



# Research On The Constituent Dimensions And Influencing Factors Of Employee Engagement Under The Background Of Organizational Change

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## Abstract

Combined with the special period of organizational change, the relationship model between employee's organizational identity and employee's engagement is constructed, and the hypothesis is set, the research variables are defined, and the questionnaire design is completed. On the determination of influencing factors, the author divides influencing factors into three types: personal factors, organizational factors and social environment factors through reading, understanding and comprehensive analysis of relevant literature, and studies the relationship between each influencing factor and employee engagement at different levels. It shows that job attraction has the greatest predictive effect on employee engagement, followed by organizational support, interpersonal relationship and leadership support. Organizational support has the best predictive effect on employee engagement, followed by job attraction, leadership support and interpersonal relationship.

**Keywords:** 1. Organizational Change, 2. Employee Engagement, 3. Influencing Factor

## 1. Introduction

Previous studies generally believe that employee performance is directly related to employee engagement, and employee engagement is directly related to organizational



identity (EP O'Connor & Crowley-Henry, 2019). The higher the organizational identity, the higher the employee engagement and the better the employee performance (Keogh, Marin, & Jandorf, et al., 2020). However, there has been a lack of strong empirical support for the positive correlation between employee satisfaction and enterprise performance. Are satisfied employees efficient employees? that is, it does not necessarily encourage employees to help enterprises achieve performance goals with practical actions (Siddiqui & Sahar, 2019; Wang, Xu, & Zhang, et al., 2020).

Literature (Wang, Xu, & Zhang, et al., 2020) thinks that through the step of transformation, the organization can operate more efficiently, bring about balanced growth, maintain cooperation, and make the organization's ability to get with the surroundings more agile. Literature (Srivastava & Singh, S.; Ramesh Kumar, 2020) points out that there are four factors in organizational change: situation, process, content and result. These change factors to a great extent determine the employees' reaction to the change. Literature (Men, O'Neil, & Ewing, 2020) holds that organizational structure can affect organizational performance, and the concept of organizational contingency holds that organizational structure should be changed to ensure the organization to achieve high performance level. Literature (Long, Nguyen, & Nguyen, et al., 2021) thinks that employees can automatically and spontaneously complete the work they undertake through the expression of emotion, cognition and behavior, which is called dedication. Literature (Al, Rpj, & Sc, 2021), from the psychological point of view, thinks that employee engagement is an inner existence composed of two elements: attention and input. Attention refers to the exact of employees know of their own jobs and the time spent ponder over job role require. Engagement refers to the integration of employees with their work wholeheartedly. The mechanism shows that the degree of matching between individual and work organization determines employees' attitudes and various emotional reactions at work (Thepa, P.C.A., 2022), and employees fluctuate between two opposite poles, namely, dedication and burnout, according to the degree of matching (Shuck, Kim, & Chai, 2021; King, Gontarz, & Wei, 2020; Pradhan, Dash, & Jena, 2019).

The purpose of this paper is to discuss the definition of engagement, that is, what is engagement, the formation mechanism of engagement, which is also called structural model, influencing factors of engagement, and measurement methods of engagement, etc., and to apply the research results to the promotion of employees' engagement in Internet enterprises to enhance the comprehensive competitiveness of enterprises.

The significance of this study lies in: promoting the in-depth study of engagement, and giving researchers new research inspiration. Through the research ideas and results of this paper, managers can find ways and methods to improve the management level of enterprise's engagement.

## 2. Research method

### 2.1 Theoretical model

Based on Kahn's three-dimensional concept of “action, cognition and emotion” and Saks's two-dimensional theory of “work and organization” (Hur, Moon, & Choi: 2019), this study constructs a multi-dimensional and multi-level model of employee engagement (as shown in Figure 1).

