โดยยึดหลักเกณฑ์ ตามคำประกาศ เฮลซิงกิ (Declaration of Helsinki) และมีความสอดคล้องกับหลักจริยธรรมสากล ตลอดจนกฎหมาย ข้อบังคับ และข้อกำหนดภายในประเทศ

(ศาสตราจารย์ ดร.พวงทิพย์ ศรีอมรศักดิ์)
ประธานกรรมการจริยธรรมการวิจัยในมนุษย์

หมายเลขใบรับรอง COE 63.0611-044
วันที่รับรอง: 11 มิถุนายน พ.ศ.2563

สำนักงานบริหารการวิจัย นวัตกรรมและการสร้างสรรค์
6 ถนนราชมรรคาใน ตำบลพระปฐมเจดีย์ อำเภอเมืองนครปฐม จังหวัดนครปฐม 73000
โทร 0-3425-5808 โทรสาร (Fax) : 0-3425-5808
email : su.ethicshuman@gmail.com

Appendix 8. Example of Request-to-Collect-Data Letter

ที่ ศธ6820/ 0609

วิทยาลัยนานาชาติ มหาวิทยาลัยศิลปากร
72 ชั้น 8-9 อาคาร กสท.โทรคมนาคม
ถนนเจริญกรุง แขวงบางรัก เขตบางรัก
กรุงเทพมหานคร 10500

14 กุมภาพันธ์ 2562

เรียน   ผู้จัดการฝ่ายบริหารทรัพยากรบุคล

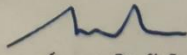เรื่อง   ขอความอนุเคราะห์ให้นักศึกษาเก็บข้อมูลเพื่อการวิจัย

สิ่งที่ส่งมาด้วย   แบบสอบถาม

       ด้วย นางสาวเงาใจ สังข์มาลา (รหัสนักศึกษา 60502901) นักศึกษาหลักสูตรปรัชญาดุษฎี
บัณฑิต สาขาวิชาธุรกิจระหว่างประเทศ วิทยาลัยนานาชาติ มหาวิทยาลัยศิลปากร กำลังทำวิทยานิพนธ์ เรื่อง
"The Effect of Employee Engagement on Organizational Performance in Multi National
Company (MNCs)" ซึ่งเป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปรัชญาดุษฎีบัณฑิต สาขาวิชาธุรกิจระหว่าง
ประเทศ

       ในการนี้วิทยาลัยนานาชาติ มหาวิทยาลัยศิลปากร ใคร่ขอความอนุเคราะห์ เนื่องจากนักศึกษามี
ความจำเป็นจะต้องเก็บข้อมูลเพื่อการวิจัย โดยการใช้แบบสอบถาม ทั้งนี้นักศึกษาจะเป็นผู้ประสานใน
รายละเอียดต่อไป

       จึงเรียนมาเพื่อขอความอนุเคราะห์จากท่าน ในการอนุญาตให้นักศึกษาดำเนินการเก็บข้อมูล
เพื่อการวิจัย ตามรายละเอียดที่แนบมาพร้อมนี้ วิทยาลัยนานาชาติ มหาวิทยาลัยศิลปากร หวังเป็นอย่างยิ่งว่าจะ
ได้รับการกรุณาจากท่านและขอขอบคุณมา ณ โอกาสนี้

ขอแสดงความนับถือ

(ผู้ช่วยศาสตราจารย์ ดร.สมพิศ ขัตติยพิกุล)
คณบดี วิทยาลัยนานาชาติ มหาวิทยาลัยศิลปากร

วิทยาลัยนานาชาติ มศก. ผู้ประสานงาน: อาจารย์ ดร.จันทิมา บรรจงประเสริฐ โทร. 0805500759 หรือ 0816194619

VITA

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