

OPINIONS ON FACTORS REGARDING EMPLOYEE ENGAGEMENT OF
GENERATION Y AT AN ENGINEERING COMPANY IN BANGKOK



Submitted in Partial Fulfillment of the Requirements for the
Master of Arts in Business English for International Communication
at Srinakharinwirot University

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This study attempted to explore the opinions on factors regarding employee engagement of Generation Y at an engineering company in Bangkok. The instrument used for collecting data in this study was a questionnaire. The participants of this study were 55 Generation Y employees of an engineering company in Bangkok, working at headquarters and site offices in Bangkok. The questionnaire distribution and data collection were conducted in April 2012. The data were analyzed by using percentages, mean scores, and standard deviations.

The findings showed that the pay and benefits is highly related to the factors regarding employee engagement, while the other five factors including career development, company image, communication, leadership, and empowerment were moderately related to the factors regarding employee engagement.

ความคิดเห็นที่มีต่อปัจจัยที่เกี่ยวข้องกับความผูกพันต่อองค์กรของพนักงานกลุ่มเจนเนอเรชั่นวายที่มีต่อ
บริษัทวิศวกรรมในกรุงเทพมหานคร



เสนอต่อบัณฑิตวิทยาลัย มหาวิทยาลัยศรีนครินทรวิโรฒ เพื่อเป็นส่วนหนึ่งของการศึกษา

ตามหลักสูตรปริญญาศิลปศาสตรมหาบัณฑิต

สาขาวิชาภาษาอังกฤษธุรกิจเพื่อการสื่อสารนานาชาติ

มีนาคม 2556

พัชรिता เอี่ยมฤกษ์ชัย. (2556). *ความคิดเห็นที่มีต่อปัจจัยที่เกี่ยวข้องกับความผูกพันต่อองค์กรของพนักงานกลุ่มเจนเนอเรชั่นวายที่มีต่อบริษัทวิศวกรรมในกรุงเทพมหานคร*. สารนิพนธ์ ศศ.ม. (ภาษาอังกฤษธุรกิจเพื่อการสื่อสารนานาชาติ). กรุงเทพฯ: บัณฑิตวิทยาลัย มหาวิทยาลัยศรีนครินทรวิโรฒ. อาจารย์ที่ปรึกษาสารนิพนธ์: อาจารย์โสภิต จันทะคล้าย.

การวิจัยครั้งนี้มีวัตถุประสงค์เพื่อศึกษาความคิดเห็นที่มีต่อปัจจัยที่เกี่ยวข้องกับความผูกพันต่อองค์กรของพนักงานกลุ่มเจนเนอเรชั่นวายที่มีต่อบริษัทวิศวกรรมในกรุงเทพมหานคร เครื่องมือที่ใช้ในการวิจัย ได้แก่ แบบสอบถาม กลุ่มประชากรในการวิจัยครั้งนี้ ได้แก่ พนักงานกลุ่มเจนเนอเรชั่นวายจำนวน 55 คนที่ปฏิบัติงานประจำสำนักงานใหญ่และสำนักงานโครงการในกรุงเทพมหานคร ผู้วิจัยได้ดำเนินการแจกแบบสอบถามและเก็บข้อมูลในเดือนเมษายน 2555 และนำข้อมูลที่ได้รับมาวิเคราะห์ผลโดยใช้ค่าร้อยละ ค่าเฉลี่ย และค่าความเบี่ยงเบนมาตรฐาน

ผลการวิจัยพบว่าพนักงานกลุ่มเจนเนอเรชั่นวายมีความคิดเห็นว่าปัจจัยด้านรายได้และสวัสดิการมีความเกี่ยวข้องกับความผูกพันของพนักงานกลุ่มเจนเนอเรชั่นวายมากที่สุด รองลงมา ได้แก่ ความก้าวหน้าในงานที่รับผิดชอบและโอกาสการพัฒนา ภาพลักษณ์องค์กร การสื่อสาร ภาวะผู้นำ และการให้อำนาจ

The Master's Project Advisor, Chair of the Master's Program in Business English for International Communication, and Oral Defense Committee have approved this Master's Project, "Opinions on Factors Regarding Employee Engagement of Generation Y at an Engineering Company in Bangkok," by Patcharida Iemlerkchai as partial fulfillment of the requirements for the Master of Arts in Business English for International Communication at Srinakharinwirot University.

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(Ms. Aranya Srijongjai)

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(Dr. Usaporn Sucaromana)

This Master's Project has been approved as partial fulfillment of the requirements for the Master of Arts Degree in Business English for International Communication at Srinakharinwirot University.

..... Dean of the Faculty of Humanities

(Dr. Wanee Aujsatid)

March, 2013

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Patcharida Iemlerkchai

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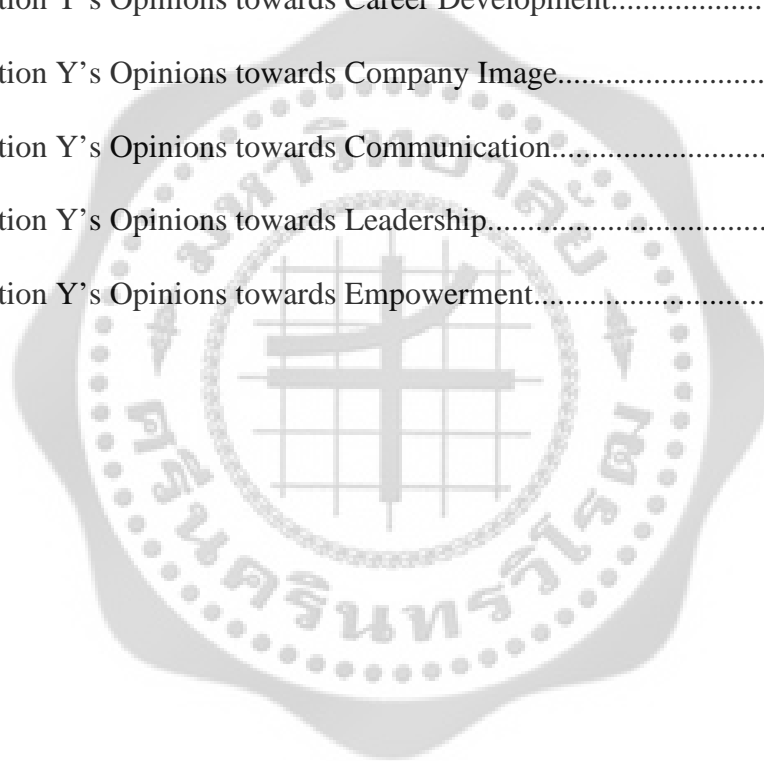
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CHAPTER I

BACKGROUND OF THE STUDY

Introduction

Each organization which effectively operates and manages the successful business is required many supporting factors. One significant factor which drives an organization to reach the goal is an employee. Behind every successful business is the strength of its people. Employees are a company's valuable asset. Accordingly, each organization has to develop themselves and adjust the strategy in order to be the employer of choice in the midst of changing economic and political circumstances. Employers expect employees to be fully committed themselves to work; however, employees want a job which is worthwhile and inspires them to do. In addition, the organization needs to pay attention to attracting and maintaining the employees to dedicate themselves to work with the organization for the longest period (Martin, 2010).

Employee engagement has become a meaningful topic in recent years. Regarding many research organizations and corporate results, they have found that there might have a strong relation between engagement, employee performance and business outcomes (Vance, 2006). The employee engagement is not a common concept of job satisfaction and motivation, but it is a positive attitude of employees towards the organization and its values will improve the business performance (Chartered Institute of Personal and Development, 2008). Businesses that invest in employees and have high employee engagement will have a competitive advantage in their business performance to make it through a recession (Romano, 2009).

Accordingly, an organization can develop a core value and business plan to engage and reward its employees by understanding what factors can motivate them. There are many significant aspects which are taken into account such as the workload, the benefits, the career

opportunities, the working environment and the organization characteristics as a potential employer. Moreover, the generational differences result in different engagement drivers and attitudes (Chartered Institute of Personal and Development, 2008).

Statement of the Problems

In 2012 the competitive labour market is gradually rising in Asia. Due to the economic recession in Europe, the capital investment rather flows in Asia. Thailand will also witness higher demand for operating officers, and there will also be a talent shortage. Accordingly, the market mainly demands a tremendous amount of employees in the operating-level workers in all industries and the higher demand will be continuous in 2013. Some industries such as engineers, sales, administration, and secretaries etc. will be shortage. Moreover, companies will search for talent or highly skilled labour to fill executive levels. This situation will create a candidate-driven market, which talents set their terms rather than employers. A shorter turnover period is also anticipated in the region, since younger people as Generation Y enter into the market. These workers could change their works every two or three years because they love looking for new challenges (Karnchanawat, 2012).