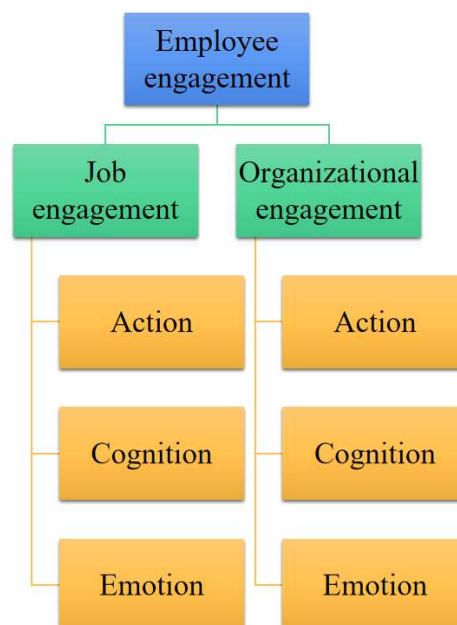


Figure 1 Employee engagement dimension structure chart



The reason for building this model in this study is based on two considerations (Ghosh, Shuck, & Cumberland, et al., 2019).

1. The controversial employees' dedication objects can be clearly seen in this model, including work and organization;
2. From the secondary dimension of the model, we can also get a better answer to the question of which aspects the employee's engagement performance is investigated and from which angles the employee's engagement is specifically evaluated.

In the conceived model, the first-level dimensions of employee engagement are "job engagement" and "organizational engagement". On the basis of the first dimension, the second dimension is divided into action, cognition and emotion, which are six sub-dimensions: "work-action", "work-cognition", "work-emotion", "organization-action", "organization-cognition" and "organization-emotion".

## 2.2 Variable design

### 2.2.1 Dependent variable definition

In this study, employee engagement is further separate into two dimensions: job engagement and organizational engagement. The meanings of these two kinds of engagement are as follows:

#### 1) Job engagement

That is, employees' dedication to their jobs. It is shown by employees' efforts, sacrifices and devotion to work.

#### 2) Organizational engagement

Employees with high organizational engagement will have a strong sense of responsibility and belonging to the organization, and usually such employees have higher loyalty (Wu, & Wu, 2019).

### 2.2.2 Independent variable definition

At present, the research system on the influencing factors of employee engagement is not perfect. On the basis of previous studies, this paper divides the influencing factors of employee engagement into three levels:

1) Personal element

In view of the limited space and my limited time and energy, when considering the personal factors of employees, this study only investigated the relationship between demographic variables such as gender, age, education level and employee engagement, and did not involve the personality traits of employees.

2) Organizational factors

The influencing factors related to work and business are classified as organizational factors. On the basis of previous research, after analysis and understanding, this paper holds that the following organizational factors will have an impact on employee engagement:

(1) The work itself

Work itself is stable, the work content is competent for themselves, the occupation itself will be respected, the personal value will be reflected through the work, and they will also hope to meet the challenging and gradually rich work. Therefore, whether the work itself can meet the employees' expectations will affect the employees' dedication.

(2) Compensation and benefits

To a certain extent, salary can reflect the personal value, that is to say, salary can meet the respect and self-realization needs of employees. It can be seen that salary is an aspect that employees attach great importance to. If the salary system is unreasonable, it is impossible for employees to have work enthusiasm, and they will be quite dissatisfied with the organization, which will naturally reduce their engagement.

(3) Personal growth and career development

Whether, a personal can study and grow in an organization, and whether he can get good career development, should also be at close range related to the employee's dedication.

#### (4) Organization and management system

Literature (Muhammad, Arslan, & Jamal, et al., 2019) conducted a survey on hotel employees, and the results also showed that there was a correlation between the organization's management system and employee engagement. Literature (Wieneke, Egginton, & Je Nkins, et al., 2019) divides employees' engagement in the apparel industry into three dimensions, and through empirical research, it is found that organizational management procedures have a significant impact on both dimensions. All these studies show that there is a correlation between organizational management system and employee engagement.

#### (5) Leadership and management level

Literature (Johansen, & Sowa, 2019) indicates that job burnout of employees is often caused by lack of support from supervisors. An excellent supervisor usually stimulates the dedication of subordinates, but the root of employees' lack of dedication often lies in the low management level of their immediate superiors.

