
THE ROLE OF ENGAGING LEADERSHIP AND TALENT FOCUS IN PROMOTING EMPLOYEE ENGAGEMENT WITHIN GOVERNMENT FINANCIAL INSTITUTIONS.

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ABSTRACT

The objectives of this research were to 1) examine the levels of satisfaction and employee engagement in government financial institutions; 2) to investigate factors influencing employee engagement in the government financial institutions; and 3) to prepare recommendations and guidelines for building satisfaction and employee engagement in the government financial institutions. This research study was employed with a quantitative study design with the sample of 18,949 employees from the government financial institutions. Data used in this research study were analyzed using descriptive and inferential statistics.

The research results were showed as follows: 1) The average level of satisfaction and employee engagement in the government financial institutions was the highest. 2) The variables influencing employee engagement in the government financial institutions had statistical significance level of 0.05 in four dimensions: Engaging Leadership, Talent Focus, The Basics, and The Work. 3) The government financial institutions should systematically promote employee development, provide clear career development path with fair rewards, design enriching work, prepare flexible work arrangement that can encourage teamwork and collaboration at work, enhance a leader to become an inspirational person with transparent communication, and create an environment that promotes work-life balance.

The concepts of Engaging Leadership and Talent Focus was innovatively applied to investigate the contexts of government financial institutions in Thailand, which have been less studied compared to the financial private or international enterprises. The research results assisted in filling theoretical gaps about the factors of satisfaction influencing employee engagement in government financial institutions and provided practical implications for administrators in developing human resource management approaches emphasizing motivation and participation to sustainably enhance employee engagement and performance.

Keyword: Employee Satisfaction; Employee Engagement; State-Owned Enterprises; Government Financial Institutions

INTRODUCTION

The global economic situation and business competition are becoming increasingly intense and rapidly changing due to technological, political, and social factors nowadays (Nonthavat Sukphon, 2022). This results in need of adaptation for effective operation and goal achievement in public and private organizations. Employees in the organizations have been directly impacted by the said changes, which must adapt themselves to align with changing policies, structures, and strategies (Thaksaphorn Kaewnon and Srirat Kowong, 2020), where human resources are recognized as the most important factor in driving an organization's long-term competitiveness for creating values and innovations for the organization (Warisara Panthunil, 2019).

Consequently, human resource development (HRD) is an essential process that emphasizes employees at the center of management, especially in public organizations where must respond to public expectations and constantly changing government policies (Nonthavat Sukphon, 2022). Effective human resource management enables employees to promote their job satisfaction and build their organizational engagement, which is a key driving force influencing overall work efficiency (Thaksaphorn Kaewnon and Srirat Kowong, 2020).

Employee engagement has been recognized as a key indicator of success in modern organizations, which reflects the level of employee dedication, motivation, and sense of self-worth toward the organization (Suppachai Murnpho & Tarika Srathongkham, 2023). Numerous research studies have indicated that highly engaged employees are more productive, less likely to turnover, and create sustainable organizational value (Liu et al., 2024). In recent years, the

concept of “Engaging Leadership” has gained increasing attention as a key factor influencing employee engagement (Wei & Bunchapattanasakda, 2024). Participative leadership leads to create an open environment for communication, encourage expressing employee feedback, and empower employees to feel valued and self-worth in their roles, which fosters lasting motivation and engagement (Liu et al., 2024). Additionally, Talent Focus, or focus on development, capabilities, and career advancement opportunities, is another factor influencing employee engagement, particularly in the context of public organizations seeking for retaining talented personnel (Rattanasirivilai et al., 2020).

Therefore, it is apparent that prioritizing human resources is crucial to organizational operations and management, particularly in building employee satisfaction and employee engagement. This drives and motivates them to perform happily. It is also a key factor in driving the organization to achieve its goals and visions as specified. The Study of “The Role of Engaging Leadership and Talent Focus in Promoting Employee Engagement within Government Financial Institutions” was conducted to utilize the survey data obtained from this research study as a factor in the process of consideration, improvement, and enhancement for employee potential in various areas. This will enable the organizations to retain employees, leading to stable and sustainable growth. The objectives of this research study were to 1) examine the level of employee satisfaction and employee engagement in government financial institutions; 2) to investigate factors influencing employee engagement in the government financial institutions; and 3) to prepare recommendations and guidelines for building employee satisfaction and engagement in the government financial institutions.

