

**Examining Job Engagement Components  
Predict Employee Job Satisfaction: A Case Study from Central Thailand**

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**Abstract**

This study investigated the relationship between job engagement and job satisfaction among employees at an electricity-generating firm in Central Thailand. The research specifically analyzed four components of job engagement: empowerment, teamwork and collaboration, growth and development, and support and recognition. Data was collected from 348 employees using a structured questionnaire. Pearson's correlation and multiple regression analyses revealed that statistically significant relationships existed between all components of job engagement and job satisfaction. Growth and development emerged as the most significant predictor of job satisfaction. These findings underscore the strategic value of fostering employee engagement to enhance job satisfaction and improve organizational performance. Practical implications include the need for participative management practices, tailored employee development programs, and recognition systems to sustain workforce motivation and retention.

**Keywords:** Job Engagement Components, Job Satisfaction

**1. Introduction**

In the modern business landscape, talent management has become a pivotal strategic priority, with organizations increasingly recognizing the value of retaining human capital over physical assets (Shahzad et al., 2024). This shift has elevated employee engagement as a key driver of productivity, innovation, and sustainable performance (Deloitte Insights, 2024; Gallup, 2023). According to recent studies, strategic HR practices—such as mentoring, career development, and flexible work arrangements—enhance both employee engagement and job satisfaction, leading to higher retention and organizational commitment (Shahzad et al., 2024; Sinisterra et al., 2024).

Fully engaged employees drive innovation and creativity (Clifton & Harter, 2019) and contribute to a culture of continuous improvement and adaptability. Gallup (2023) reported that engaged teams experienced 18% higher productivity, 23% greater profitability, and significantly less absenteeism and turnover. Similarly, Deloitte Insights (2024) found that firms

with highly engaged employees were twice as innovative and 2.3 times more likely to experience revenue growth.

Empirical research has found that job satisfaction is perceived as both a component and a consequence of engagement (Yildiz & Yildiz, 2022), forming a mutually reinforcing relationship that fuels long-term organizational success. Well-structured talent management frameworks increase employee satisfaction by enhancing psychological empowerment, career prospects, and work-life balance (Alexander et al., 2021; Shahzad et al., 2024).

Furthermore, organizations that prioritize well-being and flexibility see tangible business benefits. For example, flexible work environments and inclusive leadership practices significantly improve employee morale, engagement, and loyalty (Alexander et al., 2021; WorkL, 2024). These human-centric strategies are vital not only for retaining top talent, but also for sustaining competitive advantage in increasingly dynamic markets (Deloitte, 2023; Gallup, 2023).

The interrelated roles of talent management, employee engagement, and job satisfaction are widely recognized as essential for achieving sustainable growth, innovation, and organizational resilience. Contemporary research has confirmed that organizations which invest in people-first strategies consistently outperform those that do not (Deloitte Insights, 2024; Gallup, 2023; Al-Hazi, 2024).

## **2. Research Questions**

Employee engagement affects how staff members feel about a firm, and its benefits include increased productivity and efficiency. This is because employees are more willing to give their all for an organization if they have a positive view of it, and are satisfied working for it. Therefore, it is crucial to research employee involvement and its connection to job satisfaction.

The following research questions were explored in a quest to better understand the relationship between employee engagement and job satisfaction at a large industrial firm.

2.1 What are the key drivers (components) of employee engagement at a large electricity generating firm in Central Thailand?

2.2 Which components of job engagement significantly predict improved job satisfaction?

## **3. Literature Review**

### **3.1 Job Engagement**

Many recent studies have focused on understanding the causes and consequences of employee engagement. A comprehensive narrative review by Saks et al., (2022) reaffirmed the distinction between job engagement and organizational engagement, noting that while they are linked, each has unique antecedents and consequences. In particular, organizational engagement is more strongly influenced by perceptions of support, justice, and organizational climate.

Individual differences such as personality traits, psychological capital, and proactive behavior are recognized as important predictors of engagement. For example, Borst et al. (2017) found that traits like a proactive personality and regular self-evaluation significantly influence engagement, and in turn affect job performance and well-being. Similarly, Lin et al. (2022) reported that personality factors such as autonomy and openness to innovation predicted higher levels of work engagement and pro-organizational behavior.

