



Factors building to organizational engagement: a case study of office of the teacher civil service and educational personnel commission

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ABSTRACT

This article aimed to explore the factors that contribute to the engagement of personnel in the organization. Therefore, the job characteristics factor, factors of work experience and organizational engagement of personnel in OTEPC were studied. The study found that the job characteristics consisted of job challenges, participation in management and work progress. The personnel of OTEPC saw challenges of important tasks first and foremost. In terms of work experience factors, this included the attitude towards colleagues and the organization and the expectations fulfilled by the organization. Attitude towards colleagues and the organization was also a priority. For organizational engagement of personnel consisted of confidence in accepting the goals and values of the organization and desire to remain a member of the organization. Confidence in accepting the goals and values of the organization was the first priority. Moreover, it was found that the longer people work, the greater they had a higher sense of engagement with the organization to a greater extent and never thought about quitting or leaving the organization. The relationship between job characteristic factors, work experience factors and organizational engagement of personnel was found to be statistically significant at the level of .01 in the overall moderate to high level of positive correlation. Recommendation to the director of OTEPC that Human resource management strategy should be developed together with inspiring and providing morale to maintain valuable human resources. This will be a guideline to encourage personnel to be more engaged in the organization and thus reduce the number of resignations, transfer personnel relocation.

KEYWORDS: factors that contribute to engagement, commitment to the organization, organizational engagement, job characteristic factors, work experience factors

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1. Introduction. Human resources are very important in driving the operations of agencies or organizations, both public and private, in leading the organization to achieve its goals in various aspects. However, there must be sufficient and appropriate personnel for the organization. Personnel must have sufficient knowledge, ability, skills and potential to be ready for the changing circumstances of the world. Both in terms of technology played a role in society as well as fluctuations from climate change and the environment. Human resource management is the heart and important mechanism to drive the organization's mission towards the set goals. It is accepted that there are many factors that influence human resource management in the organization, especially to create a sense of love and commitment to the organization. Ready to dedicate, sacrifice and lead the organization to its goals. It is accepted that there are many factors that influence human resource management in the organization, especially to create a sense of love and commitment to the organization. Ready to dedicate, sacrifice and lead the organization to its goals. The 20 - year Thai National Strategy (2018-2037) sets out frameworks and development guidelines for all government agencies to follow in determining key development goals. Government agencies must be sized appropriately to their roles and missions. By distinguishing the roles of agencies responsible for supervising or providing services based on good governance, changing the work culture to achieve more results and benefits for the common good, and leading to concrete changes to policies and goals of public sector reform in the future bureaucratic development (National Economic and Social Development Agency, 2018). For this reason, government agencies or organizations need personnel to drive the operation of agencies and organizations in all sectors in accordance with the strategic plan.

