

DEVELOPMENT OF THE COMPONENTS OF EMPLOYEE ENGAGEMENT AFFECTING THE WORK EFFICIENCY AND EFFECTIVENESS OF EMPLOYEES IN GOVERNMENT ORGANIZATIONS

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Abstract

The research aimed 1) to study the main components and sub-components of employee engagement, work efficiency, and work effectiveness of employees in government organizations; 2) to develop the indicators of employee engagement affecting the work efficiency and effectiveness of employees in government organizations; 3) to develop the employee engagement model affecting the work efficiency and effectiveness of employees in government organizations; and 4) to prepare the policy recommendations about employee engagement affecting the work efficiency and effectiveness of employees in government organizations. The results showed that the main components, sub-components, and indicators of employee engagement, work efficiency, and work effectiveness of employees in government organizations were employee engagement, consisting of 3 components, work efficiency, consisting of 4 components, and work effectiveness, consisting of 4 components. The developed causal model of the work efficiency and effectiveness of employees in government organizations was in line with the empirical data and showed that the employee engagement indirectly affected the work effectiveness, by positively impacting the work efficiency, and the work efficiency directly positively affected the work effectiveness. The policy recommendations could be summarized as follows: 1) the organizations should focus on the work efficiency of their employees which directly affected the work effectiveness. 2) The values and organizational culture should be promoted. 3) The organizations should focus on career path of employees at all levels and provide training courses to employees, including an appropriate online learning platform for employees. 4) The organization supported modern and suitable knowledge, technology, and operational tools for nature of work to achieve work efficiency and continually develop knowledge in various fields.

Keywords: employee engagement / work efficiency / work effectiveness / government organizations

INTRODUCTION

Nowadays, organizations are growing and competitive and provide ever-changing environments that require the organizations to adapt to the changing environment. In order to efficiently and effectively manage the organizations to achieve their objectives, human resource management is an essential and challenging activity for executives because the organizations need human resources working for them to their full potential. Although resources in the organizations are available, if the organizations lack knowledgeable employees, they cannot be efficiently operated (Nattaphan Kajornnan, 2008). The government sector has therefore given importance on human resource management by focusing on the development of human capital to be used as an important mechanism to add value to government agencies.

Employee engagement is an indicator of the organizational success. It is an effort on work and organization. The trait engagement will result in state engagement which leads to behavioral engagement through both thought and emotion: showing good organizational citizenship behavior (Macey & Schneider, 2008). Recent studies found that the factor leading people to have more work efficiency and effectiveness is work motivation. It motivates people to act or behave willingly, which leads to effective work (Siriporn Chanthasri, 2007). Moreover, acting as a role model for followers or employees, leaders or executives will be respected, believed, and trusted by their followers, and they will be proud when working with them (Bass, B.M. and Avolio, B.J., 1990).

As mentioned above, it can be seen that the employee engagement is the key to employees' work and coexistence in the organization and is the driving force and motivation for employees to work for the organizations with their devotion. Therefore, the research study on Development of the Components of Employee Engagement Affecting the Work Efficiency and Effectiveness of Employees in Government Organizations was conducted in order to use the data obtained from the survey as a factor in the process of consideration and improvement of policies and schemes related to building or enhancing the levels of satisfaction and employee engagement to achieve the organizational success and to offer the patterns, recommendations, and guidelines from this research to be applied in the organizations with similar nature of work.

OBJECTIVES

- 1) To study the main components and sub-components of employee engagement, work efficiency, and work effectiveness of employees in government organizations
- 2) To develop the indicators of employee engagement that affects the work efficiency and effectiveness of employees in government organizations
- 3) To develop the model of employee engagement that affects the work efficiency and effectiveness of employees in government organizations
- 4) To prepare the policy recommendations about the employee engagement that affects the work efficiency and effectiveness of employees in government organizations

