



Human Resource Management Affecting Organizational Engagement: A Case Study of The Nakhon Si Thammarat Provincial Administrative Organization

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Abstract

Background and Aim: Nowadays, the world has changed. Management within public and private organizations There is a need for adaptation, especially in human resource management. Nakhon Si Thammarat Provincial Administrative Organization It is an agency whose duty is to provide public services. Human resource management has been given importance in line with goals and missions by giving importance to building morale. And develop personnel potential. There is a salary adjustment. Organize employee training to enhance personnel knowledge. If a person is attached to the organization, it will lead to loyalty. And intend to work efficiently. Research on “Human resource management that affects organizational commitment: A case study of Nakhon Si Thammarat Provincial Administrative Organization” has the following objectives; 1) Study the level of human resource management. And the level of commitment to the organization of Nakhon Si Thammarat Provincial Administrative Organization personnel, 2) Study the relationship between human resource management and organizational commitment of Nakhon Si Thammarat Provincial Administrative Organization personnel.

Materials and Methods: It is quantitative research. The population used in this research is personnel working in the Nakhon Si Thammarat Provincial Administrative Organization. The sample group used in this research is personnel working in the Nakhon Si Thammarat Provincial Administrative Organization, which is 200 people, by convenience sampling. The instrument used to collect data was a questionnaire. Statistics used in data analysis include frequency, percentage, and arithmetic mean. Standard deviation and correlation coefficient

Results: The results of the study found that 1) Human resource management level and the level of organizational engagement, it was found that the overall human resource management of the Nakhon Si Thammarat Provincial Administrative Organization was at the highest level. When considering each aspect, it was found that every aspect has the highest human resource management level. The aspect with the highest human resource management score was personnel, followed by Relationships with businesses and organizations and welfare. 2) The relationship between human resource management and overall organizational engagement is at the highest level. When considering each aspect, it was found that every aspect had the highest level of commitment to the organization. The aspects with the highest commitment to the organization are Satisfaction in the workplace and effective communication, Followed by Fair compensation, Effective leadership style, and job security. Overall, human resource management of the Nakhon Si Thammarat Provincial Administrative Organization is significantly related to the organizational commitment of Nakhon Si Thammarat Provincial Administrative Organization personnel at the 0.01 level, with a high level of relationship

Conclusion: Overall, the Nakhon Si Thammarat Provincial Administrative Organization has the highest human resource management level. Arrange the scores for each aspect from highest to lowest: 1) personal aspect, 2) relationship with businesses and organizations, and 3) welfare aspect. Organizational engagement of Nakhon Si Thammarat Provincial Administrative Organization personnel as a whole It has a relationship with human resource management in both general and in each of the three areas The relationship is at a high level and is going in the same direction.

Keywords: Human Resource Management, Organizational Engagement



Introduction

In the current dynamic world, both public and private organizations are facing the need for adjustment, particularly in the realm of human resource management. Adapting personnel administration and management to the changing context not only increases the value of human capital but also optimizes various processes, including recruitment, selection, training, development, and performance evaluation. The success of these human resource management processes is evident in the positive impact on personnel morale and performance, a promising sign for the future of organizations.

However, for the organization to develop under increasing competition and changing situations, Personnel are considered the key to gaining an advantage. Each organization will have different characteristics, such as vision, mission, goals, rules, and organizational culture. Therefore, people are essential to success. The organization itself is responsible for human resource management. To work to achieve the organization's goals. Which is committed to the organization. The management group must help drive the organization forward because the rank of Personnel will be a variable. Important factors that will help the organization succeed are the basis for creating motivation to work for Personnel at all levels. In addition, organizational commitment can predict the entry-exit rate of people in that organization. Individuals with high organizational commitment can. Often, there is a strong desire to stay with the organization. I am ready to help drive the organization forward, resulting in absenteeism or resigning from work quickly. It also helps to encourage Personnel to work better. Relationship with an organization is a form of personal attitude and behavior. Lack of employee engagement will cause many problems for the organization, such as neglect of work, absenteeism, lateness, resignation, or transfer. This will create problems in human resource management, including the morale of Personnel still working.

Nakhon Si Thammarat Provincial Administrative Organization It is an agency whose duty is to provide public services. Must work under a lot of pressure. And must have great responsibility for performing duties. Nakhon Si Thammarat Provincial Administrative Organization Has given importance to human resource management. in building morale and developing personnel potential. There is a salary adjustment. Organize employee training to enhance personnel knowledge. To make employees feel happy at work, acknowledge progress on a clear career path, including paying attention to various welfare issues so that personnel feel like working with the organization. From the above, the researcher is interested in studying the relationship between human resource management and organizational commitment. This research study will likely provide information. Guidelines for executives to develop and strengthen personnel ties to the organization.