An engineering company is a leading mechanical and electrical contractor which was established in 1934 in Thailand. The company has been operating its engineering systems for many renowned projects of government and private sectors. The business started from being an air-condition and ventilation contractor, and the business lines have been expanded into designed and installation areas of high quality electrical and communication systems, plumbing, sanitary and fire protection systems, building automation and management systems along with the mechanical and electrical refurbishment and renovation. The company consists of many departments which include Engineering and Technical Engineering, Central Support, Sales, Business Development, and Commercial etc.

Based on the report of Human Resources department of an engineering company in 2012, there are 470 employees who are divided into 65 Baby Boomers, 205 Generation X and 200 Generation Y. They have been working at the headquarters and project sites in Bangkok.

According to Communication Manager of this engineering company, the employee engagement survey has been conducted every two years, and has shown the overall employees' opinion towards the company. In 2011, the employees rated the engagement level at a low level. Moreover, the employee turnover has been gradually unstable. The manager explained that Generation Y, accounted for 67 percent of the total population of the company, have mostly resigned from the company. They are the youngest generation in the company, and they are participative and quite confident even they have a few of working experiences. To operate a successful organization, the business operator needs to come up with a strategy to keep their employees to be committed to work with a company, and to minimize the turnover rate of Generation Y. Employee engagement is one of the Human Resource Management (HRM) which the company needs to develop and apply to serve their employees' needs.

Concerning the information mentioned above, the researcher is interested in studying the opinions on factors regarding employee engagement of Generation Y at an engineering company in Bangkok.

Objective of the Study

To explore the opinions on factors regarding employee engagement of Generation Y at an engineering company in Bangkok.

Research Question

What are the opinions on factors regarding employee engagement of Generation Y at an engineering company in Bangkok?

Significance of the Study

The results from this study will present the opinions on factors regarding employee engagement of Generation Y at an engineering company in Bangkok. The result will be essential for the Management and Human Resources Department to learn and understand Generation Y. Furthermore, the company can understand and plan an appropriate strategy to attract and retain the potential Generation Y to work for the organization.

Scope of the Study

This study focuses on the opinions on factors regarding employee engagement of Generation Y at an engineering company in Bangkok. The researcher has been granted permission by an engineering company to conduct a study; however, the name of the company is anonymous.

A questionnaire was distributed to 55 employees. They are young engineers and other staff who are employees at an engineering company in Bangkok. The 55 persons of sampling are in the age of Generation Y. The questionnaires were distributed to the participants in April 2012.

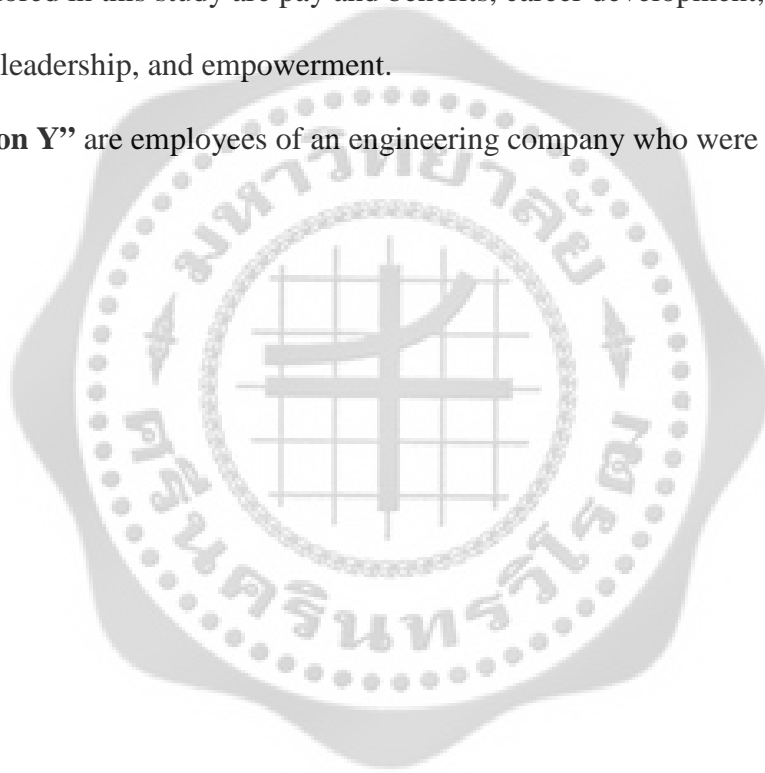
Definition of Terms

Definition of the terms using in this study are defined as follows:

“An engineering company” is a mechanical and electrical contractor providing the particular depth of experience in four key sectors which are buildings, environmental infrastructure, transportation and logistics, and power and energy.

“Employee engagement” is a positive psychological concept between employer and employee which brings the good business performance. Key drivers causing the employee engagement explored in this study are pay and benefits, career development, company image, communication, leadership, and empowerment.

“Generation Y” are employees of an engineering company who were born during 1979 - 1991.



CHAPTER II

REVIEW OF RELATED LITERATURE

The purpose of this chapter is to review theories relevant to this study regarding the opinions on factors regarding employee engagement of Generation Y at an engineering company in Bangkok.

This chapter presents an overview of related literature providing concepts and theories as guidelines for this study.

Definition of Employee Engagement

The concept of employee engagement can be defined in many different ways. According to Martin (2010), engagement is an opportunity that employees cope with the decision making and operate the business matters further than their scope of job. Engagement is forced to enhance the motivation, commitment and general support of employees in order to contribute to the success of business. The Chartered Institute of Personal and Development (2008) suggested that employee engagement is the commitment to the organization that combined with its values as well as the enthusiasm to work with colleagues. It is more complicated than job satisfaction and also not only motivation. Kahn (1990) defined that engagement is different from basic job involvement, since it emphasizes how employees dedicated themselves to their work. Whitmore and Concelman (2012) indicated that engagement is the condition which the individuals have the emotional and intellectual commitment to the organization. Bernthal (2007) considered that employees feel engaged when they found they are a valuable part to the organization, and they are motivated by their work when they receive the positive support from others. Moreover, they work in effective circumstances of working. Robert et al. (2004) defined that it is a positive attitude

of employees towards the organization and also the values of organization. The engaged employees pay attention to the business context and they mutually work with colleagues to improve the performance and the benefit of organization. In other words, the organization has to focus on providing the development and training plan to build and grow the engagement by the two-way interaction between employers and employees. Gallup (2007) suggested the basic aspects of employee engagement that it is the employees' feeling which they have experienced. In addition, the engagement is regarding the ways that employers can develop the method to maintain employee engagement.

It can be concluded that employee engagement is the intrinsic characteristic of employees. It is apparent that when employees have the positive attitude towards work, colleagues, organization as well as themselves, employees can work effectively and commit to the organization to stay in the long term. Thus, the organization has to realize an appropriate strategy to retain and engage employees, since the mutual benefit is linked between engaged employees and successful organization.

The Conceptualization of Employee Engagement

Employee engagement has become an important research topic in view of its significant relationship between effective and efficient employees, and the positive benefits and performance of organization. A lot of human resource consultancies apply employee engagement models in an attempt to nurture this factor to be an effective instrument to attract employees (Echols, 2005).

Robinson et al. (2004), at the Institute of Employee Studies (IES), mention that employee engagement presents the relationship between an employee and an organization. As shown in figure 1, the concept of employee engagement is clarified based on the IES definition. It shows that the most important driver in employee engagement levels is the way

that organization can make employees feel being involved and valued. Kahn (1990) also identified that a sense of being valued and involved is the psychological condition of meaningfulness.