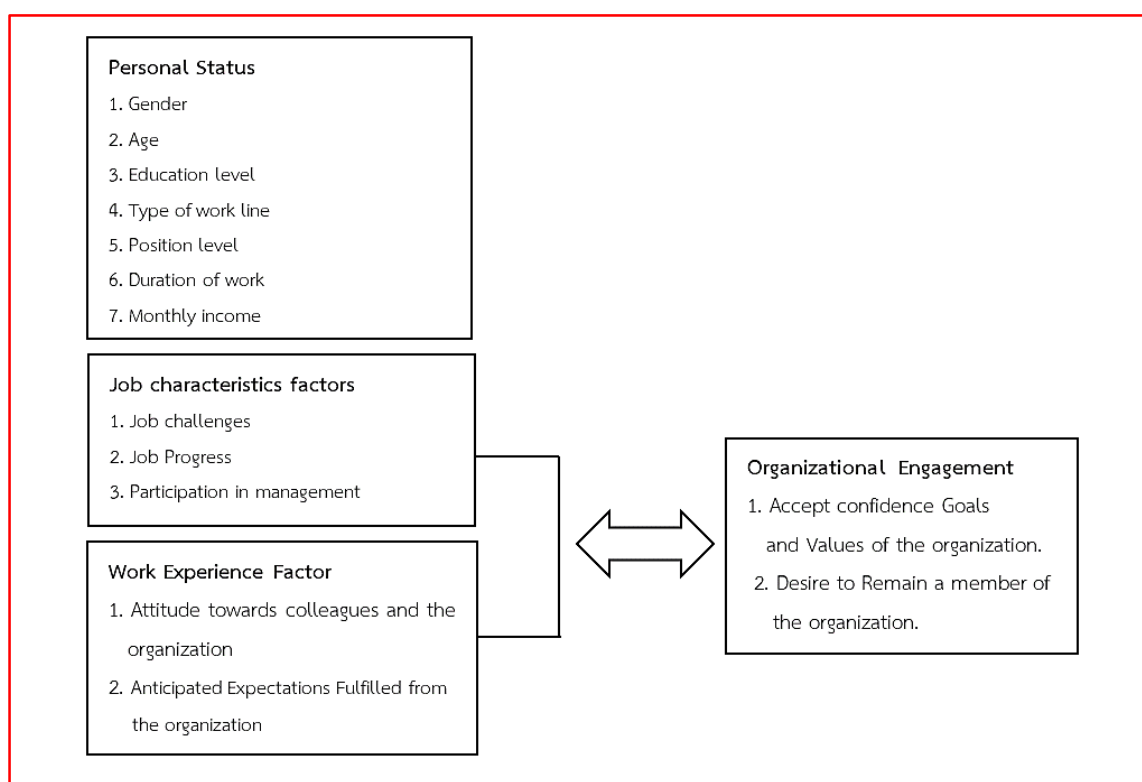
The Office of the Teacher Civil Service and Educational Personnel Commission (OTEPC), which is the central organization for personnel management of civil servants, teachers and educational personnel nationwide has faced with transfer issues, continuous relocation of personnel impact on office operations of OTEPC about the internal administration and related departments. Based on the data on the manpower rate of OTEPC in the past 5 years, from 2017 to 2021, there was a number of personnel transferred and moved in total 85 people. On average, there are transfers 17 people a year. In fiscal year 2022, there were a number of vacancies 225 positions, and there is a cumulative vacancy rate from the transfer or move 56 positions pending the recruitment, and appointment of replacement personnel, such a transfer and move (Human Resources Management Group, OTEPC, 2022) of the above importance, the researcher was interested in studying Factors Building to Organizational Engagement: A Case Study of the Office of the Teacher and Educational Personnel Commission in order to apply the findings to find ways and improve human resource management. In addition, to strengthen personnel engagement to the organization and reduce the number of transfers and resignation of office personnel of OTEPC finally.

2. Objectives

1. To study the level of factors in job description and work experience factors building to the organizational engagement of the personnel of OTEPC.
2. To study the level of organizational engagement of the personnel of OTEPC.

3. To study the relationship between job description factors and work experience factors and organizational engagement of the personnel of OTEPC.

3. Conceptual Framework. In this study, the researcher took factors building corporate engagement of Steers' (1977) as follow: **1) Job Characteristic factors include** 1.1) Job challenges 1.2) Job Progress 1.3) Participation in management and **2) Work experience factors include:** 2.1) Attitude towards colleagues and organization 2.2) Anticipated Expectations fulfilled from the organization. The survey was conducted according to the personal status of the personnel of OTEPC. The conceptual framework for the study is defined as follows:



4. Methodology. Population and sample. The study population was 219 personnel of OTEPC. The sample used in this study was 40 personnel in the fiscal year 2022. The sample size was determined using Krejsey and Morgan's table (Krejcie & Morgan) at error.05. Stratified proportionate random sampling consisted of 140 samples according to line type and position.

5. Instruments. The tool used in this study was a checklist and a 5-point Likert scale questionnaire created by the researcher from theoretical documents and related research, consisting of 3 parts:

Part 1 Respondents' personal status (Checklist)

Part 2 Factors building to organizational engagement (Likert Scale)

Part 3 Organizational Engagement of the personnel of OTEPC. (Likert Scale)

The questionnaire had 33 questions with Index of Item - Objective Congruence (IOC) of 1.00 and reliability of 0.884.

6. Data Collection. The researcher had requested an introduction letter from the Division of Educational Administration, Department of Education, Kasetsart University to contact for permission and cooperation in the data collection process with the personnel of OTEPC. 140 questionnaires were distributed to the sample in person. A total of 140 questionnaires or 100 percent were returned.

7. Data analysis

1. Analyze questionnaires Part 1 about the respondents' personal status by descriptive statistics using frequency and percentage according to the individual characteristics of the sample and present it in the form of table.

2. Analyze data on job description factors, work experience factors, and organizational engagement by descriptive statistics using mean (\bar{x}) and standard deviation (S.D.).

3. Analyze data on the relationship between job characteristics factors, work experience factors with organizational engagement of personnel using Pearson's product moment correlation coefficient with a statistical significance at .05.