Emotional experiences and employee well-being are closely tied to engagement, as proposed by the Job Demands–Resources (JD–R) model. This framework emphasizes that positive emotional experiences, fostered by sufficient personal and job resources, are critical

to sustaining high engagement levels (Hakanen et al., 2021). These findings underscore the importance of considering employees' holistic experiences in the workplace.

Organizational practices and leadership behavior are central to driving engagement. Worley and Lawler (2006) argued that high-involvement work practices—including open communication, employee participation, and empowerment—significantly boost engagement. Likewise, recent findings confirm that employee voice and decision-making opportunities help cultivate psychological safety and belonging, further enhancing engagement (Madiono et al., 2024).

In addition, research in non-traditional employment sectors like the gig economy has reinforced the broader applicability of engagement principles. Studies show that flexibility, emotional support, and a strong work-life balance are critical to sustaining engagement and job satisfaction among gig workers (Roberts & Douglas, 2022).

Overall, the literature suggests that employee engagement is shaped by a complex interplay of individual, managerial, and organizational factors. Organizations that proactively address these dimensions—through supportive leadership, inclusive communication, personality-aligned practices, and emotional well-being—can successfully cultivate highly engaged workforces, leading to improved performance and sustained growth.

### **3.2 Job Satisfaction**

The concept of job satisfaction has been explored by researchers through the years, leading to a nuanced understanding of its determinants and impacts. Smith et al. (1969) and Spector (1985) defined job satisfaction as how workers feel about their jobs, encompassing factors such as income, the work itself, promotions, supervision, and coworker relationships. Studies by Kahn (1990), Artz and Kaya (2014), and Javed et al. (2014) have found symbiotic relationships between job satisfaction and performance, highlighting how increased job satisfaction can motivate employees to achieve firm goals, and vice versa.

Recent empirical studies have reinforced these foundational findings. Zulher et al. (2022) and Hamedani et al. (2024) have emphasized that compensation, job security, and supervisory support remain central to employee satisfaction. Likewise, Roni et al. (2024) showed that physical work conditions such as space, lighting, and safety standards significantly impact satisfaction and performance. These findings echo earlier conclusions by Bagheri et al. (2012), who noted that working conditions, supervision, coworker relations, and compensation all influenced satisfaction in hospital settings.

Work environments and emotional well-being are closely linked to job satisfaction. Jessica et al. (2023) found that stress reduction, facilitated by a supportive workplace and effective work-life balance, leads to significantly greater job satisfaction. This supports the holistic view that employees' emotional experiences and well-being are integral to workplace outcomes (Yu, 2024).

Job security has also emerged as a dominant predictor. Kim (2020), along with Maharjan and Bhandari (2022), asserted that when employees felt secure in their positions, they experienced greater commitment and satisfaction, ultimately reducing turnover. In addition to structural factors, perceptions of fairness and social dynamics have gained increased attention. Sesari et al. (2024) found that procedural justice and respectful treatment influenced employee satisfaction levels, especially in roles requiring high cognitive engagement.

Job satisfaction is influenced by many interconnected factors, including compensation, promotion opportunities, supervision, fringe benefits, operating procedures, coworkers, the type of work, communication, and psychological safety. It is imperative for organizations to address these determinants to foster highly satisfied workforces, which in turn contribute to improved performance, retention, and customer satisfaction.

Taking all these factors into consideration, the relationship between job engagement and job satisfaction is further grounded in the Job Demands-Resources (JD-R) model, which posits that job resources such as support, autonomy, and development opportunities enhance engagement, and consequently satisfaction (Borst et al., 2017). Additionally, Social Exchange Theory (SET) explains that when organizations invest in their employees through meaningful engagement practices, employees reciprocate with higher satisfaction and commitment. This study was anchored in the JD-R and SET, providing a theoretical rationale that explains why engagement components are likely to influence satisfaction.

#### **4. Hypotheses Established After the Literature Review**

The hypotheses in this study were developed to determine whether or not a link exists between employee job satisfaction and engagement.

H<sub>1</sub> There is a significant relationship between employee Job Engagement and Job Satisfaction at this firm.

H<sub>1a</sub> There is a significant relationship between employee Job Engagement (in terms of Growth and Development) and Job Satisfaction at this firm.