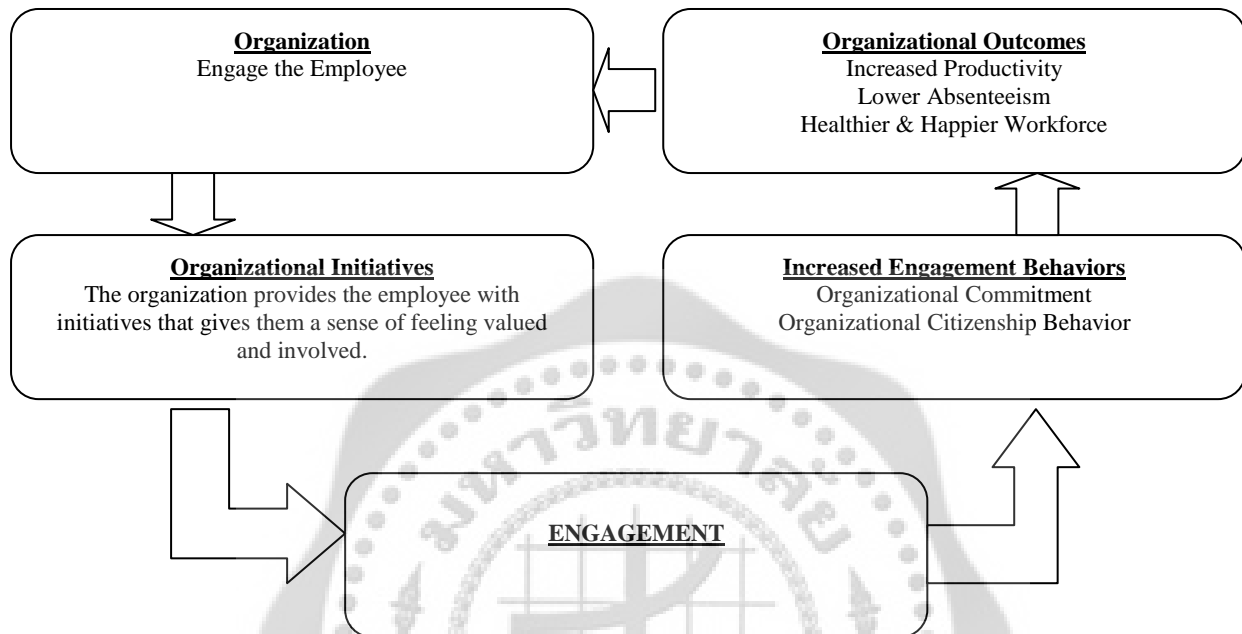


Figure 1 The Reciprocation of Employee Engagement (Robinson et al., 2004:5)

Luthans and Peterson (2002) and Robinson et al. (2004) define the consistent concept of employee engagement that emotional engagement is related to management's interest in the employee. The strong emotion and opinion of employees are considered by the management. Cognitive engagement means that employees realize what the organization expects from them, and they understand the objectives of the organization. Moreover, employees are provided the opportunities to grow in the organization and develop their works.

The importance of employee engagement, organization's success and job satisfaction has been studied by many global leading institutions since 2000. Hewitt (2007) investigated that a company which has a strategy to maintain the engagement normally earns more a profitable revenues. They presents that 63% of Double-digit growth company (DDG) has

20% higher than the average of employee engagement of a single-digit growth company (SDG).

The study of Hewitt (2007) presents that employees of DDG companies understand the target and position of their companies. They know the updated news of the companies. Accordingly, they can effectively do their work to align with the objectives of companies. Moreover, DDG companies set the career path for the individual employees and willingly support employees to be developed. The findings showed that the higher employee engagement level is, the higher the retention rate of employees is increased. This finding accords with the research of the Corporate Leadership Council (2004). It shows that the increase of level of employee engagement towards organizations can improve the potential ability of employees about 20%.

To sum up, engagement is related to the psychological condition of each individual employee. Employees have different emotion and opinion towards the organization, since it depends on what the organization treats and supports them. If organization understands what the needs of employees are, the organization can engage and retain employees to work for them.

Factors Influencing Employee Engagement

Many studies discuss the factors that lead employee engagement towards an organization. The Chartered Institute of Personal and Development (2007) points out that the factors that drive employees to be more engaged consist of three main factors:

1. Employees have the opportunity to present their opinions to the upper management level.
2. Employees realize that they have been received sufficient useful information about organization's growth.

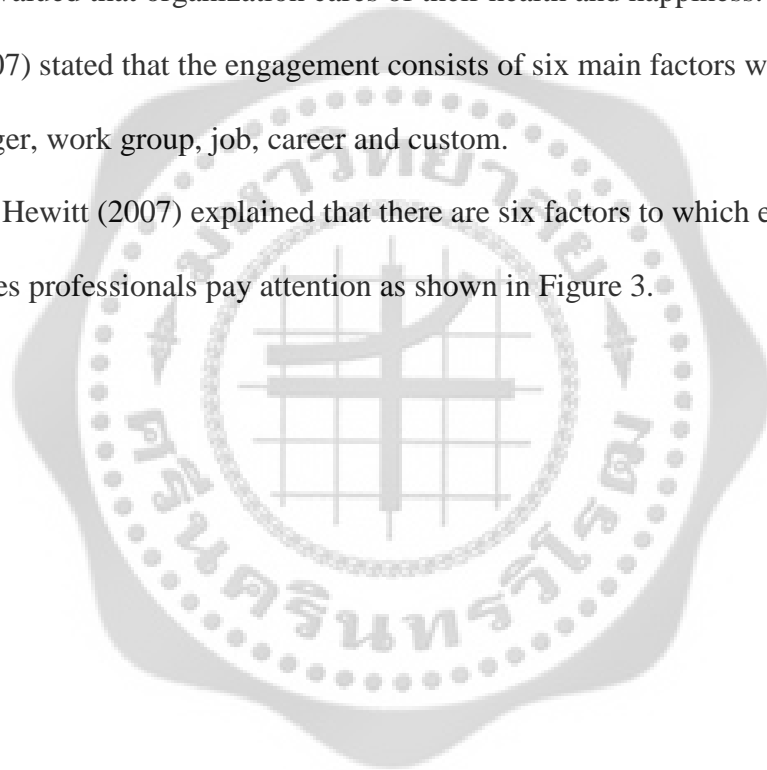
3. Employees believe that their managers feel engaged with organization.

Similarly, Institute of Employment Studies (2007) presents that there are many factors that cause the being-valued feeling and understanding as follow:

1. Being involved in decision making.
2. Feeling comfortable to give the opinion to their managers.
3. Having successful work competency.
4. Having the opportunity for the career development.
5. Feeling valued that organization cares of their health and happiness.

Burke (2007) stated that the engagement consists of six main factors which are company, manager, work group, job, career and custom.

Moreover, Hewitt (2007) explained that there are six factors to which employers and Human Resources professionals pay attention as shown in Figure 3.



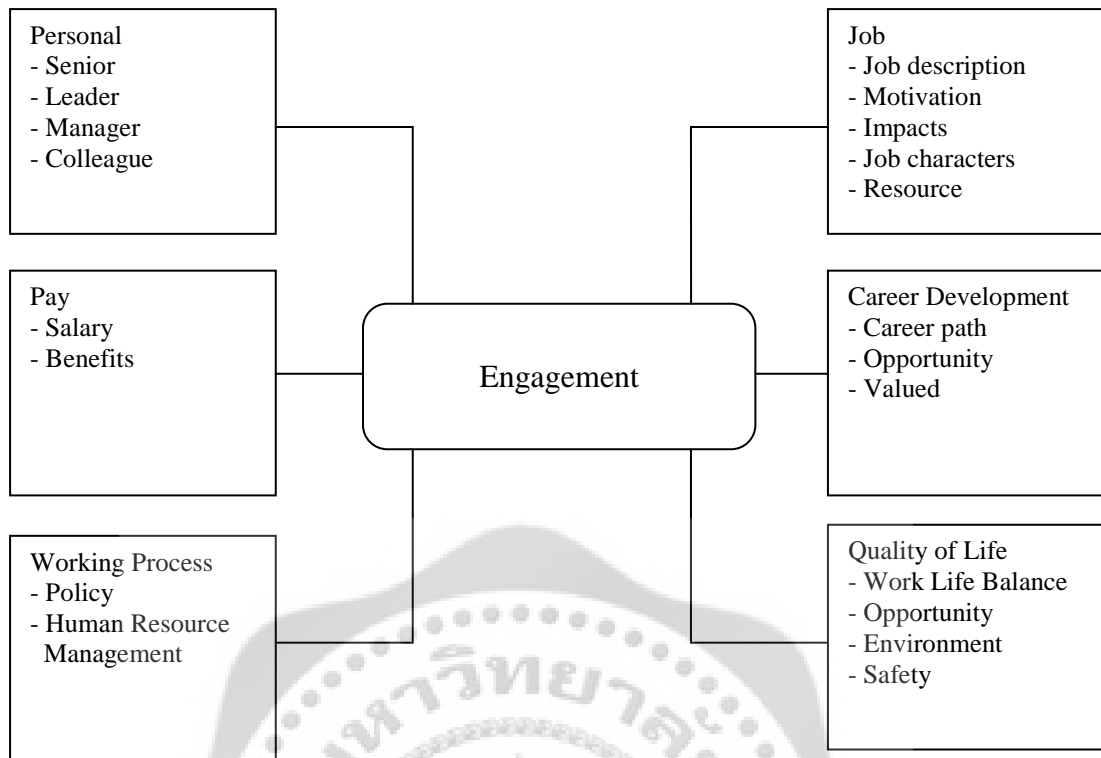


Figure 2 Factors driving employee engagement towards organization (Hewitt, 2007:7)

Additionally, Armstrong (2007) revealed that there are four factors affecting the employee engagement.