8. Results. A Study of Job Characteristic Factors and Work Experience Factor building to Organizational Engagement: A Case Study of the Office of the Teacher and Educational Personnel Commission can be revealed as follows

8.1 Personal Status of Personnel of OTEPC

It was found that majority of personnel were female rather than male (75.70%). Most of them were between the ages of 30 – 40 (32.86%). They have a bachelor's degree or equivalent, and a master's degree was the same proportion at 47.10%. Most of them were in academic fields (80.00%) and worked on operational positions (37.15%). In addition, they had working period of less than 5 years, at present they had a monthly income between 15,000 – 25,000 baht (50.00%).

8.2 Results of the Level of Job Characteristic Factors, Work Experience Factors and Organizational Engagement.

1. Job Characteristics Factors included job challenges, job progress, and participation in management. Overall, the average was very high. When considering each item, it was found that the highest average was the challenge of the task, followed by participation in management. The part with the lowest average was job progress, with details as follows:

1.1 Job Challenges. Overall, the average was very high. When considering the items, it was found that: The highest average was that you could complete the tasks assigned to you on time. Secondly, the job you were responsible for was a job that requires a combination of knowledge and abilities. The one with the lowest average was: You had to constantly change the way you work.

1.2 Participation in Management. Overall, the average was very high. When considering the items, it was found that the one with the highest average was that you had the opportunity to express your opinion between colleagues and superiors. Secondly, you had the opportunity to make decisions with colleagues

and superiors. And the one with the lowest average was that you were involved in clearly defining the vision and mission of the organization.

1.3 Job Progress. Overall, the average was very high When considering the items, the highest average was that your organization gives everyone equal opportunities to demonstrate their abilities. Secondly, you think that when you had the opportunity, you would be promoted appropriately, and the one with the lowest average was that despite how well you performed your job, you had never received the attention of your agency and supervisor.

2. Work experience factors. These included attitudes towards colleagues and the organization and expectations that have been met by the organization as a whole. When considering each item, it was found that the highest average was attitude towards colleagues and organization. The part with the lowest average was the expectation that had been met by the organization, with details as follows:

2.1 Attitude towards colleagues and organizations, Overall, the average was very high. When considering each item, it was found that the one with the highest average was that he was willing to work to the best of his ability, sacrificed and dedicated himself to the organization, followed by he always received cooperation and assistance from colleagues. And the one with the lowest average was your organization placed importance on personnel and gave value of personnel very much.

2.2 Expectations fulfilled by the organization. Overall, the average was very high. When considering each item, it was found that the one with the highest average was that you are currently assigned to work that matches your knowledge and abilities. Secondly, you were satisfied with your consideration for promotions and job progression, and the lowest average was that you were satisfied with your compensation compared to your workload.

3 The level of organizational engagement of personnel of OTEPC.

Overall, the average was very high. When considering each item, the highest average was confidence in accepting the goals and values of the organization. The part with the lowest average was the desire to remain a member of the organization in detail as follows:

3.1 Confidence in accepting the goals and values of the organization. Overall, the average was very high. When considering the items, it was found that the one with the highest average was that the problems of your organization were issues that all personnel must cooperate with solve at a high level, followed by that you had a high level of confidence and pride in the organization that you work with. The one with the lowest average was the vision of the organization, a vision that was appropriate to the context of the current situation.

3.2 The desire to remain a member of the organization. Overall, the average was very high. When considering the items, it was found that the highest average was that as you worked longer, you felt more connected to the organization at a high level, followed by you made the right decision to work in this organization at a high level. The one with the lowest average was that you don't think about quitting. Transfer or transfer from organization to a moderate level.

4. The Relationship Between Job Characteristic Factors and Work Experience Factors Building Organizational Engagement of Personnel of OTEPC.

Overall, it was found that the relationship between job characteristic factors and work experience factors building organizational engagement was positively correlated with organizational engagement of personnel of O.E.C. statistically significant at .01

4.1 Job characteristic Factors. As a whole, it was found that there was a positive correlation with the organizational engagement of the personnel at a moderate to a high level statistically significant at .01 as follows:

4.1.1 Job challenges were positively correlated with the organizational engagement of personnel at a high level.

4.1.2 Job progress was positively correlated with the organizational engagement of personnel at a moderate level.

4.1.3 Participation in management was positively correlated with the organizational engagement of personnel at a moderate level.

4.2 Work Experience Factor. As a whole, it was found that there was a positive correlation with the organizational engagement of personnel at a moderate to a high level statistically significant at .01 as follows:

4.2.1 Expectations that have been met by the organization were positively correlated with the organizational engagement of personnel at a high level.