#### (6) Teamwork

Obtaining the support and trust of team members can meet the social needs and respect needs of employees. Good teamwork helps to improve work efficiency and quality, while excellent work performance can enhance employees' sense of accomplishment, and then motivate employees to devote themselves to future work with fuller passion and a more active state.

#### (7) Social environmental factors

Not only the system and behavior of enterprises will be restricted by social environment factors, but also the ideological concepts and value orientations of employees will be affected by them, so social environment factors will inevitably affect the formation of employee engagement.

### 2.3 Research hypothesis

This paper puts forward the following assumptions:

H1: In the period of organizational change, there is still a meaningful correlation between organizational identity and employee engagement. The higher the

organizational identity, the higher the employee engagement. On the contrary, the lower the organizational identity, the lower the employee engagement.

H2: Emotional organizational identity significantly affects employee engagement. The higher the emotional organizational identity, the higher the employee engagement.

H3: Job attraction and interpersonal relationship have an effect on job engagement, which can predict job engagement.

H4: Organizational support, leadership support and interpersonal relationship have an effect on organizational engagement and can forecast organizational engagement.

## 2.4 Data analysis method

The data statistical analysis methods used in this paper mainly include:

### 2.4.1 Descriptive statistical analysis.

Through the basic statistical description of the gender, age structure and education level of the respondents, we can understand the general structure of the subjects and grasp the overall distribution of the data through the base statistical analysis of the data.

### 2.4.2 Reliability analysis

That is, the reliability of measurement results. Reliability analysis is put to use test whether the scale has stability and consistency when measuring related variables. Cronbach' s  $\alpha$  coefficient is used to test the internal consistency of the variables in the questionnaire. The larger Cronbach' s  $\alpha$  coefficient is, the higher the internal consistency of the scale is.

### 2.4.3 Validity analysis

That is, the validity of the measurement results, and the validity analysis is to measure the validity of the scale. How high the validity of a scale is depending on the degree to which the scale can measure the content to be measured, that is to say, to what extent it can measure the content to be measured.



#### 2.4.4 Correlation analysis

Correlation analysis can judge the closeness of the dependency among variables. In this paper, Pearson correlation analysis is used to study the correlation between influencing factors and social environment factors at various organizational levels and employee engagement.

#### 2.4.5 Multiple regression analysis

In this paper, multiple regression analysis is used to verify the influence of organizational factors of employee engagement on two dimensions of employee engagement.

### 3. Result analysis and discussion

#### 3.1 Descriptive statistics of data

The research object of this paper is Chinese local employees of many foreign-invested enterprises in the period of organizational change. I believe that the study information related to the company offered by these employees is complete and rational, so the reliability of the study can be guaranteed to the maximum extent. Questionnaires are distributed on site and collected in time.

A total of 100 questionnaires were distributed in this survey, and 85 questionnaires were actually recovered, including 80 valid papers, with a questionnaire recovery rate of 85% and an effective rate of 94%.