Intrinsic motivation. This factor is introduced and analyzed by Frederick Herzberg. He proposed five key motivation factors as being intrinsic to the job. The intrinsic motivation factors include achievement, recognition for achievement, the work itself, responsibility and growth or advancement.

The work environment. The supportive and inspirational work environment impact on engagement by influencing how employee works on their roles and make them achieve. An environment including work processes, equipment and facilities, and the physical conditions in which people work can encourage high performance.

Leadership. Managers or team leaders have rational decision and discretion on the work allocation and job design. They put a right job to a right man. Moreover, they provide

a subordinate the opportunity to develop and grow, and give feedback which recognizes their contribution.

Opportunities for personal growth. The opportunity to grow and develop is a motivating factor that directly impacts on engagement. It is an important principle for both organization and people to value the continuous and ongoing training and development. Learning is a satisfying and rewarding experience and makes a significant contribution to intrinsic motivation.

As mentioned above, the factors influencing employee engagement towards organization are categorized into two main factors. The first factor which is the intrinsic feeling of the employee is concerned about the feeling inside such as satisfaction, expectation, positive thinking and the feeling towards the quality of life. It is a process of internalization which is impacted by the externalized factor. The externalized factors consist of working process, job description, manager or leader, salary including career development and communication.

Characteristics of Generation Y

There are many studies concerning the year that Generation Y were born as the below information:

Generation Y were born between 1979 and 1991 which is known as the period of technology-oriented concern, and this somehow affects the characteristics of Generation Y in general (The Chartered Institute of Personal and Development, 2007).

George (2007) observes that Generation Y were born between 1977 and 1998. They are the newest members of workforce, and have the potential ability in working. Generation Y have high expectation that are brought to the workplace. This generation is also called as the millennial Generation, the Nexters, and the Echo Boomers.

Additionally, Whitmore and Concelman (2006) studied that Generation Y were born between 1980 and 2000, and also referred to as the millennial Generation and the Net Generation. This group of people is very ambitious and achievement-oriented. These young people tend to be more nimble and versatile than elder workers. These flexible multi-taskers like to take on new roles and responsibilities at their companies as often as possible to keep life challenging.

In this study, the age range of Generation Y by the Chartered Institute of Personal and Development (2008) is applied, since the range of average age of employees at an engineering company are approximately between 21 and 33 years old.

Factors Leading to Employee Engagement of Generation Y

Regarding the characteristics of Generation Y and the conceptualization of employee engagement as mentioned above, this study focuses on the opinions on factors regarding employee engagement of Generation Y at an engineering company. The researcher investigated and found that there are six factors related to employee engagement: (a) pay and benefits, (b) career development, (c) company image, (d) communication, (e) leadership, and (f) empowerment. Each of these factors is discussed in details as follows:

Pay and benefits. The company should have a proper salary system so that the employees are motivated to work in the organization. To enhance the employee engagement, the company should provide them the certain benefits and compensations (Vazirani, 2012).

Career development. A number of studies have shown many of the career development aspects that influencing employee engagement. Vazirani (2012) stated that there are some significant factors leading to employee engagement. Some of them are identified as career development, leadership, empowerment, company image, pay and benefits, and communication. Regarding the career development, he stated that it offers the

opportunities for personal development and effective management of talent. Organizations with high engagement levels provide employees with opportunities to develop their abilities, learn new skills, acquire new knowledge and analyze their potential. Moreover, the career development influences engagement for employees and retaining the talented employees, since the companies provide the opportunities for personal development. Training courses should be continuously arranged for Generation Y, since they love to improve their performance and they will feel be valued. Generation Y are keen to have the clear career path which pushes them to be successful in the shorter term than other generations (Asisonthisakul, 2006).

Company image. The company image is one of the factors that make employees feel valued and be involved. The company has the strong image among other competitors in the same business area. Generation Y will have good perception towards the company when they can present their good quality of products and services (Vazirani, 2012).

Communication. Communication is a crucial factor that causes engagement. King et al. (2009) found that Generation Y needs more attention than other generations do. The company should inform the employees the frequent feedback, and provide them some suggestions. Two-way communication is also an effective way leading to engagement. Generation Y likes to share their opinions in both informal and formal ambience (Asisonthisakul, 2006). In addition, Vazirani (2012) found that the organization should apply both upward and downward communication through the appropriate communication channels. If employees have the opportunity to make a decision and their voice is considered by employers, the engagement levels are likely to be high.

Leadership. Leadership relates to the employee engagement. Asisonthisakul (2006) mentioned that an employer who wants to attract Generation Y employees needs to develop their leadership skill and becomes their coach or mentor who can promptly guide and suggest

Generation Y the directions. This will develop a good cooperation and relationship among co-workers.

Empowerment. Empowerment is another important factor influencing the employee engagement. Whitmore and Concelman (2012) found that Generation Y is pleased to do meaningful work which will be a part of success of company. Consequently, employers need to show how they are confident and trust in Generation Y to take on new assignments or works. Moreover, Generation Y wants to be involved with the rights to share their opinions and decisions that affect their work (Vazirani, 2012).

Related Research

Several studies have been conducted to explore the opinions towards employee engagement; accordingly, research relevant to this study conducted in different locations in Thailand emphasizing employee engagement is reviewed and summarized as follows:

Leechareonkijpaisarn (2004) studied the factor affecting organization commitment of the East Asiatic (Thailand) Public Co., Ltd. The questionnaires were distributed to 150 employees at the East Asiatic (Thailand) Public Co., Ltd. It was found that the degree of employee engagement at the East Asiatic (Thailand) Public Co., Ltd. is at a high level. The employee's duration of working have statistically significant difference in employee engagement at the level of .05.

Limweeraphan (2007) carried out a research entitled, "*Employee Engagement : A Case Study of Rayong Purifier PLC*". The questionnaire was a main tool to collect the data from 263 employees of Rayong Purifier PLC. The findings found that the entire engagement was at the middle level. Moreover, the aspects of organizational reliability, relationship between employers and staff, and the leadership were at the high level affecting employee engagement.

Additionally, another research emphasizing employee engagement entitled, “*Factors Contributing to Employee Engagement: A Case of Telecommunication Organization*” was investigated by Kimpakorn and et al. (2008). The participants were 149 employees from the Northern Region Operation Office and Chiang Mai branch’s Customer Service Office. They were requested to respond to the questionnaire regarding employee engagement. The study found that the average of employee engagement level was at the engaged level. In addition, the factors influencing employee engagement were the human resource development, the management leadership style, and the organizational working structure.

The selection of related research demonstrates that there are different significant factors influencing the employee engagement towards organizations such as organizational reliability, relationship between employers and staff, the leadership, and the organizational working structure etc. However, in terms of engineering industry, a study concerning the opinions of Generation Y employees towards engagement has not been carried out. Therefore, this study is attempted to explore opinions on factors regarding employee engagement of Generation Y at an engineering company in Bangkok.

CHAPTER III

METHODOLOGY

This chapter describes the methodology employed for the collection and analysis of research data. It is divided into three sections: participants of the study, research instrument, and procedures of the study. The details are as follows:

Participants of the Study

The participants recruited in this study were Generation Y employees who attended in Young Talent Program of an engineering company in Bangkok. The convenient sampling method was used to select a group of Generation Y employees at an engineering company in Bangkok as participants of the study.

The researcher interviewed the Human Resources Manager of the engineering company for the information regarding the current number of Generation Y. It was found that there were 200 Generation Y employees working in the company. The 55 Generation Y employees who attended the program were asked to participate in this study to serve the objective of the study.

Research Instrument

A questionnaire was employed as an instrument of this study. The researcher developed the questionnaire based on 2011 employee engagement survey of the engineering company as well as the related previous studies concerning employee engagement. The questionnaire exploring six factors regarding employee engagement including leadership, career development, empowerment, company image, communication, and pay and benefits.

To validate the questionnaire, the researcher approached the project advisor, the Human Resources Manager, and Operation Manager of an engineering company to examine the questionnaire. Accordingly, the feedback and suggestion made by the three experts were used to develop the questionnaire.