4.2.2 Attitude towards colleagues and the organization was positively correlated with the organizational engagement of personnel at a moderate level.

9. Discussion. From the results of the study can be discussed according to the objectives as follows

Personal status of personnel of OTEPC

It was found that majority of personnel were female rather than male (75.70%). Most of them were between the ages of 30 – 40 (32.86%). They have a bachelor's degree or equivalent, and a master's degree was the same proportion at 47.10%. Most of them were in academic fields (80.00%) and worked on operational positions (37.15%). In addition, they had working period of less than 5 years, at present they had a monthly income between 15,000 – 25,000 baht (50.00%). This shown that most of personnel had just started working and had little experience.

Objective 1. Regarding to the Level of Job Characteristic Factors and Work Experience Factors.

The results of the study showed that the factors of job characteristic and work experience factors and organizational engagement in overall were at a high level, those factors could be discussed as follows:

Job Characteristics Factors. It was found that job challenges were at the highest level. Secondly, the issue of participation in the management was at a high level. And the lowest was that job progress was at a moderate level.

- **As for job challenges** were at the highest level. This might be because the personnel were assigned an important and challenging task. The work performance required a combination of knowledge and abilities and face changes in the way they work all the time. It required a lot of prudence and responsibility. But they could complete their assigned tasks on time. Moreover, the job characteristic was a job that personnel must constantly interact with others and colleagues. Being involved in the work might create engagement with the organization. For that reason, it might be challenging to do the job. Therefore, it was at the highest level. In line with the research of (Sahapornpitakkul et al. 2020) Thai researcher who had conducted a study on factors affecting employee engagement of a food product company and another Thai researcher (Bangmuangngam, 2019) who had conducted on factors related to the engagement to the organization of personnel who had passed the new engineer training project, Case Study: A private company in Bangkok. It was found that the challenge factor of the job was also at the highest level. It was also in line with (Cherrington, 1994) who states that factors in the nature of work include having important work, being involved in the event would create a high engagement with the organization.

- **As for job progress**, it was found to be at a moderate level. This might be because most the personnel had a work period of less than 5 years and hold positions at the operational level. Therefore, they might be a feeling that they had not been encouraged to attend training, seminars, or visits from the organization or supervisors as they should. Compared to personnel who had worked longer and were at higher positions. For such reasons, the subject of job progress might be at a moderate level. In line with (Inyom, 2017) Thai researcher who had conducted a study on the corporate engagement of production employees of a company in Eastern Seaboard Industrial Estate, Rayong Province. It was found that the results of the study of the job characteristic of production staff, the work progress factor was at a moderate level. It was also in line with the findings of (Hrebiniak, Alutto, Porter and Alonso, 1970) who studied organizational engagement factors. It was found that opportunities for advancement and success in work were another factor that made individuals feel attached to the organization. So, creating a sense of opportunity for workers or members of the organization to advance and succeed in their work would be an important factor that would increase the sense of engagement towards the organization.

- **As for participation in management**, it was found to be at a high level. This might be due to the personnel had the opportunity to express opinions, shared ideas, and made decisions with colleagues and superiors. This included recognition from superiors and colleagues. For such reasons, participation in management might lead to a high level of engagement with the organization. This was in line with the research of (Sahapornpitakkul et al. 2020) Thai researcher who had conducted a study on factors affecting the organizational engagement of employees of a food product company. It was found that the factors of job characteristic in the aspect of participation in management was at a high level. In addition, it was in line with the research of (Prasertchart, 2018) Thai researcher who conducted a study on factors affecting teachers' engagement with the organization. According to the Office of Secondary Education Area 3, it was found that the job characteristics factors had a high level of opportunity to interact with others as a whole. This was in line with (Hrebiniak, Alutto, Porter and Alonso, 1970) who said that

participation in management was another factor affecting engagement with the organization. Studies by various academics had found that if practitioners or members of the organization were given the opportunity to participate in decision-making, Not using too much authority in a formal form would be an important factor in ensuring job satisfaction and engagement among members to the organization

Work experience factor. It was found that attitudes towards colleagues and organizations had the highest average. Secondly, the expectations that had been met by the organization were at a high level.