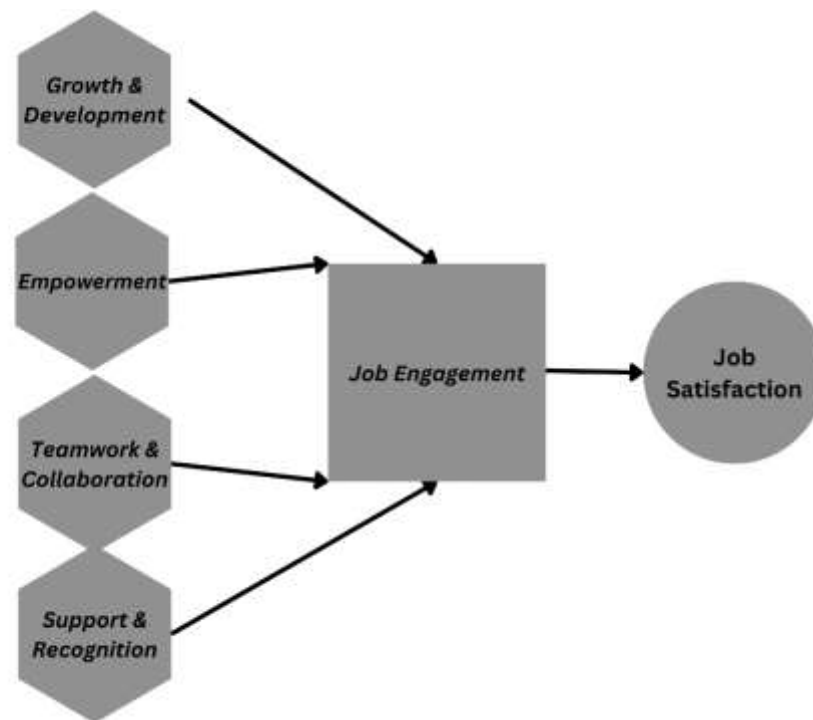
H<sub>1b</sub> There is a significant relationship between employee Job Engagement (in terms of empowerment) and Job Satisfaction at this firm.

H<sub>1c</sub> There is a significant relationship between employee Job Engagement (in terms of Teamwork and Collaboration) and Job Satisfaction at this firm.

H<sub>1d</sub> There is a significant relationship between employee Job Engagement (in terms of Support and Recognition) and Job Satisfaction at this firm.

#### **5. Conceptual Framework**

The conceptual framework for job engagement emphasizes interconnected aspects crucial for fostering employee engagement within an organization and is shown in Figure 1.



**Figure 1** Conceptual Framework for the Study

Growth and Development involves allowing employees to seek opportunities for personal and professional growth, which in turn enhances their engagement.

Empowerment entails employees feeling valued and utilizing their skills effectively, leading to higher engagement.

Teamwork and Collaboration emphasizes active participation in achieving organizational goals, fostering a sense of belonging and engagement.

Support and Recognition contributes to a positive work environment, boosting engagement and satisfaction.

These components interact to shape overall engagement levels, underscoring the importance of nurturing growth, empowerment, teamwork, and support for optimal employee engagement and performance.

## 6. Research Methodology

The research study employed a descriptive cross-sectional design in which a respondent-completed survey was used to investigate the relationship between job engagement components and employee job satisfaction.

### 6.1 Population and Sample Size

The study's population comprised 1,143 employees from an electricity-generating firm in central Thailand. Using Krejcie and Morgan's (1970) formula for a known population, a sample size of 288 was calculated for a 95% confidence level, with a significance level of .05. Due to practical constraints such as rotating shift schedules and limited site access, a convenience sampling method was employed. To minimize sampling bias, representation was ensured across all three work shifts and key job categories (technical, supervisory, skilled labor, etc.). Participation was voluntary, informed consent was obtained, and strict measures were taken to maintain respondent anonymity throughout the research process.

### **6.2 Research Instrument**

In addition to a few demographic questions, the survey had 2 main sections, with Section A consisting of 14 questions pertaining to Job Engagement, and Section B focusing on Job Satisfaction. The survey questions were developed by the researcher and reviewed by 3 experienced researchers. A test of covariance using Cronbach's alpha was conducted, since multiple Likert-scale questions were used in the questionnaire. Cronbach's alpha for Job Engagement was .947 (from 14 items) and Job Satisfaction was .962 (from 14 items). To interpret the ranges of opinion levels, average scores were calculated. The cut-off points for these interpretations were determined using the Class Interval formula, which considers the highest and lowest values and the number of classes. With a scale ranging from 1 to 5 and divided into 5 classes, the calculated class interval was 0.80. This interval was used to establish the cut-off points and their corresponding interpretations for the different levels of engagement and job satisfaction as shown below.