Procedures of the Study

Pilot Test. The researcher conducted a pilot test to test the content validity of the questionnaire before it was used in the study. The questionnaires were distributed to ten Generation Y employees, who were working for the engineering company, but were not included in the selected participants. Then the researcher individually interviewed the trial group for their comments and suggestions regarding the comprehension of the questions in the questionnaire. Accordingly, if any unclear question and ambiguous wording were found, they were revised and clarified. In addition, since the participants of this study are Thai, the questionnaire used in the study was in the Thai language.

The questionnaire consisted of two parts as follows:

Part I: General information of the participants

The first part was to gather the general information of the participants concerning their gender and the years of service with the engineering company.

Part II: The participants' opinions on factors regarding employee engagement of Generation Y at an engineering company in Bangkok.

The second part explored the opinions of Generation Y employees of an engineering company in Bangkok towards factors regarding employee engagement. This part consisted of leadership, career development, empowerment, company image, communication, and pay and benefits. The participants were asked to indicate the level of the importance of each

factor based on their opinion, and the five-point likert scales were applied to measure the opinion towards each different factor ranging from 5 (highest) to 1 (lowest).

Data collection. The convenient sampling method was used to select the participants of this study. The participants of this study were Generation Y employees currently working at the engineering company in Bangkok during the period of the study. The data were obtained in April 2012. The researcher delivered the questionnaires to the participants in sealed envelopes. The participants were asked to complete and return the questionnaires to the researcher within one week. The data from all 55 participants were then collected for the purpose of further analysis.

Data analysis. The data collected from the questionnaires were analyzed by the use of Statistical Package for Social Sciences (SPSS) and presented through descriptive statistics: percentage, mean, and standard deviation. The percentage was used to present general information of the participants. The value of mean was interpreted using the range introduced by Pisarnbut (2007) as follows:

1.00-1.80	means	very low
1.81-2.60	means	low
2.61-3.40	means	moderate
3.41-4.20	means	high
4.21-5.00	means	very high

CHAPTER IV

FINDINGS

This chapter presents the findings from analysis of the data obtained from 55 completed questionnaires, including the general information of the participants and the participants' opinions on factors regarding employee engagement of Generation Y at an engineering company in Bangkok.

General Information of the Participants

This part provides the general information of 55 participants regarding gender, the department the employees working at, and the number of years of service. The data collected are presented in percentage (%) and followed by a brief description. The findings are shown in Table 1 as follows:

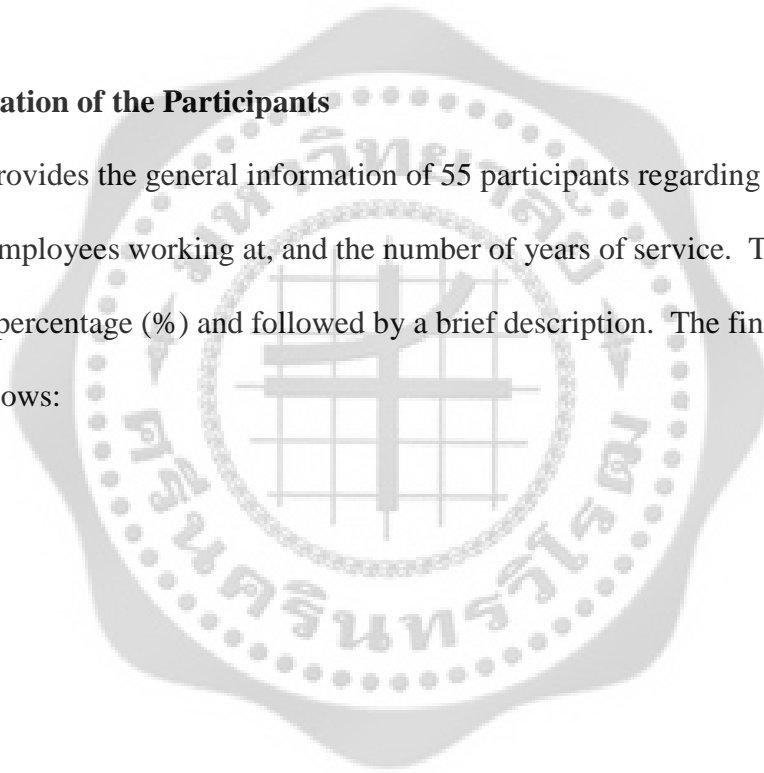


Table 1

General Information of the Participants (N=55)

General Information	<i>n</i>	%
Gender:		
Male	43	78.20
Female	12	21.80
Department:		
Engineering and Technical Engineering	45	81.80
Central Support	6	10.90
Sales, Business Development and Commercial	3	5.50
Site Administration, Site Supervisor and Draftmen	1	1.80
Years of service:		
Less than 2 years	5	9.10
2 - 5 years	42	76.40
More than 5 years	8	14.50

Table 1 shows that in terms of gender, the majority or 78.20% of the participants were male. The remaining (21.80%) were female.

Most participants (81.8%) have worked at the Engineering and Technical Engineering Department. 10.9% of participants have worked at the Central Support. The others (5.5%) have worked at the Business Development and Commercial, while 1.8% of them worked at the Site Administration, Site Supervisor and Draftsmen.

Concerning the number of the years of service, most of the participants (76.4%) have worked at the engineering company for 2 - 5 years. Participants working for more than 5 years were 14.5%. Finally, 9.1% of participants have worked less than 2 years.

The Participants' Opinions on Factors Regarding Employee Engagement of Generation Y at an Engineering Company in Bangkok

This part reveals the opinions of Generation Y employees towards factors regarding employee engagement. The five-point Likert scale was employed to measure the level of the importance of six factors according to the participants' opinion including leadership, career development, empowerment, company image, communication, and pay and benefits. The data in this part were presented in mean (*M*) and standard deviation (*SD*) followed by a brief explanation of the findings. Mean (*M*) was used to describe the average degree of the participants' opinions on the importance of factors regarding employee engagement. The mean scores were interpreted according to the mean range introduced by Pisarnbut (2007) (see page 20). The standard deviation (*SD*) indicated the variation in the distribution of the data. The results are presented in Tables 2-8 including opinions towards the six factors: leadership, career development, empowerment, company image, communication, and pay and benefits.

Table 2

Generation Y's Opinions towards Factors Regarding Employee Engagement

Factors	<i>M</i>	<i>SD</i>	Meaning
1. Pay and benefits	3.51	1.15	High
2. Career development	3.28	0.60	Moderate
3. Company image	3.17	0.51	Moderate
4. Communication	3.15	0.45	Moderate
5. Leadership	3.05	0.60	Moderate
6. Empowerment	2.69	0.55	Moderate
Total	3.14	0.64	Moderate

Table 2 presents the mean score of the participants' opinions towards all six factors regarding employee engagement. The participants indicated that all of the factors influenced their engagement to the company at a moderate level ($M = 3.14$). The pay and benefits is highly related to the factors regarding employee engagement ($M = 3.51$), while the other five factors including career development, company image, communication, leadership, and empowerment were moderately related to the factors regarding employee engagement at the mean score of 3.28, 3.17, 3.15, 3.05, and 2.69 respectively.

Table 3

Generation Y's Opinions towards Pay and Benefits

Pay and Benefits	<i>M</i>	<i>SD</i>	Meaning
1. The company pays the reasonable salary to staff.	3.67	1.47	High
2. The company has the competitive salary.	3.51	1.47	High
3. The company supports and has activities to build the good relation between staff.	3.45	0.63	High
4. The company manages the benefits serving the staff's needs.	3.43	1.02	High
Total	3.51	1.15	High

The findings in Table 3 reveal that in the opinions of the participants, the pay and benefits strongly related to participants' engagement ($M = 3.51$). The most influential aspect among the pay and benefits factors was the reasonable salary for staff ($M = 3.67$), followed by the competitive salary ($M = 3.51$), the activities to build the good relation between staff ($M = 3.45$), and the benefits serving the staff's needs ($M = 3.43$).

Table 4

Generation Y's Opinions towards Career Development

Career Development	<i>M</i>	<i>SD</i>	Meaning
1. You have the opportunity to attend training programs.	3.67	0.51	High
2. You have the opportunity in work rotation to enhance your potential.	3.49	0.57	High
3. You have the opportunity in promotion.	3.00	0.69	Moderate
4. You have the opportunity to develop yourself.	2.95	0.62	Moderate
Total	3.28	0.60	Moderate

Table 4 shows the participants' opinions towards overall aspects of career development. It was found that the aspects of career development related to the participants' employee engagement at a moderate level ($M = 3.28$). There were two aspects out of four rated as important to the engagement. The first aspect regarding their opportunity to attend training programs was considered as important ($M = 3.67$), while the second one concerning their opportunity in work rotation to enhance their potential was also important ($M = 3.49$). Additionally, the other two aspects were rated at a moderate level. The opportunity in promotion and the opportunity to develop themselves affected their engagement with means of 3.00 and 2.95 respectively.