Objectives

1. Study the level of human resource management. And the level of commitment to the organization of Nakhon Si Thammarat Provincial Administrative Organization personnel
2. Study the relationship between human resource management and organizational commitment of Nakhon Si Thammarat Provincial Administrative Organization personnel.

Literature review

1. Organizational engagement

Burke, Inc. Research (2003) Human resource development consulting company defines the meaning of commitment. To the organization of personnel means that employees have needs working with that organization and sacrifice for the organization to create products and provide services to customers and help the organization to be successful by affiliation of employees will result in the loyalty of customers and bring benefits to the organization.

O'Reilly and Caldwell (1981) stated that trust in an organization is a psychological trust. The medicine of employees of the organization, including the feelings of employee involvement (Job involvement), loyalty, and belief in the organization's values.

The development of trust in an organization can be understood as a three-step process:

1. Compliance is when people agree to act according to the organization's needs in exchange for something from the organization, such as wages.
2. Identification is when people agree to act according to their needs. Of the organization and feel proud to be a part of the organization





3. Internalization of the organization's values (Internalization) occurs when people adopt the organization's values as their own.

Buchanan (1974) states that trust is an important attitude. This is true for any organization, no matter what type because stakes are the link between human feelings and the organization's purpose. This connection can be expressed through behavior and feelings, giving operators a sense of ownership and ownership of the organization. Participate in strengthening the good strength of the organization as well as reducing control or things that will be affected from outside as well. In summary, commitment to the organization is a condition for the organization. Social enterprise to be successful. He also added that the manager's trust in the organization is important.

The sustainability and efficiency of the organization are not just the responsibility of executives, but a collective effort. Those in leadership roles, who maintain this level, bear the responsibility of keeping the organization stable. Therefore, effective management and operations necessitate a sense of responsibility and dedication. Each individual's commitment to maintaining the organization's image is crucial for its continued functioning.

Steers (1997) opined that trust in an organization can be used to predict better the rate of turnover of organizational members than studies of job satisfaction, that is,

1. Trust in the organization is a concept that extends Beyond job satisfaction. It encompasses the individual's perception of the organization as a whole, while job satisfaction is limited to the job or specific job aspects. This distinction is crucial in our study on trust and turnover.

2. Trust in the organization tends to be more stable than satisfaction. Even though it is developing slowly, it is still stable.

3. Dependency on the organization is a good indicator of the efficiency of the organization.

2. Factors affecting organizational engagement

Mowday, et al (1982) stated that four factors cause gambling:

1. Personal characteristics, such as gender, education, age, and personality traits, have been found to influence gambling behavior.

2. Role-related characteristics include conflict in roles, ambiguity in roles, and challenges in work.

3. Organizational structure (Structural characteristics) includes the organization's size, integration, and decentralization. Participation in decision-making, formality

4. Work experiences include relationships in the organization and management style of executives.

The Gallup Organization (2002) studied people and found ways humans drive organizational business results, which is the theory of organizing. In the form of The Gallup Path, this model shows that employees at every level of an organization will create sales and profit growth. The organization must define its capabilities. The best skills and experience in every job position to select employees with the appropriate abilities for that position, including an environment conducive to performance. Employees who work best work with a strong sense of commitment. The organization will help increase and retain customers, Create profits, and make customers more loyal, resulting in the organization growing sustainably.

The Gallup Organization has searched for factors that affect employee engagement from five dimensions: customer loyalty (Customer Metrics), profit (Profitability), and company productivity. (Productivity), employee turnover rate (Turnover) and safety at work (Safety)

From this idea, The Gallup Organization has studied the relationship between employees in their work and divided employees into three types: Employees who have a strong relationship with each other. With the organization (Engaged). Employees who are not attached to the organization (Non-Engaged) are employees. Those who do not have enthusiasm and determination in their work and employees who do not commit to the organization (actively disengaged) are employees who are not happy at work.