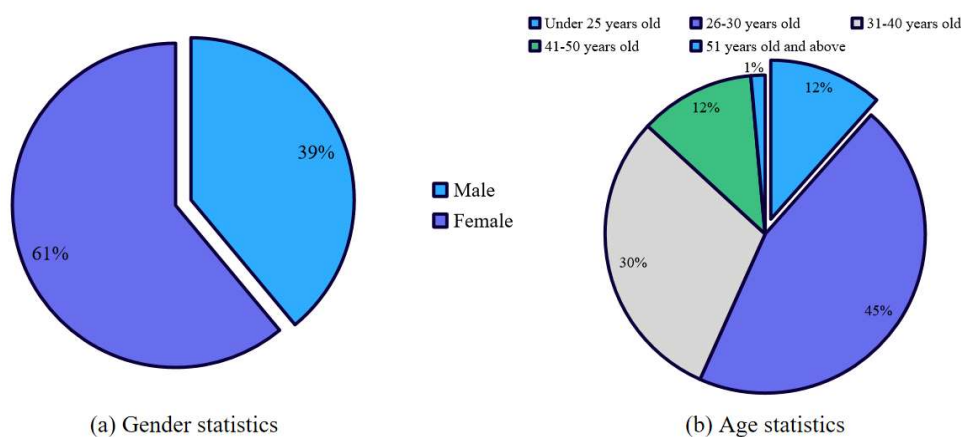


Figure 2 Gender and age statistics



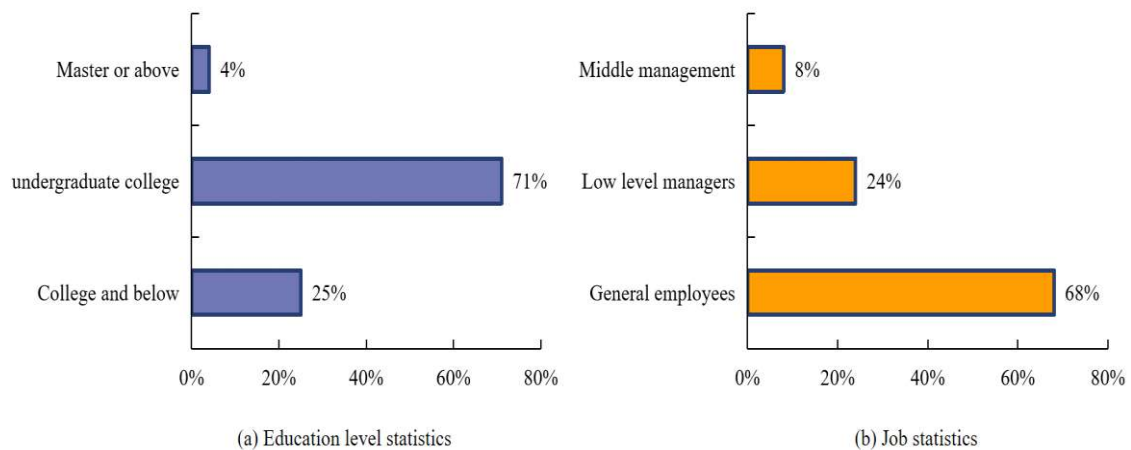


Figure 3 Education level and job statistics

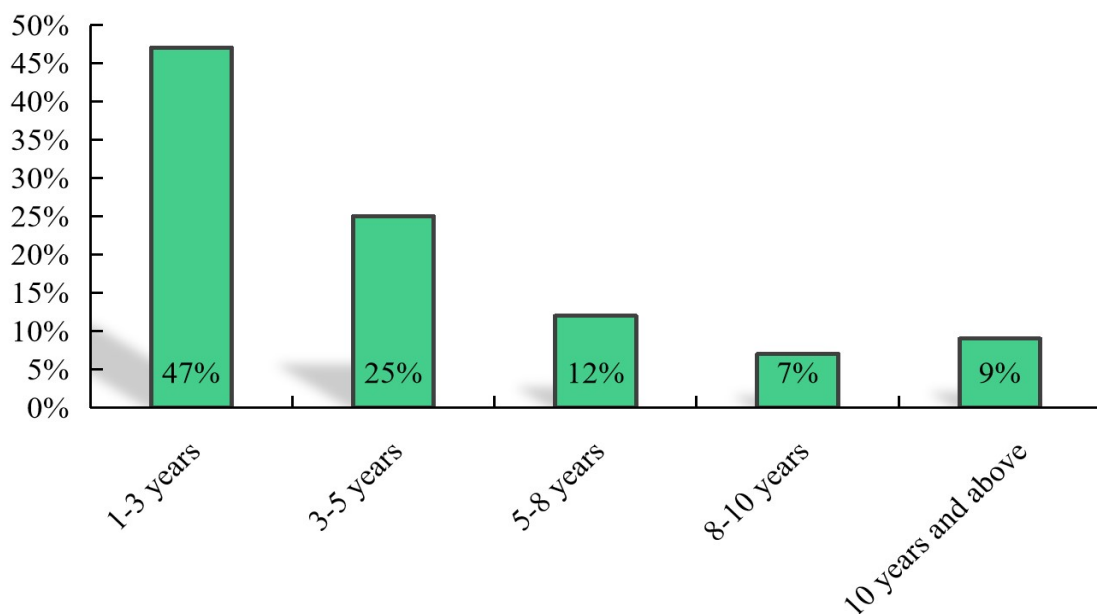


Figure 4 Working year statistics

It can be seen from the above figure that nearly 50% of the subjects in the age structure of the sample are under 30 years old; More than 70% of the subjects in the sample education structure are bachelor degree or above; In terms of sample work experience, more than 50% of the respondents have more than three years of enterprise work experience. Supported by the above demographic variable data, it can provide greater convenience for this study.

### 3.2 Analysis of employee engagement status

In SPSS18.0, run the "Reliability Analysis" option in the "Measurement" submenu under the "Analysis" menu, and select " $\alpha$ " in the "Model" option. The running results are shown in Table 1:

Table 1 Cronbach's  $\alpha$  coefficient of employee engagement measurement table

Inventory	Item quantity	Cronbach's $\alpha$ coefficient
Employee engagement	12	0.915
Job engagement	6	0.833
Organizational engagement	6	0.891

It can be seen from the above table 1 that the reliability of the total table of employee engagement and the two subscales of job engagement and organizational engagement are all above 0.8, and Cronbach's  $\alpha$  of the total table. The coefficient also reached 0.915, which indicated that the internal consistency of the engagement scale and the two subscales was good and had good reliability.

The employee's engagement level of the surveyed enterprise can be reflected by adding up the scores of all the items in the engagement measurement table. There are 12 items in the scale, and each item has a minimum score of 1 and a maximum score of 5, so the total score of the scale is 60, and the range of values is 12-60. The higher the score, the higher the employee's engagement level. or vice versa, Dallas to the auditorium