LITERATURE REVIEW

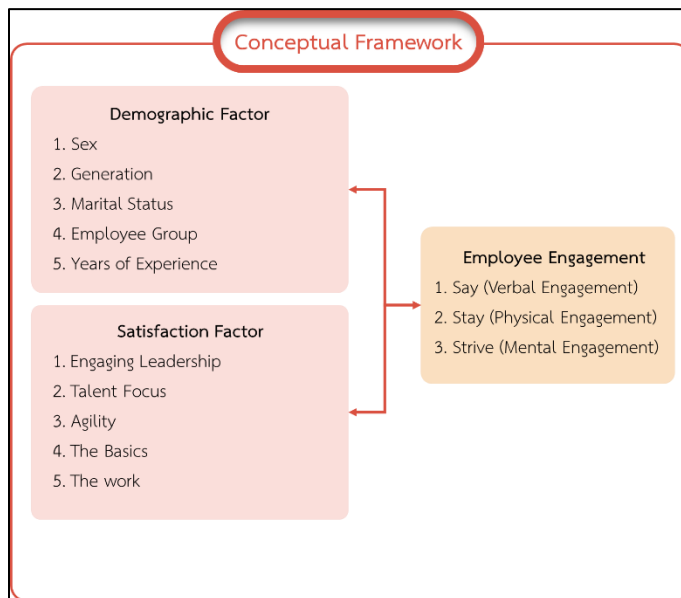


Figure 1 Conceptual Framework

General Information on Government Financial Institutions

Specialized Financial Institutions (SFIs) are government financial institutions established by specific laws to support the government economic and social policies with their objectives of providing financial services to public, small-sized businesses, medium-sized businesses, and specific target groups to be in accordance with each institution’s mission under the supervision of the Bank of Thailand (Bank of Thailand, 2024). Currently, Specialized Financial Institutions are divided into two groups: 1) Specialized Financial Institutions (SFIs) providing deposit and lending services consisting of four financial institutions including Government Savings Bank (GSB), Bank for Agriculture and Agricultural Cooperatives (BAAC), Government Housing Bank (GHB), and Islamic Bank of Thailand (IBT); and 2) Specialized Financial Institutions (SFIs) operating under the specified scopes, such as providing loans or guarantees to specific customer groups but not accepting deposits from public, consisting of three financial institutions including Export-Import Bank of Thailand (EXIM Thailand), Small and Medium Enterprise Development Bank of Thailand (SME D Bank), Thai Credit Guarantee Corporation (TCG) (Bank of Thailand, 2024)

According to the said policy roles, effective human resource management system must be developed and enhanced by government financial institutions to foster and retain long-term employee engagement and potential. From the above discussion, it can be assumed that:

H1: Different demographic factors influencing different levels of employee engagement in government financial institutions

Concepts and Theories Regarding Job Satisfaction

Job satisfaction refers to employees with positive feelings toward their jobs, coworkers, supervisors, and the organization, which directly affect their motivation and job performance (Muchinsky, 2006; Robbins & Judge, 2018; Rungrawee Subkriangkrai, 2021; Jiraphat Wongthanasombat, 2023). Satisfaction typically occurs when employees feel that the organization adequately meets both their material needs (such as compensation and benefits) and psychological needs (including recognition, security, and advancement) (Strauss & Sayles, 1980; Belzunegui-Eraso & Erro-Garcés, 2020; Wutthichai Phokachai, 2021).

The research findings conducted by Forehand and Gilmer (1964); Smith (1969); and Walton (1973) suggests that job satisfaction was comprised of several components, such as Basics, Work, Agility, Talent Focus, and Leadership. These factors are corroborated in later research, such as Neog & Barua (2014); Abasilim et al. (2019); and Xu et al. (2022), which indicated that the development of Engaging Leadership and Talent Focus can significantly increase employee satisfaction level and reduce turnover rates.

However, numerous research studies related to organizational satisfaction has focused primarily on organizations in the private sector, particularly in industries that emphasize performance. This leads to an academic gap regarding the context of government financial institutions in Thailand, which have different management styles and incentive systems (Wei & Bunchapattanasakda, 2024). Therefore, this research study aims to fill such gap by particularly examining Leadership and Talent Focus in the context of government financial institutions. From the above discussion, it can be assumed as:

H2: Satisfaction factor influencing employee engagement in government financial institutions

Concepts and Theories Regarding Employee Engagement

Employee engagement refers to a state in which employees are motivated, devote their physical and mental energy to their work, and have a sense of belonging to the organization (J. P. Meyer, Allen & Gellatly, 1990; Kahn, 1990; Federman, 2009). Highly engaged employees view the goals of the organization as their ones and are prepared to perform their behaviors exceeding the expectations of their roles and responsibilities (Hay Group, 2011; Aon Hewitt, 2015).

Kahn (1990) proposed that employee engagement is derived from three dimensions: Meaningfulness, Psychological Safety, and Availability, which are directly linked to leadership styles and organizational environment. In the context of a government financial institution, the 3S Model was employed to measure employee engagement in such three dimensions: Say (positive feedback for an organization), Stay (intention to remain with an organization), and Strive (willingness to devote employee effort to achieve goals of an organization). This conceptual framework has been corroborated to assess the level of employee engagement in public or government organizations (Steers, R.M., 1997; Mowday, R.T., Steers, R.M., & Porter, L.W., 1979; Greenberg J. and Baron R.A., 2003; Tower Perrin, 2003; Greenberg, 2004; Richard, 1996; Aon Hewitt, 2015).