LITERATURE REVIEW

1. Concepts and Theories about Work Motivation

Motivation refers that the factors in the work performance, wages, income, commanding, esteem from others, relationship between supervisor and coworker, and others meet the needs of the operator and result in job satisfaction (Ratchanok Munket, 2009). Job satisfaction is an important factor that makes people feel positive toward their work and motivated to intend to perform their work as much as possible. As a result, work effectiveness is achieved according to the specified goals. (Strauss, G., & Sayles, L. R., 1980) Theories about work motivation are Herzberg's two-factor theory, consisting of 2 factors as follows: 1) Motivator Factors are internal factors leading to job satisfaction which leads to desire to work and have a positive attitude. When employees feel good and happy at work, they will perform their task well and more efficiently; 2) Hygiene Factors are external factors that affect job satisfaction and keep

employees motivated to work at all times; the organization is unable to lack these factors because without them, employees may be more likely to be dissatisfied with their job responsibilities or the organization. However, adding this factor does not mean that employees will feel more satisfied with their job responsibilities. (Herzberg, 1966)

2. Concepts and Theories about Employee Engagement

Employee engagement refers to the employees' full physical and mental dedication to their assigned tasks. This will be expressed in the form of creative and valuable work beyond the expectations of the organization (Edward L. Gubman, 1998). Organizational commitment is a strong correlation of solidarity among members in participating in activities within the organization which can demonstrate: 1) High confidence in the recognition of the goals and values of the organization, meaning a consistent and unified attitude toward the organization to achieve the goals and values in line with the organization; 2) The willingness to devote and make full efforts to work for the benefit of the organization, meaning making full use of one's ability and effort to complete the work of the organization successfully; and 3) the strong need to maintain membership in the organization, referring to the need of personnel who are willing to work in the organization and do not desire to resign from its membership. (Steers, R. M., 1997)

3. Concepts and Theories about Work Efficiency

Work efficiency refers to the performance resulting from performing task within the specified time more accurately and quickly. In addition, human resources and equipment must be used appropriately, cost-effectively, and for maximum benefit; various techniques are used to reduce the work process for more convenience, and tasks can be completed on time as scheduled, leading to satisfaction to recipients (supervisors) and least loss of resources. If the performance is good, it means high work efficiency, but if bad, it means low work efficiency. (Nonphan Bunrit, 2015) The work efficiency is divided into 4 components as follows: 1) Quality means that producers and users benefit and are satisfied with their accurate and standardized performance. 2) Quantity refers that tasks must meet the expectations of the departments which quantity of work performed is appropriate as specified in the roadmap or the goals of the organization. 3) Time is the time spent in the operation must be in the correct manner according to the suitable and up-to-date principles for the assigned tasks, and techniques have been developed to perform task more conveniently and faster, and 4) Costs in the operation are suitable for the task, which can be performed by less investment, receiving the most profit, and achieving efficiency in the dimensions of cost or production costs. (Peterson & plowman, 1989)

4. Concepts and Theories about Work Effectiveness

Work effectiveness refers to the balanced resource management—saving money and time, using the right people for the job, and making the most of materials and equipment in the right way. This leads to employee's job satisfaction, the organization obtaining the most benefit, and achieving its goals, which is productivity and effectiveness. Thus, productivity and effectiveness are indicators of solutions to enhance or improve work efficiency (Chalerm Sukcharoen, 2014). Balanced Scorecard is used in the work effectiveness to provide solutions

and improve operations by considering the results of the work processes within the organization and the impact of external customers and applying them to improve and create 4 dimensions as follows: 1) Financial Perspective is an important perspective indicating the performance of the organization. 2) Customer Perspective is a perspective telling how customers view the organization. 3) Internal Process Perspective is a perspective reflecting the organizational management efficiency and effectiveness, and 4) Learning and Growth Perspective is a perspective that the executives prioritize employees in the organization (Kaplan, R.S. and Norton, D.P., 1996).

RESEARCH METHODOLOGY

This research was mixed methods research design (mixing between quantitative and qualitative researches) focused on research and development. Data were collected by using a questionnaire and studies from documents, textbooks, related research, related theories and concepts, and other websites used as a guideline for data collection.

1. Data Collection Period

Data were collected between January - August 2022 by asking for cooperation from employees from 4 government organizations in answering the questionnaire on the development of the components of employee engagement affecting the work efficiency and effectiveness of employees in government organizations.