Table 5

Generation Y's Opinions towards Company Image

Company Image	<i>M</i>	<i>SD</i>	Meaning
1. The company has clear vision.	3.55	0.54	High
2. The company has good and reputable products and services.	3.40	0.56	Moderate
3. The company has the strong image.	3.02	0.45	Moderate
4. The company has qualified staff.	2.71	0.50	Moderate
Total	3.17	0.51	Moderate

Table 5 presents the result of opinion towards company image in four aspects. The participants indicated that overall aspects of company image moderately related to their engagement ($M = 3.17$). The only one aspect concerning the clear vision of company was rated at a high level ($M = 3.55$). The participants felt that the good and reputable products and services, the strong image and the qualified staff of the company moderately related to their engagement with means of 3.40, 3.02 and 2.71, respectively.

Table 6

Generation Y's Opinions towards Communication

Communication	<i>M</i>	<i>SD</i>	Meaning
1. The company listens to the opinion of staff.	3.45	0.63	High
2. The company effectively informs important news.	3.38	0.49	Moderate
3. The company communicates useful information.	2.98	0.30	Moderate
4. The company communicated the annual operation.	2.82	0.39	Moderate
Total	3.15	0.45	Moderate

As presented in Table 6, the findings reveal that communication related to participants' engagement. The total mean score of participants' opinions on all aspects was at a moderate level ($M = 3.15$). Among all four aspects, listening to the opinion of staff was considered as the most influential aspect with the high mean score of 3.45. Moreover, the participants indicated that effectively informing important news, communicating useful information, and communicating the annual operation moderately related to their engagement with means of 3.38, 2.98 and 2.82, respectively.

Table 7

Generation Y's Opinions towards Leadership

Leadership	<i>M</i>	<i>SD</i>	Meaning
1. Your manager is respected by staff.	3.45	0.60	High
2. Your manager willingly accepts the suggestion from employees in order to improve works.	2.96	0.47	Moderate
3. Your manager realizes your problem in working.	2.95	0.68	Moderate
4. Your manager treats staff fairly.	2.84	0.63	Moderate
Total	3.05	0.60	Moderate

Table 7 presented the result of opinion towards leadership in four aspects. The participants indicated that overall aspects of leadership moderately related to their engagement ($M = 3.05$). The only one aspect was rated at a high level ($M = 3.45$) which mentions that their managers was respected by staff. The other three aspects were rated at a moderate level. These include being realized their problem in working, treated staff fairly, and accepted the employee's suggestion by their managers with means of 2.96, 2.95 and 2.84, respectively.

Table 8

Generation Y's Opinions towards Empowerment

Empowerment	<i>M</i>	<i>SD</i>	Meaning
1. You are authorized to make a decision.	2.84	0.74	Moderate
2. You are supported to find a new solution for your work.	2.82	0.39	Moderate
3. You feel free and safe to share your opinion towards the organization.	2.76	0.51	Moderate
4. You have an outstanding role in your work.	2.33	0.55	Moderate
Total	2.69	0.55	Moderate

According to Table 8, the findings reveal that the overall aspects of empowerment related to the employee engagement. It was found that empowerment moderately related to the participants' engagement at a moderate level ($M = 2.69$). The results show that the participants believed that their authorization to make a decision related to their engagement at a moderate level ($M = 2.84$). Also, another aspect regarding the support to find a new solution for their work was considered concerning to their engagement at a moderate level ($M = 2.82$). In addition, the participants viewed that feeling free and safe to share their opinion towards the organization and having outstanding role in their work related to their engagement with means of 2.76 and 2.33 respectively.

To summarize, the findings indicated that among six factors regarding employee engagement including leadership, career development, empowerment, company image, communication, and pay and benefit moderately influenced participants' engagement. However, it was found that the only aspect, 'pay and benefits', was considered strongly related to the employee engagement towards the organization.

Conclusion of the study, discussion of major findings, limitations of the study and recommendations for further studies are presented in Chapter V.



CHAPTER V

CONCLUSION AND DISCUSSION

This chapter contains three main sections: conclusion, discussion of major findings, and limitations of the study and recommendations for further studies. The details are as follows:

Conclusion

This study was conducted to explore the opinions on factors regarding employee engagement of Generation Y at an engineering company in Bangkok. The instrument employed for collecting data in this study was a questionnaire consisting of two parts: (a) general information of the participants and (b) the participants' opinions on factors regarding employee engagement of Generation Y. The convenient sampling method was used to select a group of Generation Y employees at an engineering company in Bangkok as participants of the study. The participants of this study were 55 employees who work in an engineering company in Bangkok during the research period. The study was conducted in April 2012, and the data from 55 returned questionnaires were analyzed by the use of Statistical Package for Social Sciences (SPSS) and presented through descriptive statistics: percentage, mean, and standard deviation.

According to the findings, Generation Y employees indicated that the overall six factors moderately related to their engagement. The six factors include leadership, career development, empowerment, company image, communication, and pay and benefits. Among the six factors, the pay and benefits is highly related to the factors regarding employee engagement, followed by career development, company image, communication, leadership, and empowerment, respectively. Regarding the pay and benefits, the reasonable salary was

considered as the most influential aspect towards the engagement of Generation Y employees. With the reasonable and competitive salary as well as the benefits, the company may have more opportunity to engage and nurture Generation Y employees to work and also enhance their engagement level.

Discussion of the Major Findings

The following presents a discussion of the major findings in accordance with the research question.

Research Question: What are the opinions on factors regarding employee engagement of Generation Y at an engineering company in Bangkok?

According to the research question, the participants were asked to indicate their opinions towards the factors regarding employee engagement, including pay and benefits, career development, company image, communication, leadership, and empowerment.

The findings indicated that in all aspects of pay and benefits, it strongly related to participants' engagement, especially the reasonable salary and the competitive salary. Moreover, the participants revealed that the activities to build the good relation between staff as well as the benefits related to their engagement. It can be plausibly assumed that Generation Y employees will continue working at an engineering company as long as the company can provide all aspects of pay and benefits serving their needs. This is well supported by the study conducted by King et al. (2009) concerning how to attract, nurture and retain the confident and demanding new generation of talent as Generation Y. The findings revealed that the salary correlated significantly to young Chinese employees. They were mostly concerned about starting salaries and pleased to move to another company to receive the higher salary. Moreover, it is noteworthy that normally Generation Y has strong determination to be successful since their young age. They set a plan or target to grow in

their position, accordingly, if the pay and benefits cannot serve their needs and are not competitive as their friends, they will move to new workplaces which can response their needs (Sirakidakorn, 2011). Additionally, the results showed that among the four aspects regarding the activities which support the staff to have the better relationship was considered highly influential. According to the findings of the study, Generation Y employees considered that they are keen to work and join the company activities with other staff, if the activities can support their teamwork and organization. The findings are consistent with the study of Vazirani (2012) claiming that the organization had to engage the workforce to work together in order to reach organizational goals. The study focused that engagement related an intellectual and an emotional relationship of employees to their work which supported the success of organization. According to Whitmore and Concelman (2012), the employer needed to build strong teamwork and collaboration to engage Generation Y employees. Moreover, it is necessary to reduce conflict and build a strong support system both within the team and across teams, since this young generation loves networking and building relationships. In addition, Asisonthisakul (2006) mentioned that the organization should build the culture of collaboration in organizations to nurture Generation Y. Once different generations understand their different characteristics, beliefs and expectations, they will have a good teamwork and work without conflicts. Consequently, the management should support and initiate more activities for Generation Y which can motivate their engagement.