However, the psychological mechanisms linking employee satisfaction and employee engagement requires additional theoretical supports and confirmations. Social Exchange Theory (SET) conducted by Blau (1964) states that employees are more likely to devote themselves to an organization when perceiving it as equitably supportive and valuable (Cropanzano & Mitchell, 2005). In the context of a government financial institution, leaders who promote Engaging Leadership and provide Talent Focus create perceptions of fairness and trust in the organization, which leads to the higher level of employee engagement (Liu et al., 2024; Rattanasirivilai et al., 2020).

From a synthesis of previous research studies, it can be noticeable that participative leadership and talent focus are vital mechanisms influencing both employee satisfaction and engagement. However, there is a lack of studies in the context of government financial institutions in Thailand. This research study aims to fill this gap by conducting a comprehensive and in-depth analysis of the mutual roles and relationship between participative leadership and talent focus in enhancing employee engagement in government financial institutions.

RESEARCH METHODOLOGY

This research study was designed with a quantitative research methodology using a questionnaire. Data utilized in this research study was collected through a questionnaire and other reliable sources such as documents, textbooks, related research, theories, and concepts, as well as other reliable websites as a guideline for data collection.

The quantitative research methodology was rationalized because this methodology allows for systematic measurement of the different levels of opinions and relationships among various variables and accurate statistical analysis (Creswell & Creswell, 2018). Using a questionnaire as the primary data collection instrument was appropriate for the target group in this research study because Government Savings Bank (GSB) has a large number of employees throughout the country, which facilitates efficient and rapid data collection and reduces bias from interviews (Dillman, Smyth, & Christian, 2014).

1. Population and Sample

The population used in this research study is comprised of 21,148 employees from Government Savings Bank (Government Savings Bank, 2024). The sample size was determined using Taro Yamane's (1967) formula at a 95%

confidence level, resulting in a sample size of 400 employees. Probability Sampling was employed in this research using a Simple Random Sampling Method to ensure an equal chance of selection for all individuals in the population and to minimize sampling bias (Etikan & Bala, 2017).

Furthermore, Power Analysis was performed using Cohen's (1988) calculation criteria to ensure the sufficient sample size to obtain a statistical significance. This was found that the power for a total sample size of 400 employees was greater than 0.80, which was an appropriate level for Multiple Regression Analysis.

2. Research Instrument and Research Instrument Validation

A researcher-designed questionnaire was used for data collection based on relevant concepts, theories, and research such as Concept of Employee Engagement generated by Kahn (1990) and Satisfaction Theory carried out by Herzberg (1959) to cover factors linked to satisfaction and employee engagement. The research instrument was validated as follows:

2.1 The questionnaire was consulted with five experts to perform content validity and validate language usage and calculate Index of Item-Objective Congruence (IOC) ranging from 0.60 to 1.00. After that, researchers improve questionnaire details (Rovinelli, R.J., & Hambleton, R. K., 1997).

2.2 The reliability of the questionnaire was assessed using Cronbach's Alpha coefficient to test the consistency of the test items. If a value of 0.7 or higher, it indicates reliability and can be used to test hypotheses and further research. If no adjustments were made, the reliability of the five-level rating scale (Kritsada Tangchaisak, 2016) was measured. The Cronbach's Alpha coefficient of this questionnaire was 0.932, indicating that the questionnaire is reliable and can be used for hypothesis testing and further research.

2.3 Response Bias Control to prevent bias in questionnaire responses (e.g., Social Desirability Bias) was used with a Randomized Question Order and Anonymous Responses to obtain data reflecting the true opinions of respondents to the said questionnaire (Podsakoff et al., 2003).

3. Data Collection

In this research study, the data were collected over an approximate period of six months by requesting cooperation from Government Savings Bank employees from central and branch operations, in answering the questionnaire.

4. Quantitative Data Analysis

The statistics for data analysis were used in this research study as follows:

4.1 Descriptive Statistics Analysis

The characteristics of categorical and quantitative variables were used for explanation as follows:

- Section 1: Personal data of the respondents, displayed as frequency and percentage.
- Section 2-3: Levels of opinions on employee satisfaction and employee engagement, displayed as percentage, mean, and standard deviation.

Criteria for Result Evaluation (Best, 1986)

Mean	Opinion Level
4.21 – 5.00	Highest
3.41 – 4.20	High
2.61 – 3.40	Moderate
1.81 – 2.60	Low
1.00 – 1.80	Lowest

4.2 Inferential Statistics Analysis

- T-Test Statistics was used to compare the differences between means of two groups.
- One-Way Analysis of Variance (ANOVA) was utilized to compare the differences between means of more than two sample groups.
- Multiple Regression Analysis was employed to explain the relationships between multiple independent variables and one dependent variable.