After calculating the total score of each engagement questionnaire, SPSS 18.0 is used for descriptive statistics, and the results are shown in Table 2:

Table 2 Basic information on the overall score of employee engagement

Statistic	35.108
Mean value	1.267
Standard error of mean	35.981
Mid-value	35
Mode	34
Standard deviation	8.221

Variance	66.932
Overall spread	30.247
Minimal value	22.168
Max	48.227

Table 2 shows the statistics of samples in the overall score of employee engagement. From the data in the table, it can be seen that the sample's engagement scores are relatively concentrated, and most of the scores are at medium and medium high levels.

### 3.3 Dimension analysis of employee engagement

Before the regression analysis, the correlation analysis among employee engagement, job engagement and organizational engagement is carried out first. The statistical results are shown in Table 3 below:

Table 3 Employee engagement and its correlation analysis between two dimensions

Dimension	Correlation	Job engagement	Organizational engagement	Employee engagement
Job engagement	Pearson correlation	1	0.536**	0.883**
	Significant (bilateral)	-	0.000	0.000
Organizational engagement	Pearson correlation	0.536**	1	0.861**
	Significant (bilateral)	0.000	-	0.000
Employee engagement	Pearson correlation	0.883**	0.861**	1
	Significant (bilateral)	0.000	0.000	-

Note: "\*\*" indicates significant correlation at 0. 01 level; "\*" indicates significant correlation at 0. 05 level.

It can be seen from Table 3 that employee engagement is significantly correlated with job engagement and organizational engagement, with correlation coefficients of 0.883 and 0.861 respectively, which can be used for regression analysis. The interrelation coefficient between job engagement and organizational engagement is 0.536 (lower than 0.75), and there is no multi-collinearity problem, so it can be entered into regression analysis.