2. Method

	Research: R₁ Study of the main components, sub-components, and indicators of employee engagement and work efficiency and effectiveness of employees in government organizations	Development: D₁ Development of the indicators of employee engagement affecting the work efficiency and effectiveness of employees in government organizations	Research: R₂ Development of employee engagement model affecting the work efficiency and effectiveness of employees in government organizations	Development: D₂ Policy recommendations about employee engagement affecting the work efficiency and effectiveness of employees in government organizations.
Research Method	1.1 Study the concepts, theories, and related studies on employee engagement and work efficiency and effectiveness of employees in government organizations.	2.1 The focus group of 40 employees was organized to develop the indicators of employees engagement affecting the work efficiency and effectiveness of	3.1 The employee engagement affecting the work efficiency and effectiveness of employees in government organizations was surveyed.	4.1 60-employee focus group was held to collect root causes based on the survey results and prepare recommendations and guidelines for building employee engagement by participation of employees in

	<p>1.2 The structured in-depth interview was conducted to study the factors of employee engagement and work efficiency and effectiveness of employees in government organizations.</p>	<p>employees in government organizations by the participation of employees in government organizations.</p>		<p>government organizations. 4.2 The policy recommendations about employee engagement affecting the work efficiency and effectiveness were made. 4.3 The appropriateness of policy recommendations about employee engagement affecting the work efficiency and effectiveness of employees in government organizations was assessed by experts.</p>
<p>Research Tools and Sample Population</p>	<p>1.1 Data Record/Content Analysis 1.2 Structured Interview is to interview 40 employees in 4 government organizations (10 employees per organization) consisting of executives, employees, and workers obtained from Non-probability Sampling, Purposive Selection, and Quota Selection to obtain the complete data.</p>	<p>2.1 The focus group questionnaire is a focus group of 40 employees in 4 government organizations (10 employees per organization), consisting of executives, employees, and workers obtained from Non-probability Sampling, Purposive Selection, and Quota Selection to obtain complete data.</p>	<p>3.1 The sample used in the employee engagement survey affecting the work efficiency and effectiveness of employees in government organizations was 400 people in 4 government organizations (100 people per organization) containing executives, employees and workers, obtained from formula of Hair et al. (2010). That is, there should be at least 10 - 20 times of indicators. Therefore, 400 samples were obtained from Non-probability Sampling, Purposive Selection, and Quota Selection to obtain complete data.</p>	<p>4.1 The focus group questionnaire is a focus group of employees in 4 government organizations—executives, employees, and workers—divided into 3 groups (20 people per group) obtained from Non-probability Sampling, Purposive Selection, and Quota Selection to obtain complete data. 4.2 After Action Review: AAR, which is knowledge management through content/issue analysis 4.3 The questionnaire to assess the appropriateness of policy recommendations about employee engagement affecting the work efficiency and effectiveness of employees in government organizations</p>

3. Research Tool Assessment

- 3.1 The questionnaire was consulted with 5 experts to check the content validity and language used, to determine the Index of Item Objective Congruence (IOC) between 0.60 - 1.00, and to improve the questionnaire (Rovinelli, R. J., & Hambleton, R. K., 1997).
- 3.2 The reliability of the questionnaire was determined using Cronbach's Alpha to test the questions to be in the same direction. If the value is 0.7 or higher, the questionnaire is reliable and can be used to test the hypothesis and used in the further research process, which can be performed with 5-Point Rating Scale (Krissada Tangchaisak, 2016). The result was found to have a reliability value of 0.984.

4. Data Analysis

4.1 Analysis for data characteristics explanation using descriptive statistics

The data characteristics explanation was used with frequency and percentage to explain the demographic factors and use the mean and standard deviation to explain the level of opinion, employee engagement of employees in government organizations, and work efficiency and work effectiveness of employees in government organizations.