RESEARCH RESULTS

From the Study of Satisfaction Factors Influencing Employee Engagement in Government Financial Institutions, online questionnaire was conducted and sent to 18,949 respondents. The results of 18,949 questionnaires were summarized as follows:

1. Analysis of Demographic Factors, Satisfaction, and Employee Engagement in Government Financial Institutions

Section 1: Results of Study Regarding Demographic Factors

The study results revealed that the sample group mostly consisted of 12,755 females (67.30 percent), 13,356 of whom were Generation Y (70.50 percent), 14,478 of whom were employees (76.40 percent), 9,511 of whom were operating personnel (50.20 percent), and 6,390 of whom had worked for 10-20 years (33.70 percent).

Section 2: Results of Study Regarding Employee Satisfaction Levels

The study results of employee satisfaction levels in five dimensions including Engaging Leadership, Talent Focus, Agility, The Basics, and The Work are shown in Table 1.

Table 1: Mean, Standard Deviation, and Employee Satisfaction Level
(n = 18,949)

Employee Satisfaction Factors	Mean (\bar{x})	S.D.	Satisfaction Level
Engaging Leadership	4.89	0.32	Highest
1. Senior Leadership	4.88	0.34	Highest
2. Manager	4.90	0.38	Highest
Talent Focus	4.87	0.33	Highest
3. Career and Development	4.89	0.35	Highest
4. Performance Management	4.91	0.31	Highest
5. Rewards and Recognition	4.78	0.52	Highest
6. Talent and Staffing	4.83	0.46	Highest
7. Brand	4.92	0.25	Highest
Agility	4.90	0.28	Highest
8. Diversity and Inclusion	4.89	0.34	Highest
9. Enabling Infrastructure	4.83	0.44	Highest
10. Digital Transformation	4.89	0.34	Highest
11. Change Readiness	4.92	0.28	Highest
12. Collaboration	4.93	0.25	Highest
13. Customer Focus	4.94	0.25	Highest
14. Decision Making	4.91	0.32	Highest
The Basics	4.87	0.36	Highest
15. Well-being	4.86	0.39	Highest
16. Future Work Arrangement	4.87	0.40	Highest
The Work	4.92	0.28	Highest
17. Work Task	4.92	0.28	Highest
Total	4.89	0.28	Highest

From Table 1, the levels of opinions towards employee satisfaction were found that overall employee satisfaction was at the highest level, with a mean of 4.89. The sample group mostly gave the highest level of Work (\bar{x} = 4.92, S.D. = 0.28), followed by Agility (\bar{x} = 4.90, S.D. = 0.28), and the lowest level of Talent Focus and Basics (\bar{x} = 4.87, S.D. = 0.33, 0.36).

Section 3: Results of Study of Employee Engagement Level

Table 2: Mean, Standard Deviation, and Employee Engagement Level
(n = 18,949)

Employee Engagement	Mean (\bar{x})	S.D.	Engagement Level
Verbal (Say)	4.94	0.26	Highest
Physical (Stay)	4.79	0.57	Highest
Mental (Strive)	4.93	0.25	Highest
Total	4.89	0.30	Highest

Based on Table 2, the results of the study of the level of employee engagement were found that overall employee engagement was at the highest level, with a mean of 4.89. Most of the sample group prioritized Verbal (Say) (\bar{x} = 4.94, S.D. = 0.26), followed by Mental (Strive) (\bar{x} = 4.93, S.D. = 0.25), and lowest level of Physical (Stay) (\bar{x} = 4.79, S.D. = 0.57).

2. Hypothesis Testing Results

2.1 Results of the Study of Different Demographic Factors Affecting Employee Engagement in Government Financial Institutions

The results of the said hypothesis testing revealed that different personal factors, including sex, generation, marital status, personnel group, and years of experience, have employee engagement in government financial institutions with statistical significance difference level of 0.05 as shown in Table 3.

The employees of different generation groups exhibit different levels of organizational engagement. In particular, employees in Generation Y and Generation Z are more likely to prioritize career development, agility, and performance recognition than ones in Baby Boomers or Gen X, who prioritize work stability and benefits.

Table 3 A Comparison of Demographic Factors and Employee Engagement in Government Financial Institutions Using T-Test and One-Way Analysis of Variance (ANOVA)

Hypothesis No.	Hypothesis	Sig. Value	Testing Result
1	Different sex has different employee engagement in government financial institutions.	0.019*	Accepted
2	Different generations have different employee engagement in government financial institutions.	0.001*	Accepted
3	Different marital status has different employee engagement in government financial institutions.	0.019*	Accepted
4	Different employee groups have different employee engagement in government financial institutions.	0.001*	Accepted
5	Different years of experiences have different employee engagement in government financial institutions.	0.001*	Accepted