● **As for attitudes towards colleagues and organizations,** it was found to be at a high level. This might be because the personnel was willing to work to the best of their ability, selfless, and dedicated to the organization. Always get cooperation from colleagues. There was unity so it made them feel comfortable working together. As well as the organization gave importance and appreciated the value of personnel. For such reasons, the work experience factor might be on the subject of attitude towards colleagues and the organization was the highest. In line with group Thai research (Hoongthet,2015, Prasertchart, 2018, Bangmuangngam, 2019, Sahapompitakkul, et al. 2020) found that the work experience factor was at a high level. When considering each aspect, it was found that the most average aspect was attitude towards colleagues and organizations. It was also in line with (Steers, 1975) conceptualized that attitudes towards colleagues were socially intertwined with colleagues, such as having the opportunity to socialize, meet and socialize with colleagues, as well as superiors were determining feelings of attachment to the organization. In which trust between individuals was important for the structure of social systems and attitudes. The behavior of co-workers and the fact that individuals perceived the social environment in the organization as cooperative and friendly would give the worker a sense of engagement to the organization and a positive attitude towards colleagues' supervisors and had a relationship with the organization.

● **As for the expectations fulfilled by the organization,** it was found to be at a high level. This might be due to the personnel was assigned to work with knowledge and abilities, satisfied with their promotion and career advancement. Having the opportunity to develop themselves, gained knowledge and abilities and be satisfied with the remuneration received. For this reason, the expectations that had been met by the organization might be at a high level. In line with the research of (Janya Hoongthet, 2015) Thai researcher who had studied factors relating to corporate engagement of Bank of Ayudhya Public Company Limited Employees Region 208. It was found that the work experience factor in terms of expectations to be met by the organization was at a high level. In addition, it is in line with the research of (Sahapompitakkul, et al. 2020) Thai researcher who had studied factors affecting employee engagement at a food products company found that work experience factors in anticipation of response from the organization were also high. In line with (Steers, 1975), it was stated that the expectation of a response from an organization was that the rewards or rewards received from work were an incentive for members to have the power to work. When members invest in the organization, they expected adequate and fair returns, such as remuneration. The merit consideration system creates a sense of commitment to the organization. When an organization meets the expectations of its members.

Objective 2. Regarding the Results of organizational engagement of personnel.

It was founded that in overall organizational engagement of the personnel in terms of confidence in accepting the goals and values of the organization and the desire to remain a member of the organization were at a high level. as follows

- **Confidence in accepting the goals and values of the organization,** it was found that there was the high average. This might be because the personnel saw that the problems of the organization were issues that all personnel must solve together and had confidence and pride in working in the office of OTEPC. And believed that the vision of the office appropriated to the context of the current situation. For such reasons, the confidence in accepting the goals and values of the organization might be at a high level. This was in line with the Thai researcher (Sahapornpitakkul et al. 2020) who had conducted a study on factors affecting employee engagement of a food product company. It was found that the engagement with the organization was at a high level. Strong confidence and acceptance of corporate goals and values were the highest. In addition, this was in line with the research of (Prasertchart, 2018) Thai researcher who had conducted a study on factors affecting teachers' engagement with the organization under the Office of Secondary Education Area 3. In addition, it is in line with (Bangmuangngam, 2019) Thai researcher who had conducted a study on factors that correlate to the engagement with the organization of personnel who had passed the new engineer training project: A Case Study of private company in Bangkok. It was found that the overall picture was at a high level also. This was in line with (Buchanan, 1974) who defined engagement with the organization as a feeling of partisan, an engagement to the goals and values of the organization, as well as the performance of one's own roles and duties in order to achieve the goals of the organization.

- **The desire to remain a member of the organization,** it was found that there was a high level of engagement with the organization. This might be due to the personnel felt that they had made the right decision to do the job in the office and feel that the longer you work, the more bound you feel. It showed that if people felt more engaged, it might help reduce turnover rates, transfer or relocation of personnel. In line with the research of (Prasertchart, 2018) Thai researcher who had conducted on factors affecting teachers' engagement with the organization under the Office of Secondary Education Area 3. It was found that the need to maintain membership of the organization was at a high level. In addition, in accordance with Thai researcher (Kerdsaeng, 2019) who said corporate engagement was very important to the organization, resulting in low absenteeism and turnover rates. In addition, engagement was more related to job change than job satisfaction, and engagement with the organization serves as a motivator for members of the organization to work effectively. To create the most effective engagement with the organization.

Objective 3. The relationship between job characteristics factor and work experience factor building organizational engagement of personnel of OTEPC. The results of the study showed that the job characteristic factors and work experience factors as a whole was moderate to high level of positive correlation with the organizational engagement of personnel of OTEPC. It showed that such factors were explicitly related to engagement with the organization.

3. 1 The Relationship between Job characteristics factors and organizational engagement of personnel of OTEPC.