4.2 Hypothesis testing using inference statistics

The testing of the causal model hypothesis affecting the work efficiency and effectiveness of government organization employees to test whether the theoretical path model obstructed is consistent with the actual empirical data, which can be performed by examining observed variables characterized by normal distribution. According to the acceptable skewness and kurtosis criteria, its skewness is not more than 3.00, and its kurtosis is not more than 10.00 (Suwanwat, 2014). Then, the structural equation modeling was analyzed by Pearson's product moment correlation coefficient between 11 observed variables under the same latent variables to ensure consistence. The confirmatory factor analysis was also used to check the construct validity to ensure an appropriate measuring representation and to provide the result of the said tested model to be in consistent with the empirical data.

Structural equation modeling (SEM) is a causal analysis and to determine the correlation of variables in a path diagram to study the correlation between latent variables and observed variables using maximum likelihood estimation.

CONCLUSION

Step 1: Study of the main components, sub-components, and indicators of employee engagement, work efficiency, and work effectiveness of employees in government organizations

The results of studying the concepts, theories, related studies, and interviews with employees in government organizations about employee engagement, work efficiency, and work effectiveness of employees in government organizations were found that many scholars'

related theories share both similarities and differences in part. That is, 1) Employee engagement, namely, Hewitt Associates (2004), Richard M. Steers (1977), Edward L. Gubman (1998), and Meyer and Allen (1991). The related theories on building employee engagement such as Herzberg's Motivation Two-Factor Theory (1966), Bass, B.M., and Avolio, B.J.'s Transformational Leadership Theory, (1990); 2) Work efficiency, namely Peterson & Plowman (1989), Tipawadee Meksawan (1995), Nonphan Bunrit (2015); and 3) Work effectiveness, namely, Schermerhorn (2005), Kaplan, R.S. and Norton, D.P. (1996), and Gibson and Others (1988). Thus, the main components, sub-components, and indicators of employee engagement, work efficiency, and work effectiveness of employees in government organizations are employee engagement, consisting 3 components, work efficiency, consisting of 4 components, and work effectiveness, consisting of 4 components.

Step 2: Development of the indicators of employee engagement affecting the work efficiency and effectiveness of employees in government organizations

The results of analyzing the development of the indicators of employee engagement affecting the work efficiency and effectiveness of employees in government organizations were found that the variables in line with work efficiency and effectiveness of employees in government organizations are 1) Employee engagement, consisting 3 components and 9 indicators, including confidence and recognition of the goals and values of the organization (dedication), willingness to devote and make full efforts to work for the benefit of the organization (devotion), and strong need to maintain membership in the organization (loyalty); 2) Work efficiency, consisting of 4 components and 12 indicators, including quality, quantity, time, and cost; and 3) Work effectiveness, consisting of 4 components and 12 indicators, including finance, customer, internal process, and learning and growth.

Step 3: Development of the model of employee engagement affecting work efficiency and effectiveness of employees in government organizations

1. Study of employee engagement affecting work efficiency and effectiveness of employees in government organizations

1.1 Personal factors

A survey of 400 employees in government organizations was found female (62.00%), most of which were Generation Y (1980 - 1997) (aged 24 - 42 years) (51.20%), graduating with Bachelor's degree (50.20%), worker position (61.50%), and income 15,001 - 25,000 baht (34.50%).

1.2 Employee engagement affecting work efficiency and effectiveness of employees in government organizations

According to the study of the employee engagement affecting the work efficiency and effectiveness of government organization employees, the basic statistics were analyzed to acknowledge the level of opinion toward various factors and the variable distribution characteristics. The results showed that all the latent and observed variables reach the high level and the highest level of opinion, namely, Employee Engagement (EE) (Mean = 4.28 S.D.

= 0.59), followed by Work Effectiveness (EFFE) (Mean = 4.24 S.D. = 0.55), and Work Efficiency (EFFI) (Mean = 4.17 S.D. = 0.55), respectively, when the normal distribution of the observed variables was considered. From skewness and kurtosis, its skewness ranged from -0.32 to -1.19, and its kurtosis ranged from -0.58 to 1.64, indicating that the observed variables had the normal distribution, which satisfies the acceptable skewness and kurtosis criteria under the normal curve—skewness value of not more than 3.00 and kurtosis value of not more than 10.00. This indicates that the data of all observed variables show the normal distribution.