An average score of 4.21 – 5.00 implied Strongly Agree / Very High Level

An average score of 3.41 – 4.20 implied Agree / High Level

An average score of 2.61 – 3.40 implied Neutral / Average Level

An average score of 1.81 – 2.60 implied Disagree / Low Level

An average score of 1.00 – 1.80 implied Strongly Disagree / Very Low Level

### **6.3 Data Collection**

After receiving permission to distribute the survey, copies were passed out to all three daily shifts of employees. Respondents included both regular and supervisory employees, and after removing incomplete responses, a total of 348 usable surveys remained. The data was then tabulated and coded in Microsoft Excel.

### **6.4 Data Analysis**

After the raw data was coded, a statistical software package was used in the analysis. Descriptive statistics, including frequencies, percentages, means, and standard deviations, were calculated to provide an overview of the data. Pearson's correlation coefficients were then calculated to examine the bivariate relationships between each engagement component and job satisfaction ( $H_{1a-d}$ ), while multiple regression analysis was conducted to test the combined predictive power of all components ( $H_1$ ). To maintain methodological rigor, correlations among independent variables were excluded from the final analysis for clarity.

## **7. Research Results**

Table 1 below provides demographic information about the respondents.

**Table 1** Demographic Information (n=348)

<b>Demographic Feature</b>	<b>Frequency</b>	<b>Percentage</b>
Gender		
Male	332	96
Female	14	4
Age		
22-31	87	25.1
32-41	132	38.2
42-51	75	22.7

52-61	52	15.0
Years of Service		
1-10	188	54.5
11-20	100	29.0
21-30	53	15.4
31-40	4	1.2
Job Position		
Drivers	34	9.8
Engineers	17	4.9
Skilled Workers	116	33.5
Supervisors and Office Staff	15	4.3
Technical Staff	164	47.4

A vast majority of the respondents were male (96%). In terms of age, the participants were distributed with more variance across four age groups, with the majority falling within the 32-42 age range, accounting for approximately 38.2% of the sample. Regarding the years of service, most respondents had been employed for 1-10 years at the firm, constituting 54.5% of the sample. Among job positions, technical staff members were the most prevalent, representing about 47.4% of the sample, with skilled workers following closely behind, comprising 32.9% of the sample.

Table 2 shows the mean and standard deviation scores for the items that examined employee levels of job engagement. Table 2 shows high levels of job engagement among respondents, with most variables scoring "High" to "Very High" on the Likert scale.

**Table 2** Mean and Standard Deviation Score for Job Engagement (n=348)

Variable	Mean	SD	Level
1. I feel motivated and enthusiastic about my work.	4.07	.96	High
2. I am fully committed to achieving the goals of my firm.	4.21	.87	Very High
3. I take pride in my work.	4.29	.79	Very High
4. I am satisfied with the level of autonomy and responsibility I have in my role.	4.21	.80	Very High
5. I feel the culture of my organization fosters a supportive work environment.	4.09	.88	High
6. I have a clear understanding of how my work contributes to the overall success of the organization.	4.20	.82	High
7. I actively participate in team activities and discussions.	4.13	.83	High
8. I seek out opportunities to learn and grow in my job.	4.26	.77	Very High



9. I feel supported by my colleagues and supervisors.	4.19	.78	High
10. I get enough feedback on how well I'm doing my job.	4.14	.78	High
11. I am willing to put in extra effort to help the firm succeed.	4.30	.78	Very High
12. My skills/abilities are utilized effectively in my current role.	4.05	.90	High
13. I feel like I belong at my organization.	4.06	.87	High
14. I take advantage of opportunities for advancement and career development within the organization.	4.09	.83	High
<b>Total Average</b>	<b>4.16</b>	<b>.64</b>	<b>High</b>

Key indicators such as commitment to organizational goals, pride in work, autonomy, and willingness to contribute extra effort scored the highest. Other factors like motivation, supportive culture, clarity of role contribution, teamwork, and career development opportunities were also rated positively. Overall, the workforce demonstrated strong engagement, with consistent responses indicated by modest SD scores.