Table 4 shows the meaning test of regression coefficient. In the regression analysis of employee engagement in both dimensions, the tolerance is above 0.7, and the variance inflation factor is below 1.5, which shows that there is no collinearity in the regression analysis. Therefore, a regression equation with employee engagement as Y value is constructed, in which the constant terms and the t values of the four influencing factors are significant, which can be put into the regression equation as explanatory variables. The regression equation is expressed as:

Table 4 Regression analysis results of employee engagement from two dimensions

Model		Unstandardized coefficient		Normalizati on coefficient	t	Signific ance	Collinearity statistics	
		B estimat ed value	Standar d error	Beta allocation			Toleranc e	Variance expansio n factor
A	Constant	0.433	0.108	-	3.170	0.003	-	-
	Job engagement	0.861	0.319	0.883	24.318	0.000	1	1
B	Constant	-3.02E-0.15	0.000	-	-	-	-	-
	Job engagement	0.517	0.000	0.587	-	-	0.716	1.417
	Organizational engagement	-	0.000	0.551	-	-	0.716	1.417

In the conception of this research, employee engagement is divided into two parts: job engagement and organizational engagement, that is, the latter is a sub-factor of the

former and the only two sub-factors. The regression analysis shows that the square value of R is 1, and the two independent variables can explain 100% of the variance of the dependent variable. Therefore, theoretically, it can be proved that employee engagement is composed of two parts: job engagement and organizational engagement.

### 3.4 Influence of various factors on employees' engagement

Correlation analysis between various factors and employee engagement, the results of correlation analysis between factors and employee engagement and its dimensions are shown in Table 5 below:

Table 5 Correlation matrix between factors and employee engagement and its dimensions

Dimension	Correlation	Organizational support	Leadership support	Interpersonal relationship	Work attraction
Job engagement	Pearson correlation	0.491**	0.368**	0.417**	0.566**
	Significant (bilateral)	0.000	0.000	0.000	0.000
Organizational engagement	Pearson correlation	0.255**	0.216**	0.328**	0.447**
	Significant (bilateral)	0.001	0.002	0.000	0.000
Employee engagement	Pearson correlation	0.628**	0.436**	0.421**	0.569**
	Significant (bilateral)	0.000	0.000	0.000	0.000

From Table 5, it can be seen that Pearson correlation analysis among various influencing factors, employee engagement and various dimensions put forward in this study has reached a significant level, and there are positive correlations in different degrees. Among them, organizational support has a low correlation with job engagement ( $r=0.255$ ), a moderate correlation with employee engagement ( $r=0.491$ ) and a strong correlation with organizational engagement ( $r=0.628$ ). Leadership has a low correlation with employee engagement and job engagement ( $r=0.368$ ,  $r=0.216$ ), and a moderate

correlation with organizational engagement ( $r=0.436$ ). Interpersonal relationship has a low correlation with job engagement ( $r=0.328$ ), but a moderate correlation with employee engagement and organizational engagement ( $r=0.417$ ,  $r=0.421$ ). The relationship between job attraction and employee engagement, job engagement and organizational engagement is moderate ( $r=0.566$ ,  $r=0.447$ ,  $r=0.569$ ).

### 3.5 Regression analysis of various factors and employee engagement

In this study, organizational support, leadership support, interpersonal relationship and job attraction are used as predictors, and the results of regression analysis on overall employee engagement are shown in Table 6 below.

Table 6 Regression analysis results of various factors on employee engagement

Model	Unstandardized coefficient		Normalization coefficient	t	Significance	Collinearity statistics	
	B estimated value	Standard error	Beta allocation			Tolerance	Variance expansion factor
A	Constant	2.136	0.178	-	11.247	0.000	-
	Work attraction	0.438	0.041	0.558	9.286	0.000	1
B	Constant	1.774	0.183	-	9.663	0.000	-
	Work attraction	0.306	0.465	0.446	7.124	0.000	0.844
	Organizational support	0.221	0.445	0.305	5.118	0.000	0.844
C	Constant	1.265	0.223	-	5.302	0.000	-
	Work attraction	0.301	0.415	0.418	5.418	0.000	0.807
	Organizational support	0.198	0.449	0.266	6.603	0.000	0.801
	Interpersonal relationship	0.177	0.056	0.201	5.217	0.000	0.869
D	Constant	1.106	0.245	-	3.324	0.001	-
	Work attraction	0.331	0.428	0.406	6.699	0.000	0.814
	Organizational support	0.148	0.041	0.198	7.014	0.003	0.663