2. Development of the indicators of employee engagement affecting the work efficiency and effectiveness of employees in government organizations

2.1 Testing the data suitability to determine the correlation between observed variables under the same latent variables

The results of the analysis of correlation between observed variables under the same latent variables by determining the Pearson's Product Moment Correlation Coefficient (r) were found that 11 observed variables had a positive correlation with the correlation size (r) ranging from 0.436 to 0.755. When the correlation coefficient between the observed variables under the same latent variables was considered, all the observed variables under the same latent variables were statistically significant at the 0.05 level. Therefore, each pair of these variables is suitable for analyzing the structural equation modeling.

2.2 Testing the data suitability to determine the correlation between the latent variables

The correlation between latent variables was analyzed to investigate the problem of multicollinearity by determining the Pearson's Product Moment Correlation Coefficient between 3 latent variables, namely, employee engagement, work efficiency, and work effectiveness. The results were found that the correlation between all the latent variables in the model ranged from 0.693 to 0.787, with a correlation of not more than 0.8. This indicates that multicollinearity was not found. Thus, all the latent variables, which were positively correlated, are suitable for analyzing the structural equation modeling.

2.3 Confirmatory factor analysis to test the construct validity

The confirmatory factor analysis to test the construct validity is suitable for measuring representation. In this regard, the test results of the measurement model of the observed variables under the set of external and internal latent variables were found that the employee engagement measurement model, work efficiency measurement model, and work effectiveness measurement model are consistent with the empirical data. Therefore, the observed variables in the set of external and internal latent variables are suitable for analyzing the structural equation modeling.

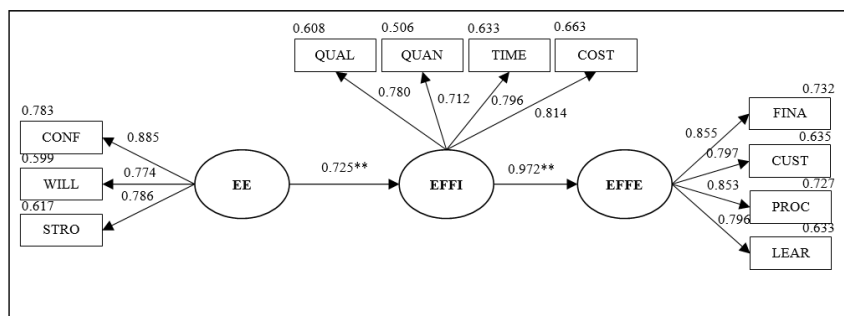
2.4 Consistency analysis of causal relationship model by considering model efficiency

The consistency analysis of causal relationship model with empirical data can be considered from the model efficiency, which can be determined by validity and reliability of observed variables used for measuring external latent variables. The validity is considered from the standard component weight of the observed variables of all latent variables with a statistically

significant zero difference at the 0.01 level. This indicates that every observed variable can measure internal latent variables in the model effectively, and their component weights are greater than 0.30, where the component weights of all observed variables are significant zero difference at the 0.01 level, and their positive values ranged from 0.712 to 1.022. It shows the relationship of variables in the same direction, and all the observed variables can effectively measure the latent variables in the model and can be measured by reliability based on Square Multiple Correlation (R^2) of the observed variables of all latent variables ranging between 0.506 to 0.783.

The results showed that the developed causal model of work efficiency and effectiveness of government organization employees was consistent with the empirical data, with the values of model fit index checked with Chi-squared test (χ^2) = 28.472, at degrees of freedom (df) = 19, P = 0.075, χ^2/df = 1.499, Goodness of Fit Index (GFI) = 0.987, Adjusted Goodness of Fit Index (AGFI) = 0.956, Root Mean Square Error of Approximation (RMSEA) = 0.035, and Root Mean Square Residual (RMR) = 0.006 as shown in Figure 1.