Table 3 shows the mean and standard deviation average scores for the items that examined employee levels of job satisfaction.

**Table 3** Mean and Standard Deviation Scores for Job Satisfaction (n = 348)

<b>Variable</b>	<b>Mean</b>	<b>SD</b>	<b>Level</b>
1. I am satisfied with my current job.	4.15	.89	High
2. I find my workload to be appropriate and manageable.	4.11	.81	High
3. I feel valued/appreciated by my supervisors and colleagues.	4.08	.81	High
4. I am satisfied with the compensation/benefits that I receive.	4.12	.84	High
5. I am satisfied with the firm's approach to health/wellness.	4.06	.86	High
6. I am satisfied with the opportunities for professional growth and development within the organization.	4.13	.84	High
7. I have a good work-life balance.	4.15	.85	High
8. I feel supported in my job by the organization.	4.16	.83	High
9. I am satisfied with the overall working environment/culture.	4.08	.86	High
10. I feel recognized for my contributions and achievements.	4.13	.80	High
11. I am satisfied with communication within the organization.	4.06	.86	High
12. I feel motivated to give my best effort in my job.	4.17	.81	High
13. I plan to stay with my firm for the foreseeable future.	4.21	.79	Very High
14. I would recommend the company as a good place to work.	4.25	.79	Very High
<b>Total Average</b>	<b>4.13</b>	<b>.68</b>	<b>High</b>



Table 3 reveals high levels of satisfaction and positive sentiment among respondents regarding their job and workplace environment. Key indicators such as intention to stay with the organization and recommendation as a good place to work scored "Very High." Other factors like satisfaction with job, workload, compensation, professional growth opportunities, work-life balance, support, recognition, communication, and motivation scored "High." Overall, the workforce demonstrates high satisfaction and positive perceptions across various dimensions of their work environment, with low standard deviations indicating consistency in responses.

Table 4 reports job engagement sub-component scores from the conceptual framework.

**Table 4** Job Engagement Component Descriptive Statistics (n = 348)

Job Engagement Components	Mean	SD	Level
<b><i>Growth and Development</i></b>			
1. I feel motivated and enthusiastic about my work.	4.07	.96	High
8. I seek out opportunities to learn and grow in my job.	4.27	.78	Very High
10. I get enough feedback on how well I'm doing my job	4.14	.78	High
14. I take advantage of opportunities for advancement and career development within the organization.	4.10	.84	High
<i>Average Score</i>	<b>4.15</b>	<b>.67</b>	High
<b><i>Empowerment</i></b>			
3. I take pride in my work	4.30	.80	Very High
4. I am satisfied with the autonomy/responsibility I have in my role.	4.21	.81	Very High
12. My skills and abilities are utilized effectively in my current role.	4.05	.91	High
<i>Average Score</i>	<b>4.19</b>	<b>.72</b>	High
<b><i>Teamwork and Collaboration</i></b>			
2. I am fully committed to achieving the goals of my organization.	4.21	.87	Very High
6. I have a clear understanding of how my work contributes to the overall success of the organization.	4.21	.83	Very High
7. I am actively involved/participate in team activities/discussions.	4.14	.84	High
11. I am willing to put in extra effort to help the organization succeed.	4.30	.78	Very High
<i>Average Score</i>	<b>4.22</b>	<b>.68</b>	Very High
<b><i>Support and Recognition</i></b>			
5. The organizational culture fosters a supportive work environment.	4.10	.89	High
9. I feel supported by my colleagues and supervisors.	4.20	.79	High
13. I feel like I belong at my organization.	4.06	.87	High
<i>Average Score</i>	<b>4.12</b>	<b>.70</b>	High
<b>Overall Engagement</b>	<b>4.17</b>	<b>.65</b>	High

Table 4 indicates strong employee inclination towards job engagement components, with mean scores ranging from 4.12 to 4.22 and modest standard deviations. Employees exhibit motivation for growth, empowerment, teamwork, and support, contributing to a commendable overall engagement level with a mean score of 4.17. This reflects a highly positive and supportive work environment conducive to employee engagement.

A test of the correlation between the components of job engagement and job satisfaction was performed using Pearson's Correlation; the results are shown below in Table 5.