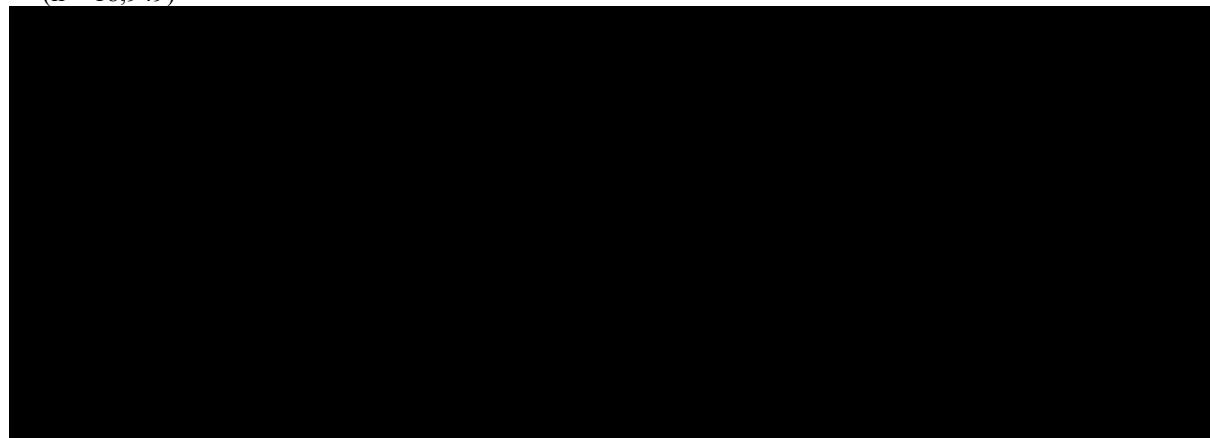
* Statistical significance level of 0.05

2.2 Results of the Study of Satisfaction Factors Influencing Employee Engagement in Government Financial Institutions

2.2.1 Overview

The results of the hypothesis testing using Multiple Regression Analysis (Enter Method) showed that all VIF values were less than 10. Durbin-Watson value was 1.994, ranging from 1.5 to 2.5, and Correlation Coefficient was between 0.6 and 0.8. The hypothesis testing revealed that the satisfaction factors influencing employee engagement in government financial institutions were statistical significance level of 0.05. The satisfaction factors influencing employee engagement in government financial institutions included Engaging Leadership (Sig. = 0.001), Talent Focus (Sig. = 0.001), The Basics (Sig. = 0.001), and The Work (Sig. = 0.001) as shown in Table 4.

Table 4 A Comparison between Satisfaction Factors and Employee Engagement in Government Financial Institutions Using Multiple Regression Analysis
(n = 18,949)



R = 0.69^a, R Square = 0.71, Adjusted R Square = 0.71, Std. Error of the Estimate = 0.22

* Statistical significance level of 0.05

According to Table 4, the results of the data analysis using Multiple Linear Regression Analysis were found that the variables affecting employee engagement in government financial institutions with a statistical significance level of 0.05 was comprised of 4 areas such as Engaging Leadership, Talent Focus, The Basics, and The Work.

The factor affecting employee engagement at the highest level was Talent Focus (Beta = 0.371), with the same effect as employee engagement. This means that the organizations prioritize employees, including career and development,

and rewards and recognition, which resulted in employee satisfaction and engagement. The second factor was The Work (Beta = 0.164), with the same effect as employee engagement. This means that the organizations prioritize workload, challenging and work assignments, and work-life balance, which leads employees to feel valued and not forced to sacrifice their personal time to the organizations.

The results of this research study reflect that employee prioritization is the core of building employee engagement in government financial institutions. Employees feel engaged when they are recognized, valued, and have opportunities for continuous career growth. Some practical approaches that should be performed include establishing a clear career path planning system, creating a recognition culture at both the team and individual levels, and developing a competency-based training system to enhance employee potential. The Work is the second most influential factor which indicates that challenge, job enrichment, and agility in work affect employees' sense of value and engagement to the organizations. Therefore, the organizations should promote work-life balance approaches and job enrichment systems to enhance long-term motivation to the employees.

2.2.2 Classification by Employee Group

The results of hypothesis testing using Multiple Regression Analysis (Enter Method) were found that all VIF values were less than 10. Durbin-Watson value was 2.001, ranging from 1.5 to 2.5, and Correlation Coefficient was between 0.6 and 0.8. The hypothesis testing revealed that the satisfaction factors affecting employee engagement in government financial institutions, classified by employee group, with a statistical significance level of 0.05 were Engaging Leadership (Sig. = 0.001), Talent Focus (Sig. = 0.001), The Basics (Sig. = 0.001), and The Work (Sig. = 0.001), as shown in Table 5.

Table 5 A Comparison between Satisfaction Factors and Employee Engagement in Government Financial Institutions Classified by Employee Group Using Multiple Regression Analysis
(n = 14,477)

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	1.502	0.034		44.221	0.000*
Engaging Leadership	0.101	0.008	0.114	12.580	0.001*
Talent Focus	0.363	0.011	0.419	31.770	0.001*
Agility	0.009	0.015	0.009	0.580	0.562
The Basics	0.075	0.009	0.097	8.365	0.001*
The Work	0.165	0.009	0.162	19.403	0.001*

R = 0.70^a, R Square = 0.50, Adjusted R Square = 0.50, Std. Error of the Estimate = 0.21

* Statistical significance level of 0.05

Based on Table 5, the results of data analysis using Multiple Linear Regression Analysis showed that the variables affecting employee engagement in government financial institutions, classified by employee group, with a statistical significance level of 0.05 were comprised of 4 areas including firstly Talent Focus (Beta = 0.419), followed by The Work (Beta = 0.162), Engaging Leadership (Beta = 0.114), and lastly The Basics (Beta = 0.097).