Figure 1: The causal model affecting the work efficiency and effectiveness of government organization employees



3. Study of direct and indirect effects of the causal factors affecting work efficiency and effectiveness of government organization employees

The results showed that the variable that directly positively affects work efficiency is Employee Engagement (EE), which can be jointly predicted with Employee Engagement (EE) by 63.40%, and the variable that directly positively affects work effectiveness is Work Efficiency (EFFI). The variable that indirectly positively affects the work effectiveness is Employee Engagement (EE), which affects the Work Effectiveness (EFFE) through the Work Efficiency (EFFI), which can be jointly predicted with Work Efficiency (EFFI) by 94.50%, with details as shown in Table 1.

Table 1: Parameters of Direct Effect (DE), Indirect Effect (IE), and Total Effect (TE)

Result Cause	Work Efficiency (EFFI)			Work Effectiveness (EFFE)		
	Total Effect (TE)	Direct Effect (DE)	Indirect Effect (IE)	Total Effect (TE)	Direct Effect (DE)	Indirect Effect (IE)
Employee Engagement (EE)	0.725**	0.725**	-	0.814**	-	0.814**
Work Efficiency (EFFI)	-	-	-	0.972**	0.972**	-
R ²	63.40			94.50		
Statistics Value: $\chi^2 = 28.472$, $df = 19$, $P = 0.075$, $\chi^2/df = 1.499$, $GFI = 0.987$, $AGFI = 0.956$, $RMSEA = 0.035$, $RMR = 0.006$						

Step 4: Policy recommendations about employee engagement affecting the work efficiency and effectiveness of government organization employees

The study of employee engagement model affecting the work efficiency and effectiveness of government organization employees was found that 1) the factor directly positively affecting work effectiveness is work efficiency, consisting of quality, quantity, time, and cost. The variable directly positively affecting the highest work efficiency is cost ($B = 0.663$), followed by time ($B = 0.633$). Moreover, the factor indirectly positively affecting work efficiency is employee engagement, consisting of confidence and recognition of the goals and values of the organization (dedication), willingness to devote and make full efforts to work for the benefit of the organization (devotion), and strong need to maintain membership in the organization (loyalty). The variable indirectly positively affecting the highest work effectiveness is confidence and recognition of the goals and values of the organization (dedication) ($B = 0.783$), followed by employee engagement and strong need to maintain membership in the organization (loyalty) ($B = 0.617$). Therefore, if an organization needs to build employee engagement, there should be activities or inspiration to make employees satisfied, happy to work, and feel more connected to the organization. The researchers worked with government organization employees such as executives, employees, and workers to collect the root causes based on the survey results and formulate recommendations and guidelines for building employee engagement assessed by experts in terms of the suitability of policy recommendations about employee engagement affecting the work efficiency and effectiveness of government organization employees, which can be summarized as follows:

- 1) The organization should focus on the work efficiency of employees—quality, quantity, time, and cost which affect the work efficiency.
- 2) The organization should allow employees to participate in decision-making both in terms of policies, visions, and missions between executives and employees in the organization.
- 3) The organization should promote organizational values and culture and create a teamwork attribute so that all employees can see the goals of the organization in the same direction.
- 4) The organization should motivate employees to be interested and challenge their ability to perform effectively, such as a creative contest, performance innovation, savings from the use of resources in the work performed, etc.
- 5) The organization should have knowledge on welfare and benefits so that employees can recognize and truly understand them and review a new welfare and benefit management

- to accommodate changing circumstances such as scholarship criteria, welfare loan consideration, or welfare for family members of each employees.
- 6) Welfare, benefits, and compensation should be allocated equally to all employee groups to build their morale and retain them as well as being required by potential employees from external organizations.
 - 7) The organization should focus on the career path of employees at all levels, as well as successors and highly talented personnel, and career path should be passed on to employees for acknowledgement, preparation, and self-development.
 - 8) The organization should support/encourage employees to create an individual development plan, and the Human Resources Department should create a human resource development plan in line with the necessary knowledge and skills (Upskill - Reskill – New Skill) in each position.
 - 9) Organization should provide training courses, build an appropriate online learning platform for employees, and continuously communicate with employees about training schedule information to allow them to plan/mange time for training.
 - 10) The organization supports modern knowledge, technology, and operational tools which are suitable for the nature of the work to achieve work efficiency and develop knowledge in various fields.