**Table 5** Pearson's Correlation Test among Variables (n = 348)

Variables	Job Satisfaction	Growth and Development	Empowerment	Teamwork and Collaboration	Support and Recognition
Job Satisfaction	1.00				
Growth/Development	.750**	1.00			
Empowerment	.684**	.861**	1.00		
Teamwork/Collaboration	.714**	.877**	.853**	1.00	
Support/Recognition	.721**	.834**	.797**	.826**	1.00

Note: \*  $p < .05$ ; \*\*  $p < .01$

Table 5 shows significant positive correlations between job satisfaction and growth, empowerment, teamwork, and support (ranging from 0.684 to 0.750, all  $p < 0.01$ ). Additionally, growth, empowerment, teamwork, and support were positively correlated with each other. These results suggest that higher job satisfaction was linked with perceived increases in growth opportunities, empowerment, teamwork effectiveness, and support within the organization.

In Table 6, the results of multiple regression analysis with job satisfaction as the dependent variable are shown.

**Table 6** Regression Table (n=348)

Variables	DV: Job Satisfaction				
	Model 1	Model 2	Model 3	Model 4	Model 5
Growth and Development	0.750**				
Empowerment		0.684**			
Teamwork and Collaboration			0.714**		
Support and Recognition				0.721**	
Overall Job Engagement					0.764**
R	0.750	0.684	0.714	0.721	0.764
R Square	0.562	0.468	0.509	0.520	0.583
F	441.243**	302.740**	357.180***	371.967**	480.826**

Note: \*\*  $p < .05$ ; \*\*\*  $p < .01$

Table 6 displays regression analysis results, with Job Satisfaction as the dependent variable and different aspects of Job Engagement as independent variables. Each model showed significant predictors of Job Satisfaction: Growth and Development, Empowerment, Teamwork and Collaboration, Support and Recognition, and Overall Job Engagement. These factors collectively explained a substantial portion (58.3%) of the variance in Job Satisfaction, emphasizing their significance in influencing employees' satisfaction levels within the organization.

## 8. Discussion

This study aimed to investigate the relationship between job engagement and job satisfaction at a large electricity generating firm in Central Thailand. Through a comprehensive analysis of the data collected from 348 respondents, several key findings emerged. Table 7 summarizes the results of testing the hypotheses of this study.

**Table 7** Hypothesis Testing

Hypothesis	Description	Result
H <sub>1a</sub>	There is a significant relationship between employee Job Engagement (in terms of Growth and Development) and Job Satisfaction at TPI Polene Power Public Company Limited	Supported*
H <sub>1b</sub>	There is a significant relationship between employee Job Engagement (in terms of Empowerment) and Job Satisfaction at TPI Polene Power Public Company Limited	Supported*
H <sub>1c</sub>	There is a significant relationship between employee Job Engagement (in terms of Teamwork and Collaboration) and Job satisfaction at TPI Polene Power Public Company Limited	Supported*
H <sub>1d</sub>	There is a significant relationship between employee Job Engagement (in terms of Support and Recognition) and Job Satisfaction at TPI Polene Power Public Company Limited	Supported*
H <sub>01</sub>	There is a significant relationship between overall employee Job Engagement and Job Satisfaction at TPI Polene Power Public Company Limited	Supported*

These findings are consistent with the Job Demands-Resources (JD-R) theory, which posits that job resources—such as opportunities for development, autonomy, collaboration, and organizational support—serve as key enablers of both engagement and satisfaction (Hakanen et al., 2021). Among the components, **growth and development** emerged as the strongest predictor of job satisfaction, aligning with global reports that identify development as a critical driver of engagement (Deloitte Insights, 2024; Gallup, 2023).

These results also align with Saks et al. (2022), who emphasized the role of psychological conditions—particularly meaning, safety, and access to resources—in facilitating engagement and job satisfaction. **Empowerment**, encompassing autonomy and skill utilization, significantly contributed to satisfaction, echoing findings from Al-Hazi (2024) and Shahzad et al. (2024) that highlight the importance of autonomy for innovation and morale. Similarly, **teamwork and collaboration** were positively linked to satisfaction, supporting prior research on the value of social cohesion and collective goal-setting in fostering engagement (Lin et al., 2022; Roberts & Douglas, 2022; Sinisterra et al., 2024). Finally, **support and recognition** were also found to be vital; consistent feedback, appreciation, and psychological safety contribute to stronger satisfaction and retention, even under challenging conditions (Bakker & de Vries, 2021; Corbeanu & Iliescu, 2023; WorkL, 2024).