Employees from government financial institutions have the first prioritization on career and development, performance recognition, and fair evaluations, which directly influence organizational engagement. Therefore, the organizations should develop transparent performance management system and establish clear career advancement path, particularly at the operational level, where a secure future within the organizations is desired.

2.2.3 Classification by Worker Group

The results of the hypothesis testing using Multiple Regression Analysis (Enter Method) were found that all VIF values were less than 10. Durbin-Watson value was 2.036, ranging from 1.5 to 2.5, and Correlation Coefficient was between 0.6 and 0.8. The hypothesis testing revealed that the satisfaction factors affecting employee engagement in government financial institutions, classified by worker group, with a statistical significance level of 0.05 were Engaging Leadership (Sig. = 0.001), Talent Focus (Sig. = 0.001), The Basics (Sig. = 0.001), and The Work (Sig. = 0.001), as shown in Table 6.

Table 6 A Comparison between Satisfaction Factors and Employee Engagement in Government Financial Institutions Classified by Worker group Using Multiple Regression Analysis.
(n = 4,471)

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	0.500	0.076		6.607	0.000*

Engaging Leadership	0.442	0.020	0.370	22.020	0.001*
Talent Focus	0.213	0.026	0.191	8.266	0.001*
Agility	0.058	0.037	0.044	1.538	0.124
The Basics	0.141	0.025	0.127	5.613	0.001*
The Work	0.153	0.021	0.131	7.270	0.001*

R = 0.69^a, R Square = 0.50, Adjusted R Square = 0.50, Std. Error of the Estimate = 0.23

* Statistical significance level of 0.05

From Table 6, the results of data analysis using Multiple Linear Regression Analysis revealed that the variables affecting employee engagement in government financial institutions, classified by employee group, with a statistical significance level of 0.05 were comprised of four dimensions: Engaging Leadership (Beta = 0.370), Talent Focus (Beta = 0.191), The Work (Beta = 0.131), and The Basics (Beta = 0.127).

Workers in government financial organizations typically face constraints on stability and career growth opportunities, so they need leaders who provide close support and a warm and respectful work environment. Therefore, the organizations should focus on developing a leader at a supervisor level with inspirational and supportive leadership skills to foster employee engagement and pride in their work.

3. Recommendations and Guidelines for Building Employee Satisfaction and Engagement in Government Financial Institutions

A study of satisfaction factors influencing employee engagement in government financial institutions was found that satisfaction factors regarding Engaging Leadership, Talent Focus, The Basics, and The Work impact employee engagement in government financial institutions. All these four factors can be ranked as follows:

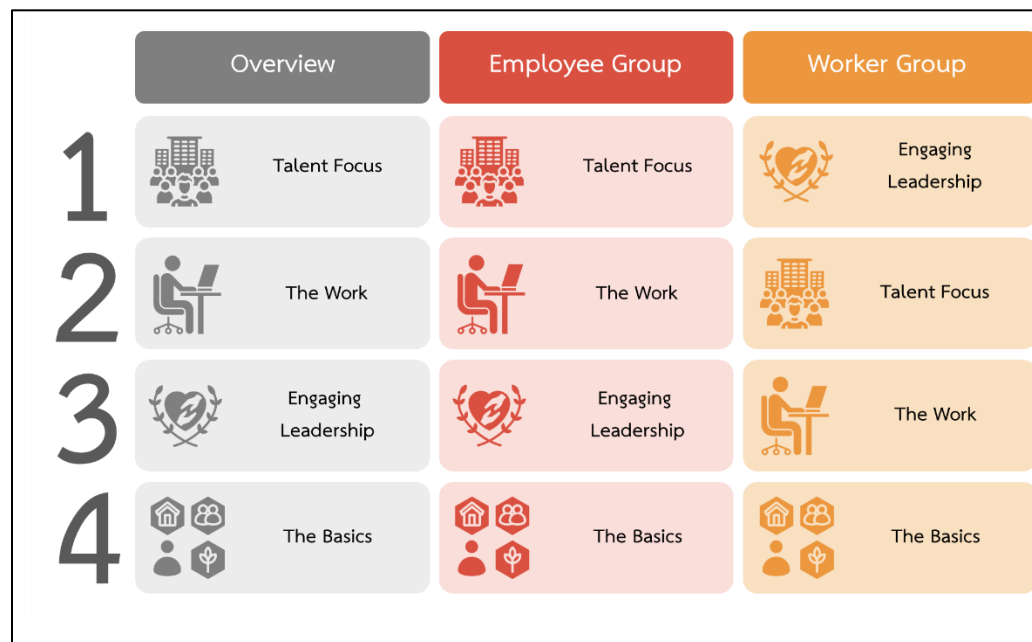


Figure 2 Summary of Satisfaction Factors Influencing Employee Engagement in Government Financial Institutions

Therefore, government financial institutions should develop service quality to ensure efficiency, meet employee needs and expectations, and foster continuous employee satisfaction and loyalty to their organizations. As mentioned above, four dimensions can be summarized as follows.