In terms of career development, the results indicated that the career advancement moderately related to participants' engagement. However, the participants stated that the opportunity to attend the training programs and the opportunity in work rotation to enhance their potential were considered highly important to their engagement. The findings were ascertained by several studies investigating the influential factors of Generation Y's engagement. For instance, Asisonthisakul (2006) studied the keys to engage the new

workforce or Generation Y to organizations. The study revealed that providing the training and skills development courses for Generation Y was highly needed. Generation Y are generally enterprising and achievement-focused, accordingly, they are keen to always input their knowledge and develop skills to be a fast-track leader. The flexible multi taskers like to take on new roles and responsibilities at their companies as often as possible to keep challenging. The Generation Y employees at the engineering company felt that if they have the opportunity to attend trainings and other skills development courses, they will be encouraged to work for the company. In addition, the opportunity in work rotation, the findings indicated that it highly related to the engagement of Generation Y at the engineering company in Bangkok to continue working. That means Generation Y employees prefer to have different experience in different departments if possible. Generally, the work of engineering company consists of various skills and talents of the employees in most departments, such as Engineering and Technical Engineering, Sales, Business Development, Commercial, Management and Site Supervisor. Therefore, Generation Y employees might find working in different departments challenging and, somehow, meaningful to them since they can probably explore if their skills and talents are applicable to various work. In addition, work which requires the use of multiple talents are experiences that are more meaningful, and therefore more intrinsically motivating, than jobs that require only one or two types of skills (Hackman and Oldham, 1980). The findings are relevant to those of Vazirani's study identifying that Generation Y employees in China would prefer to change their roles within a company rather than move to a new employer. Most of them hope to have a stable and long-term career within a company. It can plausibly be concluded that companies can encourage a sense of loyalty by supporting the young generation to improve their skills and career potential. Moreover, the company image in terms of the good and reputable products and services, the strong image, and the qualified staff, the study revealed

that it moderately related to the Generation Y's engagement to work with the company. This is well explained by the fact that Generation Y employees quite concerned with the company image. Since their works need to cooperate and contact with customers, suppliers and partners etc., they need to feel proud to present the company's image towards outsiders. The findings are consistent with what Vazirani (2012) found in his study regarding employee engagement. He claimed that one of the factors leading to employee engagement is company image. His study presented that the employees will feel valued and be involved while the company has the strong image among other competitors, as well as, the quality products and services. These factors cause the good perception of employees towards the company. Accordingly, it can be plausibly assumed that Generation Y employees at the engineering company may be actively engaged with the company if the company has the strong image and good staff which provide the good and reputable products and services to the customers.

In addition, the findings showed that the company's clear vision highly related to Generation Y employees to stay with the organization. According to annual report of the engineering company, the company will annually arrange Managing Director's Talk in order to communicate the business vision and core values of the company towards all employees. The employees will know the direction which the business will grow. The results of the study can be well supported by a study from Schappel (2009), which emphasized identifying how to increase the level of employee engagement in a company. He indicated that the clarity direction of organization has the greatest influence on the employee engagement level, since this factor will make the employees realize and have confidence towards the company. As a result, it can be plausibly assumed that when the company has the clear vision to run the business, it probably motivates Generation Y employees to be committed to stay with their present organization.

Additionally, the study found that the communication within the company including the important news, useful information, the annual operation, and the company's attention towards the opinion of staff is moderately significant to Generation Y's engagement and moderately related to them to continue working in an organization. Interestingly, the participants considered how the company listening the opinion of staff as highly important to their engagement. It can be plausibly assumed that Generation Y employees believed that the two-way communication is an effective way of communication. They will probably be encouraged to share the opinions and the initiatives if the company listens to them and have the channels for them to share their opinions. This is well supported by King et al. (2009) stating that Generation Y need more attention than other generations. They are pleased to know the frequent feedback. The employers should prepare to provide the guidance and clear directions to Generation Y employees. Moreover, Asisonthisakul (2006) claimed that organizations should support Generation Y to have the two way communication without the cultural and generational boundaries. The communication channels for Generation Y employees are very essential to their creative ideas such as the opportunity for the employees to share the opinions both in formal and informal ambience as well as sincerely listen their opinions. Consequently, if an organization understands the factors regarding the communication, it will possibly be able to maintain Generation Y employees in the organization.

In terms of leadership, the results indicated that the leadership concerning the trustworthy, openness, reliability, and equity of the managers moderately related to the engagement of Generation Y employees. Interestingly, among the four aspects regarding leadership, the trustworthy of manager highly related to the engagement of Generation Y employees. Generation Y employees revealed that they would be willing to work with a professional and potential manager who can guide them the good instructions. The findings

of the study are consistent with the results of Vance (2006) which claimed that one of ten factors leading to the employee engagement is the good relationship between leaders and employees. Furthermore, Pimpa and Moore (2012) claimed that Thai public sectors preferred an experienced leader who has good skills and knowledge. Employees value leaders who focus on achieving task and can effectively set targets as well as implement strategies. Additionally, Asisonthisakul (2006) stated that a leader needs to develop their leadership skill to be as a coach or a mentor for Generation Y employees rather than a supervisor. This will build the good understanding and mutual working with them. As a result, if Generation Y employees have a potential manager or leader who can coach them, they will likely continue working at the engineering company.

Concerning empowerment, the findings showed that the participants were moderately concerned with the authorization to make a decision, the support to find a new solution for their work, feeling free and safe to share opinion towards the organization, and having an outstanding role in their work. According to the results of the study, Generation Y employees thought that most of them have approximately 2 - 5 years of working experiences, therefore, they realized that they have not much working experiences, and would not have the authorization to make a decision. The senior staff or managers will be a person who has authorization. However, there is a study conducted by Whitmore and Concelman (2012) stating that Generation Y are keen to do meaningful work, and leaders need to show that they have confidence in Generation Y to take on new responsibilities. Additionally, Vazirani (2012) proposed that empowerment is a factor leading to employee engagement. He stated that generally employees want to be coped with making decisions that affect their work. As a result, the management should be concerned about these factors in order to enhance the engagement of Generation Y employees.

Limitations of the Study and Recommendations for Further Studies

Limitations of the study including recommendations for further studies are as follows:

1. The number of participants in this study was limited to 55 Generation Y employees of an engineering company; therefore, it might not reflect the engagement of Generation Y employees towards the company in general. Further studies should investigate a larger number of Generation Y participants; and then the findings could represent the larger engagement of Generation Y employees overall.

2. The study employed a five-point-likert scale questionnaire focusing on the employee engagement of Generation Y at an engineering company in Bangkok. The study, therefore, might not yield in-depth findings. Hence, an open-ended part including in the questionnaire and one-on-one interviews should be used in further studies so that the participants can thoroughly express their opinion not only on their engagement towards the workplace but also on some other factors that probably involve.

3. This study only focused on Generation Y employees, regardless of the participants' demographic information. Since demographics may somehow affect people's opinion; consequently, further studies should cover information regarding individual difference.

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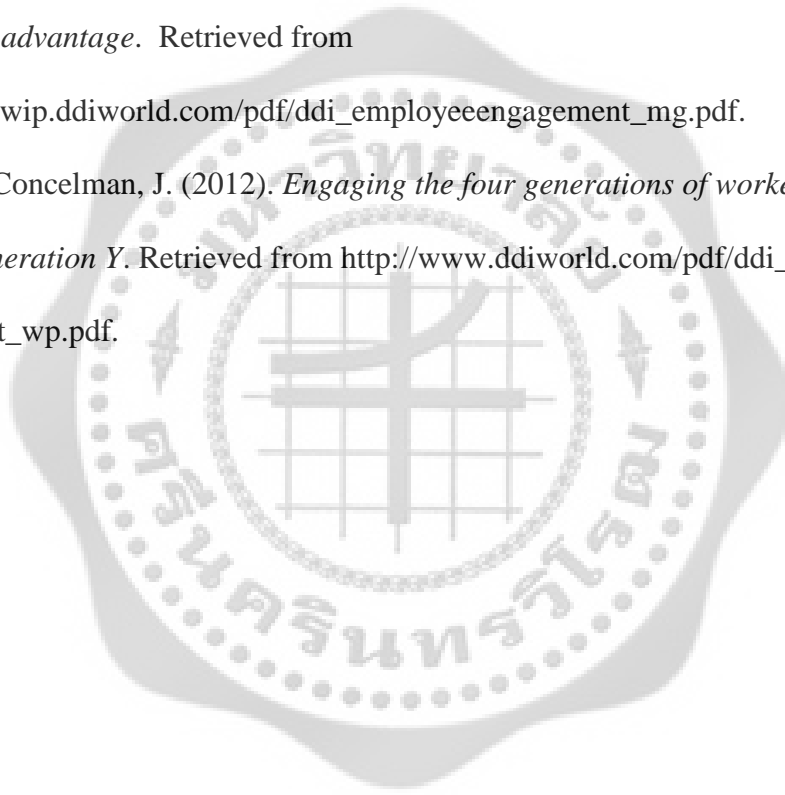
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APPENDICES