From the preparation of policy recommendations about the employee engagement affecting the work efficiency and effectiveness of government organization employees, the plan to strengthen, upgrade, and maintain the employee engagement with government organizations is created as shown in Figure 2.

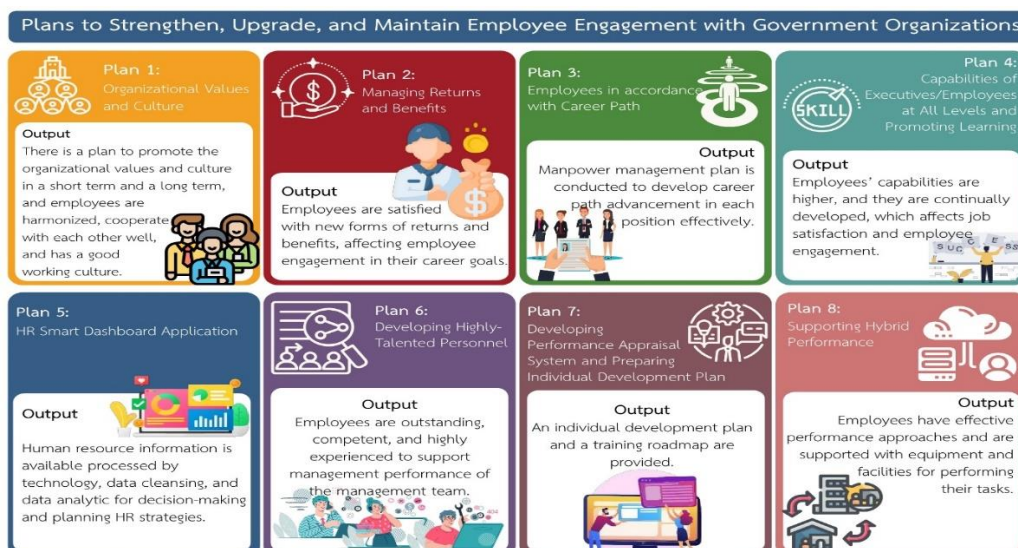


Figure 2: Plans to strengthen, upgrade, and maintain employee engagement with government organizations

DISCUSSION

From the study of Development of the Components of Employee Engagement Affecting the Work Efficiency and Effectiveness of Employees in Government Organizations, the key issues in this research were considered in order to discuss the results as follows.

Step 1: Study of the main components, sub-components, and indicators of employee engagement, work efficiency, and work effectiveness of employees in government organizations

The results of studying the concepts, theories, related studies, and interviews with employees in government organizations were found that main components, sub-components, and indicators of employee engagement, work efficiency, and work effectiveness of employees in government organizations included employee engagement studied by Hewitt Associates (2004), Richard M. Steers (1977), Edward L. Gubman (1998), and Meyer and Allen (1991), work efficiency studied by Peterson & Plowman (1989), Tipawadee Meksawan (1995), and Nonphan Bunrit (2015), and work effectiveness studied by Schermerhorn (2005), Kaplan, R.S. and Norton, D.P. (1996), and Gibson and Others (1988) are consistent with Chanikan Krakaew and Busakorn Watcharasrirot (2018) studying the Factors Affecting Organizational Commitment and Happiness at Work of Employees in the Consumer Goods Business: A Case Study of a Consumer Goods Distributor Company in Bangkok. It was found that the employee engagement is in the same direction with the Theory Organizational Commitment of Steers and Porter and is in line with Krittaphakin Mingsopha and Nakamol Chansom (2018) studying the Motivation Affecting the Work Efficiency, which showed that the organization can operate with high efficiency and focus on success according to the set goals using the theory of Peterson & Plowman, which employee efficiency and organizational efficiency are required for development in order to achieve efficient and effective development.