1. Talent Focus

- Career Path Development: Government financial institutions should establish a clear career path and provide career opportunities for personnel to advance into higher positions. Establishing a clear career path allows them to see career opportunities and advancement within the organization, which motivates and enhances personnel satisfaction.

- Learning and Development: Providing personnel development opportunities will enhance their work efficiency and develop new skills, which enables personnel to effectively respond to changing demands in the financial market or society. Government financial institutions should provide training program, staffing, and scholarships, or develop new skills to enhance personnel potential, such as technological skills, teamwork, collaboration, or customer service skills. Scholarships or long-term learning programs can also be established to develop specialized knowledge fields related to their work.

- Recognition and Reward System: A transparent and fair reward system can increase employee satisfaction and engagement. Government financial institutions should establish transparent, fair, and performance-based reward and compensation criteria, such as performance-based rewards, or should generate a reward program that considers team development, teamwork, and collaboration, in which can be in the form of salary, bonus, or even public recognition, to increase continuous working motivation.

2. The Work

- Job Design and Enrichment: Government financial institutions should assign diverse and challenging work that aligns with their employees' abilities to foster their sense of value and consider their abilities and interests, for example, providing opportunities to lead new projects or collaborate with cross-functional teams.

- Flexible Work Arrangements: Government financial institutions should consider flexible work policies, for instance, enabling employees to follow the approaches of work from home or hybrid work, combining between working from the workplace and home. This approach assists in employees maintaining a better work-life balance, which results in a sense of significance and understanding from the organization.

- Teamwork and Collaboration: Creating a culture that supports teamwork and collaboration by reducing complex hierarchies within the organization, promotes participation in decision-making, and allows employees to contribute ideas or solutions, which perhaps forms cross-functional teams to collaborate on special projects or events. Creating a process for maximizing employee potential in leveraging knowledge gained from their self-learning and sharing knowledge from both personnel and outsiders.

3. Engaging Leadership

- Leadership Development: Government financial institutions should provide leadership training programs and leadership development that emphasizes inspirational skills, effective communication, and creating a positive work environment.

- Open Communication Channels: Government financial institutions should provide employees with channels to express their opinions toward senior leaders and management committee, such as town hall meetings or establishing surveys where employees can freely express their opinions. Town hall meetings allow senior leaders and management committee to interact with employees and answer their questions intermediately, which helps them feel valued in the organization's decision-making process.

- Building Trust and Transparency: Senior leaders and management committee should communicate transparently about the organization's direction, including disclosure of key information, such as policy changes or future work developments. Providing employees with an understanding of the decision-making rationales will build trust in senior leaders and management committee.

- Management Support: Leaders should provide employees with opportunities to speak up or seek advice, for instance, establishing channels for employees to discuss issues or concerns with senior leaders and management committee and providing counseling program to address issues or provide recommendations and guidance on personal development.

4. The Basics

- Work Environment Enhancement: The organizations should create a work-friendly and modern environment and meet employees' work needs and interests. This also includes modernizing workspace, providing technological tools to enhance employees' work efficiency, and establishing relaxation areas or creating a relaxing environment to enhance work comfort.

- Work-Life Balance Promotion: Government financial institutions should have flexible work policies, such as flexible work hours or promoting employees to follow a Work from Home approach. Additional holidays or health promotion programs, such as annual health checkups or exercise programs, can be provided to accommodate employees to maintain their health and spend their rest time more effectively.

DISCUSSION AND CONCLUSION

Based on the Study of Satisfaction Factors Influencing Employee Engagement in Government Financial Institutions, key issues were examined for discussion, aiming to associate such research findings with the research gap identified in the introduction chapter. This indicates that certain studies of employee engagement in the context of government financial institutions in Thailand are limited in explaining the behavioral mechanisms of leadership and the importance of employees influencing their engagement to the organization. This research assists in filling this research gap and clearly extending existing global bodies of knowledge to the Thai context.

1. Regarding Talent Focus (Sig = 0.001), most of the sample group prioritized Organizational Brand, followed by Performance Management, and Career and Development because government financial institutions have a good image and reputation, contribute to the community, society, and nation, make employees feel proud to work for them, provide a performance evaluation system with clear criteria and guidelines, promote work-life balance, and provides opportunities for all employees to take annual promotion examination. This results in employee satisfaction and engagement within the organization and reflects that organizations with an emphasis on their personnel as strategic resources can motivate and instill pride in employees, which leads to long-term organizational engagement. This aligns with Ana Tkalac Verčič's

(2021) research on The Impact of Employee Engagement, Organizational Support, and Employer Branding on Internal Communication Satisfaction showing that there was a statistically significant positive relationship between employee engagement, perceived organizational support, and satisfaction with internal communication and can explain the variance in employee satisfaction with internal communication, representing 78.90 percent. This is consistent with Oentoro (2018) pointing out that High-Performance Work Practices (HPWPs), such as employee potential development, work recognition, and fair recognition and reward systems, are essential mechanisms connecting personnel satisfaction with service performance through strengthening employee engagement as a mediator and is consistent with the context of government financial institutions focusing on providing public services alongside business performance.