Ghosh S. & Swamy D.R. (2014) conducted a research report titled "A Literature Review on Organizational Commitment – A Comprehensive Summary (Literature Review on Organizational Commitment – A Comprehensive Summary)" by this research. It is intended that this article summarizes the evolution of the concept of organizational engagement and its various structures. It highlights and analyzes the research findings of the organizational engagement literature over the past five decades. It

is organized into six broad eras, each an extension and modification of the previous one. This review article presents emerging theories in the body of knowledge on organizational engagement chronologically. Starting from the side bet theory to the latest multiple engagement approach. Gaps in the proposed theory were identified and critically reviewed. It isn't easy to conceptualize and measure organizational engagement because it encompasses a diverse and highly diverse body of knowledge.

For this reason, it isn't easy to interpret and draw conclusions from the existing body of literature. This article also emphasizes the importance of knowing one's perspective. Employees to organizational engagement

Chueasraku and Supasorn (2023) studied human resource management that affects organizational commitment. A case study of personnel under the municipality in Loeng Nok Tha District, Yasothon Province. The research results found that 1) the awareness of human resource management among municipal personnel is at a high level and 2) the perception of commitment to the organization by municipal personnel. Overall, it is at a high level. 3) Human resource management of personnel has a moderate positive relationship with organizational commitment. 4) Human resource management positively influences organizational commitment at the significance level of 0.01. performance evaluation It can best predict organizational commitment.

Conceptual Framework

The researcher has defined the conceptual framework from related literature and research as follows.

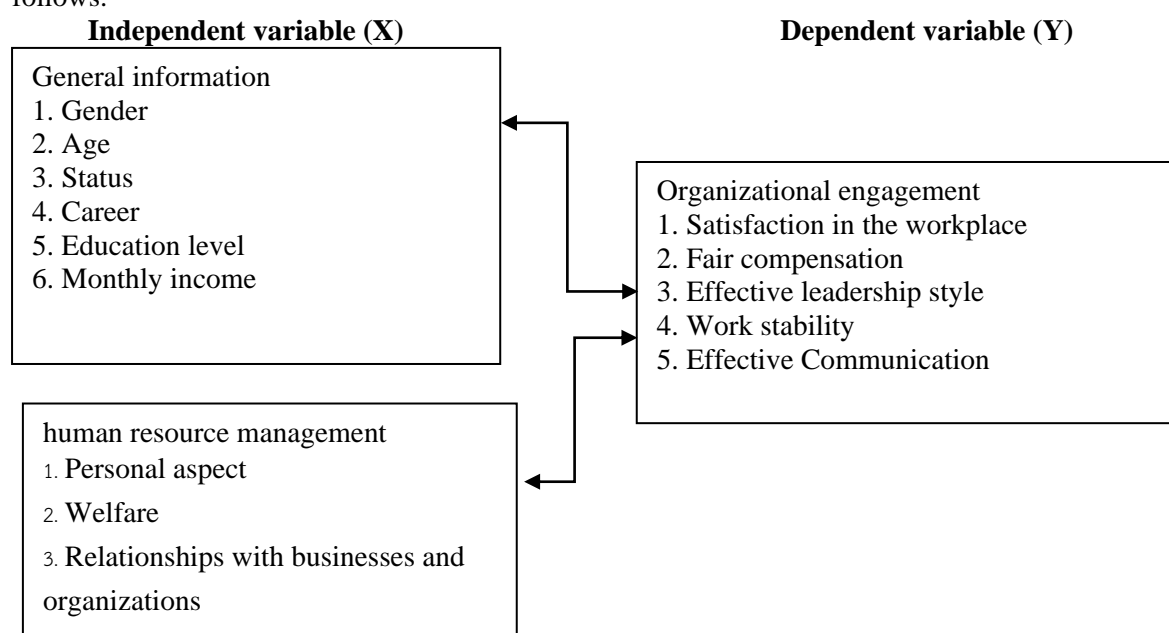


Figure 1 Conceptual Framework

Methodology

Study of Human resource management that affects organizational commitment: A Nakhon Si Thammarat Provincial Administrative Organization case study. This time, a quantitative research study was used. "Quantitative Research"

The population used in this study are Personnel working in the Nakhon Si Thammarat Provincial Administrative Organization.

Sample group (Sample) The sample group used in this study is Personnel working in the Nakhon Si Thammarat Provincial Administrative Organization, numbering 200 people, because the exact population is unknown. Therefore, the sample size calculation was used at a confidence level of 95%.