## 9. Recommendations

Drawing on the empirical evidence and guided by the JD–R framework, the following integrated recommendations in Table 8 are proposed for organizations seeking to elevate engagement and, consequently, increase job satisfaction.

**Table 8** Practical Ways to Increase Job Engagement and Employee Satisfaction

Strategic Priority	Recommended Actions	Expected Outcomes
Invest in Growth and Development	<ul style="list-style-type: none"> <li>• Design clear career pathways and succession plans.</li> <li>• Offer continuous learning and upskilling programmes (e.g., job rotation, mentoring, e-learning).</li> <li>• Provide constructive performance feedback regularly.</li> </ul>	Higher engagement through perceived competence and career momentum; improved retention of high-potential employees.
Foster Empowerment and Autonomy	<ul style="list-style-type: none"> <li>• Adopt participative leadership, decentralized decision-making.</li> <li>• Align roles with employees' strengths to maximize skill utilization.</li> <li>• Publicly acknowledge innovative ideas and individual achievements.</li> </ul>	Increased intrinsic motivation, creativity, and morale; lower disengagement and burnout.
Strengthen Team Collaboration	<ul style="list-style-type: none"> <li>• Encourage cross-functional projects, collective goal-setting.</li> <li>• Implement collaboration tools (e.g., project-management software, shared dashboards).</li> <li>• Facilitate inclusive team-building activities to reinforce social bonds.</li> </ul>	Enhanced sense of community and shared purpose; higher collective efficacy and productivity.
Enhance Recognition and Support Systems	<ul style="list-style-type: none"> <li>• Establish formal recognition platforms (e.g., annual awards, peer-to-peer shout-outs).</li> <li>• Train managers to deliver timely, meaningful feedback.</li> <li>• Cultivate a culture of psychological safety through supportive supervision.</li> </ul>	Greater feelings of value and belonging; stronger organizational commitment and performance.
Embed Engagement into HR Strategy	<ul style="list-style-type: none"> <li>• Integrate engagement metrics into HR dashboards and regular pulse surveys.</li> <li>• Use data analytics to tailor interventions to specific departments or demographics.</li> <li>• Provide leadership-development programmes that focus on coaching and inclusion.</li> </ul>	Sustained, data-driven improvement of engagement and satisfaction levels; agile response to workforce needs.

In addition to theoretical affirmation, these findings offer actionable insights for human resource strategies. Organizations should:

- Develop clear and consistent career pathways for employee growth (Gallup, 2023)
- Foster empowering leadership practices that encourage autonomy (Clifton &

Harter, 2019)

- Promote team synergy through collaborative tools and inclusive culture (Roberts & Douglas, 2022)
- Institutionalize recognition systems that reward contribution and effort (Al-Haziazi, 2024)

## **10. Conclusions**

This study investigated the relationship between job engagement and job satisfaction among employees at an industrial firm in central Thailand, focusing on key dimensions such as growth and development, empowerment, teamwork and collaboration, and support and recognition. Through descriptive analysis, correlation, regression, and hypothesis testing, the research uncovered significant associations between these constructs. These findings underscore the critical role of fostering employee engagement as a strategic avenue for improving job satisfaction and organizational performance.

The analysis revealed a highly positive and supportive work environment at the studied firm. Employees demonstrated consistently high levels of job engagement and satisfaction across multiple components, indicating strong emotional and behavioral commitment to their work and organizational mission. Significant positive relationships were found between job engagement and job satisfaction, with growth and development, empowerment, teamwork, and recognition all emerging as significant predictors of employee well-being and motivation.

Moreover, all proposed hypotheses were statistically supported, reaffirming that job engagement—both as a unified construct and in its sub-dimensions—positively correlates with job satisfaction. These results reinforce the Job Demands–Resources (JD-R) model, which posits that increasing job resources like autonomy, recognition, and development opportunities enhances engagement and satisfaction while mitigating burnout.

## **11. Limitations and Suggestions for Future Research**

However, this study had limitations. The use of convenience sampling may have limited generalizability, and the cross-sectional design does not allow for causal interpretations. Future research should incorporate longitudinal designs, broader industrial samples, or mixed methods to explore contextual and temporal dynamics more effectively.

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