Interpersonal relationship	0.169	0.058	0.187	2.213	0.000	0.855	1.168
Leadership support	0.103	0.033	0.163	2.558	0.000	0.749	1.228

Table 6 above shows the significance test of regression coefficient. In the regression analysis of the four factors on employee engagement, the tolerance is above 0.6, and the variance expansion factor is below 1.5, which shows that there is no collinearity in the regression analysis. Therefore, a regression equation with employee engagement as Y value is constructed, in which the constant terms and the t values of the four influencing factors are significant, which can be put into the regression equation as explanatory variables. The regression equation is expressed as:

The regression equation was evaluated, and the square value of coefficient R was determined to be 0.451, indicating that the independent variable can explain 45.1% of the dependent variable.

### 3.6 Countermeasures for improving employee engagement

#### 3.6.1 Cultivate a sense of dedication

Doing one's own job well is the most basic requirement for an employee, and it should be the instinctive goal of every professional. Many people's job-hopping is blind, thinking that the outside world is more exciting. However, whether it is really suitable for themselves or beneficial to their future development may not be considered very clearly. Of course, a moderate flow of talents is also normal. As long as you stay in the enterprise for one day, you can devote yourself to the enterprise and work, which is of course a dedicated employee.

#### 3.6.2 Set the development direction for employees

Managers actively lead colleagues in change, and provide necessary support for employees, so that they know clearly what they should support, where they are now, what they can achieve and what they need to do, so that employees can find belonging emotionally, improve the level of emotional organizational identity, and finally make them actively support change.



### 3.6.3 Improve leadership style

Is an important fulcrum to promote the development of leadership engagement lever (Mani, & Mishra, 2019). This shows that if the supervisor cares about the needs and feelings of employees and gives positive feedback and encouragement in time, it can encourage employees to voluntarily put themselves into their work and generate trust and belonging to the organization. As a superior leader, we should understand the wishes of employees, help employees to make clear their work goals and significance, and provide material and spiritual assistance for the achievement of their goals. We should strengthen interaction and communication with subordinates, care for and trust subordinates, protect their interests, and strive to cultivate and improve their trust and feelings for them, so as to stimulate their sense of spontaneous rewards, and then make better efforts for the achievement of performance goals.

## 4. Conclusion

Based on the theoretical and practical background, this paper makes an in-depth analysis of the constituent dimensions and influencing factors of employee engagement in the period of organizational change, and draws the following conclusions:

4.1 The empirical results show that there is a correlation between organizational identity and employee engagement in foreign-invested enterprises in the period of organizational change. The higher the degree of organizational identity, the higher the employee engagement.

4.2 As for the analysis of factors affecting engagement, the research has formed new categories: external factors and internal factors. The relationship between internal factors and external factors is that the six external factors directly determine personal emotion and reason.

4.3 Work attraction and interpersonal relationship can predict employee engagement and its dimensions, while organizational support and leadership support can only predict employee engagement and its organizational dimensions, and different factors have different predictive effects on employee engagement. Among them, job attraction has the greatest predictive effect on employee engagement.



In the research process, due to the limited time, energy and my research level, there are still some shortcomings in this paper: due to the relationship between manpower and time, the number of questionnaires distributed and recovered is limited, so the number of samples is not enough, which may affect the representativeness of samples. Therefore, future research can increase the number of research objects and expand the sample size. Moreover, attention should be paid to covering more areas and involving more enterprises as far as possible, and the age, gender and position level of the respondents should be as wide as possible.

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