

## Job Satisfaction and Employee Engagement among Human Resources Staff of Thai Private Higher Education Institutions

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It is clear that job satisfaction and employee engagement are critical to organizational success. Therefore, the objective of this study was to discover the relationship of job satisfaction and employee engagement among human resources (HR) staff of private higher education institutions (PHEIs) in Thailand. A questionnaire was developed from literature review and was administered to a sample of 220 HR staff from 58 PHEIs in Thailand. The responses were analyzed through confirmatory factor analysis. This study revealed that there is a positive direct effect of job satisfaction on employee engagement ( $\beta = 0.89, p < .001$ ). Job satisfaction could explain 80% of the variance in employee engagement ( $R^2 = 0.80$ ). The findings of this research could be helpful in encouraging further activities to improve the job satisfaction and employee engagement of HR staff in Thailand's PHEIs. It is recommended that the administrators should establish both intrinsic factors and extrinsic factors of job satisfaction to increase job satisfaction among staff, as well as build an engaging work environment consisting of aligning effort with strategy, empowerment, teamwork and collaboration, growth and development, and support and recognition for having an engaged work life.

**Keywords:** education institution, employee engagement, human resources staff, job satisfaction, Thailand

Private higher education institutions have the potential to play a critical role in national development. In Thailand, they have played a role in both education and research, providing academic knowledge to society and maintaining national arts and culture, and since the 1970s they have allowed more young Thais to undertake higher education and to gain higher qualifications (World Bank Group, 2009). The rise of private higher education institutions in Thailand come under the spotlight because they have expanded in Bangkok and other provinces to satisfy social demand for higher education and the need to enlarge the educational system of the country. Today there are more than 70 private higher education institutions reflecting the rapid social and economic change in Thailand, and the challenges presented by Thailand's national education development plan (Office of the Education Council, 2017). However, private education institutions are subject to market pressures like any other business organization (Karuoya & Senaji, 2017) and most of private higher education institutions still confronted a quality of professional teachers and obstacles in developing research works for many decades in the past until present (Rugmai, Tachaphahapong, & Polsaram, 2016). As a result, human resources (HR) department must work to enhance their human assets in education institutions, both quantitatively and qualitatively by attracting, developing and retaining talent. HR department is one of the necessary needs of today's businesses and has a very important role for the supply of human beings as the main resources of organizations (Burma, 2014).

The role of staff in human resources (HR) department has become important in modern businesses in the 21st century because of the complex economic and business environment, and

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organizations need to enhance their HR staff due to globalization and competition (Aslam, Aslam, Ali, & Habib, 2013). In fact, HR staff play an essential role in developing organizations' strategies as well as handling the employee-centered activities of organizations. Thus, HR staff in private higher education institutions (PHEIs) have important responsibilities in managing people's careers, especially those of academic staff. The HR Department is a central administrative department, which is responsible for providing a complete HR service to those faculties, departments and campus for higher education institutions (Dublin City University, 2011; Riordan, 2017). Nevertheless, there has been inadequate research concerning HR staff especially those in PHEIs.

Knowledge of the role of job satisfaction is of great importance to staff in the HR area since it is one of the main factors which motivate staff in organizations (Mallikarjuna, 2012). The Society for Human Resource Management (2014) surveyed HR professionals to examine their overall job satisfaction and engagement levels, finding that 81 percent of HR staff reported overall satisfaction with their current job. However, some organizations still pay less attention to the importance of job satisfaction among HR staff, in spite of the need to focus on the importance of HR staff in an organization. Due to a lack of job satisfaction, many organizations lose skilled HR staff to other organizations who have strong HR policies.

Employee engagement has also become an important topic in the area of HR. A number of recent surveys have been conducted relating to employee engagement, generating significant interest among HR professionals and the importance of the topic has become more widely appreciated within organizations. Employee engagement has a positive relationship with the retention of talent, and the avoidance of employee turnover, employee value addition, growth and the survival of organizations (Bano, Khan, Rehman, & Humayoun, 2011; Albdour & Altarawneh, 2014). Employee engagement also influences organisational performance (Cheche, Muathe, & Maina, 2017). If engaged HR staff feel a sense of attachment towards their organization, they are more likely to commit themselves to both their role and the organization as a whole. HR employee engagement is thus an essential element in achieving HR success.