The instrument used to collect data was a questionnaire. (Questionnaire) Human resource management that affects organizational commitment: A Nakhon Si Thammarat Provincial Administrative Organization case study. The researcher created the tool by studying documents, theories, and various



concepts, including related research. And consistent with the objectives, including the conceptual framework established for the study

The data analysis was conducted in two stages. First, a descriptive statistical analysis was performed, using frequency, percentage, mean, and standard deviation to analyze the basic demographic data and describe the general characteristics of the sample. Second, an inferential statistical analysis was conducted, using the Pearson Correlation Coefficient to test the hypothesis of Human Resource Management's impact on Organizational Commitment in the Nakhon Si Thammarat Provincial Administrative Organization. This analysis was crucial in interpreting the results of our study.

Results

1. Results of the study of human resource management level and level of organizational engagement

1.1 Results of the Human Resource Management Study

The degree of human resource management and the organization's level of engagement are divided into three areas: human, welfare, and relations with businesses and organizations. The results of the study are as follows:

Table 1 Results of the overall human resource management study

Human resource management by aspect	\bar{X}	S.D.	Level management
Person side	4.63	0.48	the most
Welfare	4.60	0.54	the most
Relationships with businesses and organizations	4.60	0.53	the most
Total human resource management	4.61	0.49	the most

Table 1 shows that the overall human resource management of the Nakhon Si Thammarat Provincial Administrative Organization is at the highest level. When considering each aspect, it was found that every aspect has the highest human resource management level. The aspect with the highest human resource management score was personnel, followed by Relationships with businesses and organizations and welfare.

Table 2 Results of the study of overall organizational commitment level

Aspects of commitment to the organization	\bar{X}	S.D.	Level management
Satisfaction in the workplace	4.53	0.51	the most
Fair compensation	4.49	0.53	the most
Effective leadership style	4.49	0.53	the most
Security in work	4.47	0.52	the most
Effective communication	4.53	0.51	the most
Overall commitment to the organization	4.50	0.49	the most

Table 2 shows that the overall commitment to the organization of Nakhon Si Thammarat Provincial Administrative Organization personnel is at the highest level. When considering each aspect, it was found that every aspect had the highest level of commitment to the organization. The aspects with the highest commitment to the organization are Satisfaction in the workplace and effective communication, Followed by Fair compensation, Effective leadership style, and stability in work.

Table 3 Results of the study of overall organizational commitment level

Aspects of commitment to the organization	\bar{X}	S.D.	level affiliation
Satisfaction in the workplace	4.53	0.51	the most
Fair compensation	4.49	0.53	the most
Effective leadership style	4.49	0.53	the most



Aspects of commitment to the organization	\bar{X}	S.D.	level affiliation
Security in work	4.47	0.52	the most
Effective communication	4.53	0.51	the most
Overall commitment to the organization	4.50	0.49	the most

Table 3 shows that the overall commitment to the organization of Nakhon Si Thammarat Provincial Administrative Organization personnel is at the highest level. When considering each aspect, it was found that every aspect had the highest level of commitment to the organization. The aspects with the highest commitment to the organization are Satisfaction in the workplace and effective communication, Followed by Fair compensation, Effective leadership style, and stability in work.

A study of the relationship between human resource management and organizational commitment of Nakhon Si Thammarat Provincial Administrative Organization personnel. Human resource management consists of three individual aspects: personnel and welfare. Relationships with businesses and organizations. As for the organizational commitment of Nakhon Si Thammarat Provincial Administrative Organization personnel, it consists of a commitment to the organization as a whole and in 5 areas, namely satisfaction in the workplace. Fair compensation Effective leadership style Security in work and effective communication Data were analyzed using the variable correlation test. With the Pearson Correlation Coefficient

Table 4 Relationship between human resource management and organizational commitment of Nakhon Si Thammarat Provincial Administrative Organization personnel.

Affiliation To the organization	Statistics	Human Resource Management			
		X1	X2	X3	X
Y1	Correlation coefficient	0.703	0.771	0.813	0.813
	p-value	(.000)*	(.000)*	(.000)*	(.000)*
Y2	Correlation coefficient	0.664	0.719	0.765	0.763
	p-value	(.000)*	(.000)*	(.000)*	(.000)*
Y3	Correlation coefficient	0.648	0.714	0.763	0.755
	p-value	(.000)*	(.000)*	(.000)*	(.000)*
Y4	Correlation coefficient	0.624	0.665	0.717	0.712
	p-value	(.000)*	(.000)*	(.000)*	(.000)*
Y5	Correlation coefficient	0.672	0.659	0.696	0.718
	p-value	(.000)*	(.000)*	(.000)*	(.000)*
Y	Correlation coefficient	0.703	0.749	0.797	0.799
	p-value	(.000)*	(.000)*	(.000)*	(.000)*

Note * Statistically significant at the 0.01 level.