- **Job characteristic factors as regarding job challenge**, it had a high level of positive correlation with the organizational engagement of personnel. This might be because the nature of the office's work. It was a difficult and challenging task. Personnel must use a combination of knowledge, abilities and skills in many areas, thus challenging the ability of personnel to complete their assigned tasks on time. When the work was completed on time, it created a feeling of satisfaction and pride in oneself. For this reason, job challenges might be positively correlated with a high level of organizational engagement. It would make them more self-worthy. This led to a greater sense of unity with the organization, that was, more engagement follows. In line with the findings of (Bangmuangngam, 2019) Thai researcher who had conducted a study on factors related to organizational engagement of personnel who had passed the new engineer training project: A Case Study of private company in Bangkok. It was found that the job challenge factors were very highly correlated. In addition, Thai researcher (Watcharayu, 1994) said: challenging tasks were those that fitted the ability, with a certain level of difficulty that requires prudence, patience, perseverance in accomplishing that task. This required a combination of capabilities. In addition, according to (Gavin and Axelrod, 1997), said that tasks to employees to perform challenging tasks led to employee satisfaction and motivation to work.

- **Job characteristic factors as regarding to job progress**, it was found that there was a moderately positive correlation with engagement with the organization. This might be due to most of the personnel were repackaged personnel with a period of time. Those who had served less than 5 years and were in an operational level position might feel that they had not been given the opportunity to express their opinions or be promoted or supported to receive training, meetings and seminars from departments or supervisors as they should. For such reasons, it might cause factors in the nature of work, job progress was correlated with a moderate level of engagement with the organization, but there was a positive direction, which indicated that if the personnel had an opinion that they had the opportunity to advance in their work, they would certainly have an increase in engagement with the organization. In line with the research of (Prasertchart, 2018) Thai researcher who had conducted a study on factors affecting teachers' engagement with the organization under the Office of Secondary Education Area 3, it was found that the job characteristics factors in career advancement correlate positively with teachers' engagement with the organization statistically significant at .01 as well. In addition, it was in line with Thai researcher (Inyom, 2017) who had conducted a study on the organizational engagement of production employees of a company in Eastern Seaboard Industrial Estate, Rayong Province. It was found that the relationship between job characteristic and organizational engagement of production staff of a company in an industrial estate. Eastern Seaboard, Rayong province as a whole had a positive correlation in the low to moderate range. This was in line with (Hrebiniak, Alutto, Porter and Alonso, 1970) who had studied the factors of corporate engagement. It had been found that opportunities for advancement and success in work were another factor that makes individuals felt engaged to the organization. Therefore, creating a sense of opportunity for workers or members of

the organization to advance and succeed in their work would be an important factor to increase the sense of engagement towards the organization.

- **Job characteristic factors as regarding to participation in management,**

it was found that there was a moderate positive correlation with organizational engagement. Most of the newly repackaged personnel had less than 5 years of service and were in operational positions, and might feel that they had not been given the opportunity to express their opinions among colleagues or those who were still in command or participated in clearly defining the vision and mission of the organization. For such reasons, it might cause factors in the nature of work, participation in management positively correlated with moderate organizational engagement, in line with the findings of (Prasertchart, 2018) Thai researcher who had conducted a study on factors affecting teachers' engagement with the organization under the Office of Secondary Education Area 3. It correlated positively with the teacher's commitment to the organization. It was also in line with the Thai research of (Inyom, 2017) who had conducted a study on the corporate engagement of production staff of a company in Eastern Seaboard Industrial Estate, Rayong Province. It was found that the relationship between job description and organizational engagement of production staff of a company in Eastern Seaboard Industrial Estate, Rayong Province, was overall positively correlated with low to moderate. In line with (Steers, 1977) who stated that participation in management was one of the factors that correlated engagement with the organization. In other words, the management gave members the opportunity to participate to the organization. Participation in decision-making at both the policy and practice level was a factor for members to have a good engagement with the organization.

3.2 The relationship between work experience factors and organizational engagement of personnel of OTEPC.

Overall, it was found that there was a positive correlation with the organizational engagement of personnel statistically significant moderate to high level at .01. It was a positive relationship between Expectations that Had Been Met by the Organization with organizational engagement. Followed by attitudes towards colleagues and the organization, there was a positive correlation with engagement with the organization moderately.