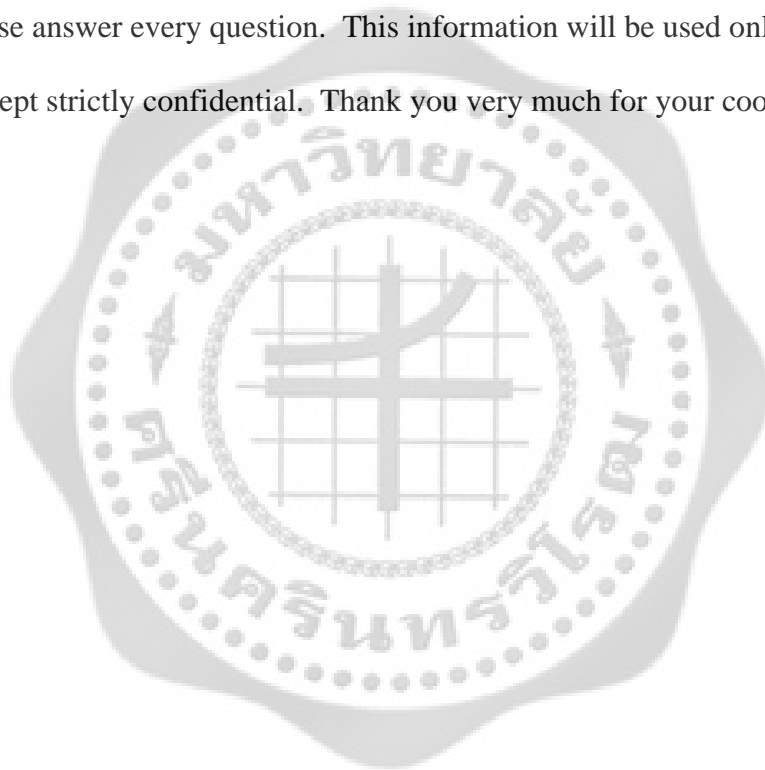


APPENDIX A
ENGLISH QUESTIONNAIRE

QUESTIONNAIRE

The questionnaire is designed by Miss Patcharida Iemlerkchai is now working on a Master's Project entitled "Opinions on Factors Regarding Employee Engagement of Generation Y at an Engineering Company in Bangkok". The purpose of this questionnaire is to collect information which will answer the research question posed in this study.

Please answer every question. This information will be used only for this study and will be kept strictly confidential. Thank you very much for your cooperation.



Part 1: General Information of Participants

Direction: Please mark ✓ on the appropriate answer.

1. Sex:

1. Male 2. Female

2. Which is the department that you are working for?

1. Management
 2. Engineering / Technical Engineering
 3. Sales/ Business Development/ Commercial
 4. Contract / Central Support
 5. Site administration/ Site Supervisor/ Draftsmen
 6. Technician

3. Duration of works as of April 2012

1. For 1 year
 2. 2 - 5 years
 3. More than 5 years

Part 2: Opinions on Factors Regarding Employee Engagement of Generation Y at an Engineering Company in Bangkok

Direction: Please indicate the level of the importance regarding the factors influencing employee engagement of Generation Y towards an engineering company in Bangkok by marking ✓ in the provided columns according to your opinion.

The level of importance ranged from **1 (lowest) to 5 (highest)**

Leadership	lowest				highest
	Level of importance				
	1	2	3	4	5
1. Your manager willingly accepts the suggestion from employees in order to improve works.					
2. Your manager is respected by staff.					
3. Your manager realizes your problems in working.					
4. Your manager treats staff fairly.					

Career Development	lowest				highest
	Level of importance				
	1	2	3	4	5
1. You have the opportunity to develop yourself.					
2. You have the opportunity to attend training programs.					
3. You have the opportunity in promotion.					
4. You have the opportunity in work rotation to enhance your potential.					

Empowerment	lowest				highest
	Level of importance				
	1	2	3	4	5
1. You are supported to find a new solution for your working.					
2. You are authorized to make a decision					
3. You have an outstanding role in your work.					
4. You feel free and safe to share your opinion towards the organization.					

Company image	lowest				highest
	Level of importance				
	1	2	3	4	5
1. The company has the strong image.					
2. The company has clear vision.					
3. The company has good and reputable products and services.					
4. The company has qualified staff.					

Communication	lowest				highest
	Level of importance				
	1	2	3	4	5
1. The company communicates useful information.					
2. The company communicates the annual operation.					
3. The company effectively informs important news.					
4. The company listens to the opinion of staff.					

Pay and benefit	lowest				highest
	Level of importance				
	1	2	3	4	5
1. The company pays the reasonable salary to staff.					
2. The company has the competitive salary.					
3. The company manages the benefits serving the staff's needs.					
4. The company supports and has activities to build the good relation between staff.					

Thank you very much for your time and cooperation.



APPENDIX B

THAI QUESTIONNAIRE

แบบสอบถาม

แบบสอบถามนี้จัดทำโดยนางสาวพัชริดา เอี่ยมฤกษ์ชัย เพื่อใช้เป็นข้อมูลในงานวิจัยเรื่อง
ความคิดเห็นที่มีต่อบัณฑิตที่เกี่ยวข้องกับความผูกพันต่อองค์กรของพนักงานกลุ่มเจนเนอ
เรชั่นวายที่มีต่อบริษัทวิศวกรรมในกรุงเทพมหานคร

กรุณาตอบคำถามทุกข้อตามความเป็นจริง ซึ่งจะเป็นประโยชน์อย่างยิ่งต่อการวิจัยครั้งนี้
ผู้วิจัยขอรับรองว่าคำตอบและข้อมูลของท่านจะนำมาใช้ประกอบการวิจัยนี้เท่านั้น และเก็บเป็น
ความลับ ขอขอบพระคุณเป็นอย่างยิ่งที่ท่านให้ความร่วมมือในการตอบแบบสอบถาม

ส่วนที่ 1 ข้อมูลส่วนบุคคล

คำชี้แจง กรุณาทำเครื่องหมาย ✓ ลงในช่อง () ที่เป็นคำตอบของท่านเพียงคำตอบเดียว

1. เพศ

() 1. ชาย () 2. หญิง

2. ระยะเวลาในการทำงานที่บริษัทวิศวกรรมในปัจจุบันนับถึงเดือนเมษายน 2555

() 1. 1 ปี

() 2. 2 - 5 ปี

() 3. 5 ปี ขึ้นไป

น้อยที่สุด

มากที่สุด

การให้อำนาจ	ระดับความสำคัญ				
	1	2	3	4	5
1. ท่านได้รับการสนับสนุนในการแก้ไขปัญหาที่เกี่ยวข้องกับการทำงาน					
2. ท่านได้รับมอบอำนาจในการตัดสินใจจากบริษัทในงานที่รับผิดชอบ					
3. ท่านมีส่วนสำคัญในการกำหนดเป้าหมายการทำงานของท่าน					
4. ท่านสามารถแสดงความคิดเห็นเกี่ยวกับบริษัทได้อย่างเปิดเผยและปลอดภัย					

น้อยที่สุด

มากที่สุด

ภาพลักษณ์องค์กร	ระดับความสำคัญ				
	1	2	3	4	5
1. บริษัทมีภาพลักษณ์ที่แสดงถึงความมั่นคง					
2. บริษัทมีวิสัยทัศน์ที่ชัดเจนและเป็นที่น่ายอมรับ					
3. บริษัทมีสินค้าและบริการที่มีคุณภาพและน่าเชื่อถือ					
4. บริษัทมีชื่อเสียงที่ดีในด้านคุณภาพของบุคลากร					

น้อยที่สุด

มากที่สุด

การสื่อสาร	ระดับความสำคัญ				
	1	2	3	4	5
1. บริษัทเผยแพร่ข้อมูลต่างๆ ที่มีความน่าสนใจ					
2. บริษัทแจ้งข่าวสารเกี่ยวกับผลการดำเนินงาน					
3. บริษัทสามารถดำเนินการด้านการแจ้งข่าวสารต่อพนักงานในเรื่องที่จะมีผลกระทบต่อพนักงานได้อย่างมีประสิทธิภาพ					
4. บริษัทเปิดโอกาสและรับฟังความคิดเห็นของพนักงาน					

น้อยที่สุด มากที่สุด

รายได้และสวัสดิการ	ระดับความสำคัญ				
	1	2	3	4	5
1. บริษัทมีการจ่ายค่าตอบแทนที่มีความเป็นธรรมและเหมาะสมกับกำลังความสามารถที่พนักงานทำลงไป					
2. บริษัทมีระบบการจ่ายค่าตอบแทนที่สามารถแข่งขันกับองค์กรอื่นในธุรกิจเดียวกันได้					
3. บริษัทจัดการเรื่องสวัสดิการได้สอดคล้องกับความต้องการของพนักงาน					
4. บริษัทส่งเสริมและจัดทำกิจกรรมต่างๆ เพื่อสร้างสัมพันธ์ภาพที่ดีระหว่างพนักงาน					

ขอขอบพระคุณทุกท่านที่ให้ความร่วมมือในการตอบแบบสอบถามครั้งนี้





VITAE

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