Table 4 shows that, overall, human resource management of the Nakhon Si Thammarat Provincial Administrative Organization is significantly related to the organizational commitment of the Nakhon Si Thammarat Provincial Administrative Organization personnel as a whole, with statistical significance at the 0.01 level. At a high level, the relationship is in the same direction.

Overall, human resource management of the Nakhon Si Thammarat Provincial Administrative Organization is significantly related to the organizational commitment of Nakhon Si Thammarat Provincial Administrative Organization personnel in terms of workplace satisfaction at the 0.01 level. The relationship is high and the direction of the relationship is in the same direction.

Overall, human resource management of the Nakhon Si Thammarat Provincial Administrative Organization is significantly related to the organizational commitment of Nakhon Si Thammarat Provincial Administrative Organization personnel in terms of fair compensation at the 0.01 level, with a high level of relationship, and the relationship is in the same direction.

Overall, human resource management of the Nakhon Si Thammarat Provincial Administrative Organization is related to the organizational commitment of Nakhon Si Thammarat Provincial



Administrative Organization personnel in terms of effective leadership style at a statistical significance of 0.01. There is a high level of relationship and the direction of the relationship is in the same direction.

Overall, human resource management of the Nakhon Si Thammarat Provincial Administrative Organization is significantly related to the organizational commitment of Nakhon Si Thammarat Provincial Administrative Organization personnel in terms of job security at the 0.01 level, with a relationship at the level of high and the direction of the relationship is in the same direction.

Overall, human resource management of the Nakhon Si Thammarat Provincial Administrative Organization is significantly related to the organizational commitment of Nakhon Si Thammarat Provincial Administrative Organization personnel in terms of effective communication at the 0.01 level. The level and direction of the relationship are in the same direction.

Conclusion

The results of the study showed that the Nakhon Si Thammarat Provincial Administrative Organization had the highest level of human resource management. The score for each aspect is the personal aspect. Relationship with business and welfare, respectively. The study results show that the Nakhon Si Thammarat Provincial Administrative Organization has a systematic human resource management process. There is planning. There is an appropriate follow-up process that results in the human resource management score being at the highest level. Personnel management, which has the highest score, is what the Nakhon Si Thammarat Provincial Administrative Organization has managed the most, including the process of personnel development, training, and various operational exercises that allow all personnel to develop equally, transparently and in line with their duties and the interests of the personnel. In addition, the Nakhon Si Thammarat Provincial Administrative Organization has a systematic personnel selection process. Because it is a government agency, the selection process is clear, transparent, and verifiable. The salary and benefits, including other benefits that personnel will receive, are clearly defined by various rules and regulations, including determining workforce plans with support plans in various cases. That's clear, too. Personnel discipline is clearly defined for business relations with the Nakhon Si Thammarat Provincial Administrative Organization, a government agency. Duties and duties are defined. There are rules and regulations regarding complaints.

There is management regarding labor relations, such as organizing meetings between employers and employees, Organizing annual events to promote relationships between personnel, etc. These are the highest scores for Human Resource Management in Business Relationships. The Nakhon Si Thammarat Provincial Administrative Organization Welfare's human resource management section also received the highest scores. This may be because the Nakhon Si Thammarat Provincial Administrative Organization has appropriate compensation management, according to government regulations, Including care for the safety and health of personnel. There is a hospital room for personnel and various medical facilities for educational matters. Nakhon Si Thammarat Provincial Administrative Organization has allocated scholarships to personnel who wish to continue their education, including providing scholarships to children of personnel. In addition, the Nakhon Si Thammarat Provincial Administrative Organization organizes recreational activities for employees. Let employees relieve stress and manage recreational facilities for employees as well.

From the highest level of commitment to the Nakhon Si Thammarat Provincial Administrative Organization. The score for each aspect is satisfaction in the workplace. Effective communication, Fair compensation, Effective leadership style, and job security, respectively. The research results show that personnel of the Nakhon Si Thammarat Provincial Administrative Organization feel that the agency has created a safe space for themselves. Individual meetings are organized to register concerns about various issues in the agency. This includes creating an atmosphere that allows personnel to participate in various policies of the agency that makes personnel feel that they have the opportunity to express their opinions and participate in the development, improvement, or problem-solving of the agency. Create a feeling of being part of the organization and create a commitment.