2. Regarding The Work (Sig = 0.001), most of the sample group were happily assigned challenging work, took pride in the assigned work, and believed to be valuable, which contributes to the organization success, and had consideration on balance between their work and personal life, helping personnel feel happier and more motivated to work. The research results indicated that The Work with challenging, enriching, and Work-Life Balance styles made personnel feel more valued and motivated to work. Work that provides personnel with opportunities to maximize their potential and create a positive impact on society increases in their pride and the organization. This is in line with the Study of Job Satisfaction and Organizational Commitment in the Banking Sector: A Comparative Study of Conventional and Islamic Banks carried out by Kousar Khand Salma Khand and Adnan Pitafi (2020) showing that job satisfaction had a significant impact on affective commitment, commitment on position retention, and standard commitment. In addition, work and supervisors had a statistical significance relationship ($P < 0.001$), which is consistent with Kousar, Khand & Pitafi (2020) who found that job satisfaction significantly affected affective commitment and organizational loyalty. Especially, in the banking sector, employees perceive their work as having social and economic value. In the Thai context, harmony and participation in collective success are valued. Therefore, work-related factors significantly influence employee engagement.

3. Regarding Engaging Leadership (Sig. = 0.001), most of the sample group emphasized on manager and senior leadership because Engaging Leadership is one of the important concepts in current organizational management focused on building leaders who can build good relationships and encourage employees to have more confidence and work devotion, involving supervising and creating employee motivation and participation in various organizational processes. This reflects that current organizational management is not solely work supervision but also emphasizes creating motivation, confidence, and good relationships in the organization. This is consistent with the Research Study on Transformational, Transactional, Laissez-faire Leadership Styles and Employee Engagement: Evidence from Vietnam's Public Sector conducted by Nguyen Hai Thanh and Nguyen Van Quang (2022) revealing that transformational leadership, transactional leadership, and Laissez-faire Leadership had positive relationships with government employee engagement at statistical significance level of $p < .05$.

4. Regarding The Basics (Sig. = 0.001), most of the sample group emphasized future work arrangement and well-being because personnel need stability and clarity about the organization's future direction, including policies that promote career development and flexible working. Therefore, Work-Life Balance plays a vital role in personnel satisfaction. Employees with appropriate time management tend to be more motivated to work, reflecting that stability and quality of life are important elements affecting job engagement and employee satisfaction.

This is consistent with the Research on The Influence of Person-Job Fit, Work-Life Balance, and Work Conditions on Organizational Commitment: Investigating the Mediation of Job Satisfaction in the Private Sector of the Emerging Market conducted by Hasan, T., Jawaad, M., Butt, I. (2021). The said research findings revealed that work-life balance leads to stronger emotional engagement to the organization. In the private sector, employees need to work for an organization that can offer flexible work arrangements to maintain balance between their work and family life, indicating that work-life balance has an impact on employee emotional engagement, particularly in Asian societies where family and life stability are valued.

For Thailand, with a collaborative work culture and an emphasis on interpersonal harmony, creating a work environment that supports employees' quality of life is a fundamental factor fostering sustainable employee engagement to the organizations.

In summary, this research contributes significantly to expanding knowledge on employee engagement to align with the context of Thai government financial institutions. It confirms that Engaging Leadership and Talent Focus are key mechanisms for promoting employee engagement through creating motivation, pride, and positive organizational relationship. This also aligns with Oentoro's (2018) point of view stating that the creation of high-performance work systems leads to improved service performance, with employee engagement acting as a key link.

Apart from that, Thai cultural context emphasizes showing respect for leaders and life stability, so it has become a social factor contributing to more in-depth understanding on organizational engagement mechanisms in Thai government sector. However, this issue has not been clearly addressed in previous research.

Recommendations

Recommendations for Applying the Research Results

- The organizations should prioritize and prepare for organizational change amidst the changing conditions to ensure that the organizations and employees are prepared to cope with these changes.
- The organizations should conduct surveys on employee needs regarding curriculums to ensure that they can tailor curriculums that can meet employee needs.

- The organizations should utilize technology-based or e-learning systems to facilitate preparing learning methods to increase participant convenience and align with their work and lifestyles.
- The organizations should prioritize and focus on creating a clean and tidy training environment.
- The organizations should seek facilities that exceed participant expectations, including traffic, transportation, and parking, to ensure employee satisfaction.

Recommendations for Further Research

Additional factors that may affect decision-making on training service selections, such as organizational image, motivation, confidence, and attitude, should be explored.

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