- **Work Experience Factors as regarding Expectations fulfilled by the organization**

had a positive relationship with the organizational engagement of personnel at a high level. This might be due to the personnel was assigned to work directly with knowledge, ability and satisfaction with being considered for promotion and job progress as expected. As well as self-development to gain knowledge, resulting in satisfaction with receiving compensation. For this reason, the expectations fulfilled by the organization might be correlated with a high level of positive engagement. This was different from Thai research (Hoongthet, 2015), which had conducted a study on factors that correlate with the corporate engagement of employees of Bank of Ayudhya Public Company Limited, Region 208. Expectations fulfilled by the organization was a moderate positive correlation with organizational engagement, statistically significant at .05. According to (Steers, 1977), stated that expectations of a response from

the organization or reward received from work was an incentive for members to have the power to work once the member had invested in the organization. they expected adequate and fair compensation such as compensation especially merit consideration system. When an organization met the expectations of its members, it created a sense of commitment to the organization. It was also in line with Thai researcher (Kongchan 1986) who stated that members' expectations for the organization, if what a member received from a high organization met his expectations, it would make members more engaged to the organization than members who did not meet expectations.

● **Work experience factors as regarding attitude towards colleagues and the organization** had a positive relationship with the organizational engagement of personnel moderately. This might be due to the majority of personnel had a period of time to work in the office under 5 years of age. It was personnel who repackaged interaction with superiors. Getting cooperation and assistant from colleagues was not as much as it should be. So, most personnel might need longer time to learn how to perform and interact with supervisors and colleagues. When personnel had a longer period of time to work or had more interaction with bosses and colleagues would create more engagement with the organization. For such reasons, attitudes towards colleagues and the organization might be positively correlated with engagement with the organization. This was in line with Thai researcher (Prasertchart, 2018), who had conducted a study on factors affecting teachers' engagement with the organization under the Office of Secondary Education Area 3, which found that work experience factors, attitudes towards colleagues and organizations, correlated positively with teachers' engagement with the organization statistically significant at the level of .01 moderately as well. In line with Thai researcher (Buchanan, 1974), who studied the attitude of colleagues towards the organization, it was found that the attitude of colleagues towards the organization determines the level of engagement with the organization. If most of the colleagues had a positive attitude towards the organization and had tied to the member organization, they would have the same feelings or attitudes as the group which had a positive attitude and tied to the organization. It was also in line with (Steers, 1975) who stated that attitudes towards colleagues were socially related to colleagues, such as having the opportunity to socialize, meet and interact with colleagues, including superiors. It would be a determining factor for feelings of engagement towards the organization. In which trust between individuals was important for the structure of social systems and attitudes. The behavior of co-workers in society and the fact that individuals perceived the social environment in the organization as cooperative and friendly would give the worker a sense of engagement to the organization and a positive attitude towards colleagues. In addition, it was in line with Thai researcher (Kongchan, 1986) who said that when an employee or member of an organization felt that a colleague had a positive attitude towards the organization, it was found that it also correlated with engagement with the organization.

10. Conclusion. The results of the study on the level of job characteristic factors and work experience factors and organizational engagement of personnel OTEPC. can be summarized as follow

Job characteristic factors include job challenges, job progress, and participation in management, overall is at a high level. When considering each of them, it was found that the highest average was the challenge of the task, followed by participation in management. The part with the lowest average was job progress.

- For the challenges of the task, when considering the items, it was found that the one with the highest average is that you can complete the tasks assigned to you on time. Secondly, the job you are responsible for requires a combination of knowledge and abilities, and the lowest average is that you must constantly change the way you work.

- For participation in management, when considering the items, it was found that the one with the highest average was that you had the opportunity to express your opinion between colleagues and superiors. Secondly, you have the opportunity to make decisions with colleagues and superiors. And the one with the lowest average is: He was involved in clearly defining the vision and mission of the agency.

- For job progress, when considering the items, it was found that the one with the highest average is that your organization provides opportunities to everyone has shown their abilities equally. Secondly, you think that when you have the opportunity you will be promoted appropriately. And the one with the lowest average is that no matter how well you perform, you never get the attention of your agency and supervisor.

Work experience factors include attitudes towards colleagues and the organization and the expectations that have been met by the organization as a whole are very high. When considering each of them, it was found that the highest value was attitude towards colleagues and organization. The part with the lowest average was the expectation that the organization has met.

- **For attitudes towards colleagues and the organization**, when considering the items, it was found that the items with the highest average are: You are willing to work to the best of your ability, sacrifice and dedicate yourself to the agency, followed by your cooperation and assistance from your colleagues, and the lowest average is that your organization values and values its people very much.