Moreover, the relationship between job satisfaction and employee engagement has been studied by some researchers (Malhotra, n.d.), and some studies also suggest that employee engagement is a result of job satisfaction (Abraham, 2012; Bano et al., 2011). There is a significant relationship between employee engagement and employee job satisfaction. Engaged employee leads to higher job satisfaction (Kim–Soon & Manikayasagam, 2015). Correlation results showed that job satisfaction and employee engagement were positively related, so job satisfaction is an important driver of employee engagement (Malhotra, n.d.). However, the literature on job satisfaction and employee engagement show no clear pattern, nor do studies agree on, for example, how to measure the constructs, and their effect on each other (Kim–Soon & Manikayasagam, 2015). In fact, in previous studies researchers have not used the same components to describe job satisfaction and employee engagement and so no widely accepted models of job satisfaction and employee engagement currently exist. This lack of agreement about these concepts and their undeniable complexity (Malhotra, n.d.), suggest that there is a need for further studies which may lead to an improved understanding of what constitutes job satisfaction and employee engagement (Shmailan, 2015; Kim–Soon & Manikayasagam, 2015) and how they can be reliably and validly measured using adequate statistical techniques (Buitendach & Rothmann, 2009). The study described in this paper therefore sought to establish a model for job satisfaction and employee engagement in the area of HR occupations in the context of PHEIs in Thailand, an area in which there have been relatively few studies to date.

In particular, researchers have yet to address the relationship between job satisfaction and employee engagement among the HR staff of PHEIs in Thailand, and this issue was investigated in the study described.

This study's objectives, based on the research gaps in existing research, were to discover the relationship between job satisfaction and employee engagement among HR staff in PHEIs in Thailand, and to answer the following hypothesis: job satisfaction has a direct effect on employee engagement (Vorina, Simonič, & Vlasova, 2017; Lee, 2017; Shmailan, 2015; Ali & Farooqi, 2014; Abraham, 2012; Bano et al., 2011; and Malhotra, n.d.)

## **Literature Review**

One of the ways in which organizations can achieve their goals is when their staff are satisfied and engaged at workplace, and consequently job satisfaction relates to many sides of employee engagement.

### **Job Satisfaction**

Even though, there is no universal definition of job satisfaction that covers all dimensions of the construct, most definitions emphasize, job satisfaction as the degree to which people enjoy doing their job. Job satisfaction is one's personal attitude towards one's job and has been described as the set of positive desires or positive feelings that people have toward their jobs and employment by their organization (Islam, Mohajan, & Datta, 2012; Hamidi, Saberi, & Safari, 2014).

The components which should be considered as important determinants of job satisfaction can be grouped together under the heading of intrinsic and extrinsic job satisfaction (Buitendach & Rothmann, 2009; Lee, 2017). Herzberg (1987) developed a motivational theory, in which the constructs affecting a worker's job satisfaction are categorized into two domains: motivators (intrinsic factors) and hygiene (extrinsic factors). Intrinsic job satisfaction includes achievement, recognition, responsibility, advancement, growth, and the work itself. Extrinsic job satisfaction includes supervision, work conditions, co-workers, pay, policies, job security, status and the worker's personal life. Broadly, intrinsic job satisfaction is how people feel about the nature of their job tasks while extrinsic job satisfaction is how people feel about aspects of their work situation. Thus, executives should work to develop strategies to enhance the level of both the intrinsic and extrinsic job satisfaction of employees.

Previous research has examined staff job satisfaction and its importance in the workplace, and has found that staff job satisfaction is essential and is a fundamental determinant of growth, service, and quality within an organization (Lee, 2017). Findings reported in the literature confirm that satisfied staff perform better and contribute to the total success of an organization. On the other hand, unsatisfied staff do not perform well and become a barrier to success (Shmailan, 2015). Further, the results have of prior research have indicated that differences exist between job satisfaction based on the age and racial groups of staff and that there are, moreover, differences between the levels of extrinsic and intrinsic job satisfaction based on differences in age and among different racial groups (Buitendach & Rothmann, 2009). Goetz et al. (2012) found that staff were generally very satisfied with the freedom given to them

in their working method, and the amount of variety in their job but they were mostly dissatisfied with their income.