Step 2: Development of the indicators of employee engagement affecting the work efficiency and effectiveness of employees in government organizations

The results of the analysis of the development of employee engagement indicators affecting the work efficiency and effectiveness of government organization employees were found that the variables related to the work efficiency and effectiveness of government organization employees including 1) Employee engagement consisting of 3 components and 9 indicators, namely, confidence and recognition of the goals and values of the organization (dedication), willingness to devote and make full efforts to work for the benefit of the organization (devotion), and strong need to maintain membership in the organization (loyalty); 2) Work efficiency, consisting of 4 components and 12 indicators, including quality, quantity, time, and cost; and 3) Work effectiveness, consisting of 4 components and 12 indicators, including finance, customer, internal process, and learning and growth are in line with Chanikan Krakaew and Busakorn Watcharasrirot (2018) studying the Factors Affecting Organizational Commitment and Happiness at Work of Employees in the Consumer Goods Business: A Case Study of a Consumer Goods Distributor Company in Bangkok, which showed that the

employee engagement consisted of confidence and recognition of the goals and values of the organization, willingness to devote and make full efforts to work for the benefit of the organization, and strong need to maintain membership in the organization and are consistent with Krittaphakin Mingsopha and Nakamol Chansom (2018) studying the Motivation Affecting the Work Efficiency, which showed that the organization can operate with high efficiency and focus on success according to the set goals, which work efficiency in this research consisting of quality, quantity, time, and cost, which the organization must develop employee and organization efficiency in order to achieve efficient and effective development.

Step 3: Development of the model of employee engagement affecting work efficiency and effectiveness of employees in government organizations

Employee engagement indirectly affect work effectiveness passing on the work efficiency in a positive direction because the employees are satisfied with their work, do their best to perform their tasks, intent to work, and would like to be a part of the organization until retirement. When employees are satisfied and committed with their work, it results in work efficiency and effectiveness in line with Piyanat Butrach (2015) studying Organizational Commitment and Work Effectiveness Of Employees in Bangkok Bank Public Company Limited, Central Region 3, which showed that the organizational commitment is related to work effectiveness of employees with a statistical significance at the 0.05 level because most of the employees have potential in their work and have high operational satisfaction.

Work efficiency directly affects the work effectiveness in a positive direction because if the organization applies modern technology tools, work innovations, and efficient work planning to work, it will result in organizational effectiveness, employees being able to work according to standards, accurately, and completely, and manage its existing budget in a cost-effective and efficient manner. This is in line with Nattawat Chantarothorn and Pongsak Puapornpong (2020) studying the Effectiveness of the Organization, which showed that the competent and efficient employees directly affect success quality work through Balanced Scorecard (BSC) and KPI performance as an important mechanism, which causes organizational effectiveness.

Step 4: Policy recommendations about employee engagement affecting the work efficiency and effectiveness of government organization employees

The study of the model of employee engagement affecting the work efficiency and effectiveness of government organization employees, working with government organization employees such as executives, employees, and workers to collect the root causes based on the survey results and formulate recommendations and guidelines for building employee engagement assessed by experts in terms of the suitability of policy recommendations about employee engagement affecting the work efficiency and effectiveness of government organization can be summarized as follows: The organization should focus on the work efficiency of employees which affect the work effectiveness, promote organizational values and culture, prioritize career path advancement of employees at all levels, provide training courses, build an appropriate online learning platform for employees, and support modern knowledge, technology, and operational tools which are suitable for the nature of the work to

achieve work efficiency and develop knowledge in various fields. This is consistent with Pansak Puengngam et al (2019) studying Policy Recommendations to Improve the Quality of Working Life of Rajabhat University Employees, which showed that this 1) Focuses on employee retention, developing knowledge and abilities of employees; 2) Creates the organizational culture and maintains the strong organizational culture; 3) the performance appraisal model should be improved; and 4) employees should receive fair and appropriate returns for their quality and quantity of assigned work.

RECOMMENDATIONS

Recommendations for Future Research

1. The research results should be applied to interested government organizations to improve and develop the policy recommendations and prepare the plans to strengthen, upgrade, and maintain the employee engagement of government organization employees for maximum benefits.

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