- **For the expectation fulfilled by the organization**, when considering the items, it was found that the items with the highest average are: You are currently assigned to work with your knowledge. Secondly, you are satisfied with your consideration for promotion and job progress. The one with the lowest average is: You are satisfied that you are paid compared to the amount of work.

Organizational engagement includes **confidence in accepting goals and values of organization** and **desire to remain a member of the organization**. When considering each of them, it was found that the highest average overall is at a high level.

- **For Confidence in accepting the goals and values of the organization.**

When considering the items, it was found that the one with the highest average is the problem of your organization is a matter that all personnel must cooperate with to solve. Secondly, you have a high level of confidence and pride in the organization you work in. The ones with the lowest average are: The vision of the agency is a vision that is appropriate to the context of the current situation.

- **Desire to remain a member of the organization.** When looking at the items, it was found that the ones with the highest average were when you worked longer you have a higher sense of engagement with the organization, followed by you making the right decision to work in this organization. The one with the lowest average is that you don't think about quitting, transfer from organization to moderate

The results of the relationship between job characteristic factors and work experience factors building to the organizational engagement of personnel of OTEPC can be summarized that overall, it was found that the relationship between job characteristic factors and work experience factors has a positive relationship with the organizational engagement of personnel statistically significant at . 01

From the above research results, it can be summarized as shown in the diagram:

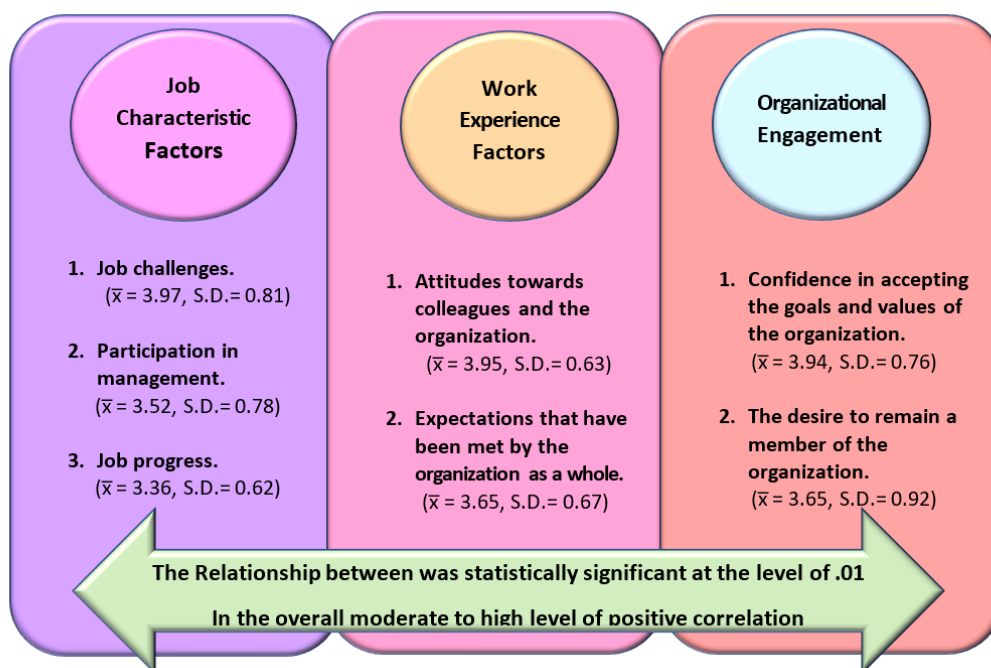


Figure 1: Diagram of the relationship of factors building to organizational engagement.

Factors building to organizational engagement: a case study of office of the teacher civil service and educational personnel commission can be found that job characteristic and work experience were the factors building to the organizational engagement. Both job characteristic factors, work experience factor and organizational engagement overall were at a high level. When considering the job characteristic factors on the challenge of the job had the highest average level first followed by participation in management and job progress was the lowest average. For work experience factor on attitude towards

colleagues and the organization had the highest average level first followed by expectations that have been met by the organization as a whole was the lowest average. Regarding organizational engagement, confidence in accepting the goals and values of the organization was the highest average followed by the desire to remain a member of the organization was the lowest average. The relationship between job characteristic factors, work experience factors and organizational engagement of personnel was found to be statistically significant at the level of .01 in the overall moderate to high level of positive correlation

In conclusion, we have two different suggestions for the future studies:

1. For future studies should use qualitative data collection using Interview, Focus Group discussion to get more insights.
2. The problems and obstacles as well as the needs of different generations of personnel should be addressed. In order to use the information to improve and develop better human resource management.

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