In addition, the Nakhon Si Thammarat Provincial Administrative Organization has clear and regular communication, causing personnel to have the same understanding and understand the organization's goals very well. Its score was highest in effective communication. The same is true of fair compensation. The Nakhon Si Thammarat Provincial Administrative Organization is a government agency. Therefore, compensation has fixed rules and regulations. It is accepted by personnel, but



providing bonuses and fair remuneration helps build good relationships among personnel, including having a good relationship with the management team. In addition to bonuses and remuneration, normally, in Nakhon Si Thammarat Provincial Administrative Organization, there is also a budget to subsidize the professional training of personnel. This will allow personnel to develop and grow and have career stability. And motivating personnel to be willing to continue working in the agency for a long time. For effective leadership, Nakhon Si Thammarat Provincial Administrative Organization There is a process for assigning work appropriate to personnel's knowledge, abilities, skills, and qualifications. Persons responsible for various tasks are assigned, making personnel feel responsible for their responsibilities, including the management supporting and stimulating teamwork. Specific development advice is provided to team leaders. This causes personnel to be united in viewing the goals of the organization or the team as their own goals and for job security. Personnel of the Nakhon Si Thammarat Provincial Administrative Organization are attached to the organization in a way that is an interesting choice, not a compulsion. This is because personnel see their ability to grow well in the organization, including seeing ways to advance in their career. This will give you more stability in your work.

Discussion

The results of this study are consistent with those of Panchobsingha (2021), who studied factors affecting the organizational engagement of employees in the municipality. Chonburi Province, it was found that the personnel's commitment to the organization as a whole The average score was 4.32 with the highest level of opinion.

The study results show that the Provincial Administrative Organization has good human resource management, causing personnel to have high commitment to the organization. Considering the organizational affiliation of Nakhon Si Thammarat Provincial Administrative Organization personnel is related to human resource management both overall and in each aspect. They have a high level of relationship and have the same direction. That is when the Nakhon Si Thammarat Provincial Administrative Organization has personnel management of human resources. Welfare and good relationships with businesses and organizations will create a commitment to the organization. Each aspect includes Fair Compensation, Effective leadership style, Security in work, and effective communication. The study results are consistent with those of Phumpuang (2018), who studied human resource management, which affects employees' organizational commitment. A telecommunications company, I found that human resource management, Performance evaluation aspect, Compensation and other benefits, and safety and health aspects affect the organizational commitment of this telecommunications company. The study results are also consistent with Chueasraku and Supasorn (2023), who studied human resource management that affects organizational commitment. A case study of personnel under the municipality in Loeng Nok Tha District, Yasothon Province, found that personnel human resource management has a moderate positive relationship with organizational commitment. Human resource management positively influences organizational commitment at a significance level of 0.01.

Recommendation

Overall, the Nakhon Si Thammarat Provincial Administrative Organization has the highest human resource management level. Arrange the scores for each aspect from highest to lowest: 1) personal aspect, 2) relationship with businesses and organizations, and 3) welfare aspect.

Overall commitment to the organization of Nakhon Si Thammarat Provincial Administrative Organization personnel. At the highest level, Arrange the scores for each aspect from highest to lowest: 1) Workplace satisfaction and effective communication, 2) fair compensation, 3) effective leadership style, and 4) job security.

Organizational engagement of Nakhon Si Thammarat Provincial Administrative Organization personnel as a whole It has a relationship with human resource management in both general and in each of the three areas: personnel and welfare. Relationships with businesses and organizations The relationship is at a high level and is going in the same direction.

The researcher has suggestions for using the research results as follows: 1) Human resource management, personnel aspect, which the study results had the highest score. However, the human resource management level should be increased in terms of workforce planning or human resource



planning. 2) Human resource management Welfare, which the results of the study had the highest score, But the human resource management level should be increased in the area of medical facilitation, such as taking care of the infirmity. 3) The study results had the highest score for Human resource management relationships with businesses and organizations. However, human resource management should be increased to promote labor relations. 4) Executives should set incentive policies such as career advancement. Self-development teamwork, including clear communication with personnel throughout the organization, and 5) Executives should set policies for personnel participation in all dimensions. Allow personnel to give suggestions and opinions on work performance. Work development or fix various errors

Suggestions for further research include 1) there should be a comparative study in agencies with the same characteristics and 2) there should be additional studies in the form of qualitative research, such as in-depth interviews. Or group discussion (Focus Group)

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