These previous findings suggest that the job satisfaction of staff will depend on their attitudes, values, and motives and that they will show commitment to their work and loyalty to their employers as long as the institution tries to satisfy their need. Despite of HR staff has a very important role for supply of the human being to main resources of companies, previous studies still pay less consideration to survey the importance of job satisfaction among HR staff.

## **Employee Engagement**

One of the challenges presented by the literature on employee engagement is the lack of a universal definition of the construct. Researchers have variously defined employee engagement as a cognitive quality, a commitment emotion or a positive behavioral state directed toward organizational outcomes, and the actions that employees take to ensure the organization's success (Saks, 2006; Andrew & Sofian, 2012).

As a theoretical underpinning social exchange theory (Andrew & Sofian, 2012), provides a theoretical foundation to explain why employees choose to become more or less engaged in their work. The theory can be used as a theoretical framework in understanding the construct of employee engagement and the fact that staff who are given adequate opportunities for development, are likely to be more engaged in their jobs. Further, the conditions of engagement model suggests that employment can be considered as an economic and socio-emotional exchange of resources (Kim-Soon & Manikayasagam, 2015).

Wellins, Bernthal, and Phelps (2005) described engagement drivers as including, having the right employees in the right jobs, exceptional leadership and organizational systems and strategies. These drivers can lead to an engaging work environment consisting of, aligning effort with strategy; empowerment; teamwork and collaboration; growth and development; and support and recognition. An engaging work environment taps into employees' motivation to try harder and put in extra effort for the benefit of the organization. Moreover, Robinson, Perryman, and Hayday (2004) described the characteristics of engaged staff behavior as, including; looking for, and being given, opportunities to improve organizational performance; being positive about the job and the organization; believing in the organization; working actively to make things better; treating others with respect, and helping colleagues to perform more effectively; being able to be relied upon, and going beyond the requirements of the job; seeing the bigger picture, even at personal cost; identifying with the organization; and keeping up-to-date with developments in their field. However, Smith and Markwick (2009) found that employee engagement levels can vary according to different biographical and personality characteristics.

Employee engagement is a behavior of individuals, they bring in or leave out during their work performance. Employee engagement is used as an attitude as well as behavior. Engaged employees are highly motivated and devoted for the growth of the organization (Agrawal, 2015). Organizational behavior philosophers believe that it is also precious to have the right employees (Shmailan, 2015). Employee Engagement is a workplace approach designed to ensure that employees are committed to their organization's values and goals, motivated to contribute to organizational success (Vorina et al., 2017). Employee engagement research has also found that managers and professionals tend to have higher engagement levels

than their colleagues in supporting roles (Robinson et al., 2004). Thus, HR practitioners need to conduct an annual engagement survey and embed engagement in HR policies and practices responsibilities (Albrecht, Bakker, Gruman, Macey, & Saks, 2015).

**Effect of Job Satisfaction on Employee Engagement**

In today’s competitive environment, one way to retain people is to have fully engaged employees. In the long run, the competitive environment is required to enhance the state of satisfaction to engagement (Abraham, 2012). There is a positive relationship between employee engagement and job satisfaction (Vorina et al., 2017; Kim–Soon & Manikayasagam, 2015; Malhotra, n.d.). Some studies also found that employee engagement is a result of job satisfaction (Shmailan, 2015; Abraham, 2012; Bano et al., 2011). Ali and Farooqi (2014) studied the effect of job satisfaction on employee engagement in a public sector university and showed that the variation in dependent variable, (employee engagement), was explained by the independent variable, (job satisfaction), and that the relationship between the two variables was both positive and significant. Lee (2017) showed that employee engagement was positively related to both motivators and hygiene within Herzberg’s (1987) motivational theory, corresponding respectively to intrinsic and extrinsic factors. Moreover, the implications of a research point at the role of managements in creating an environment that can sustain trust, cooperation, and creativity for employees to keep experiencing high level of satisfaction leading to engagement (Abraham, 2012). Obviously, a further investigation of the relationship among job satisfaction and employee engagement still is needed.

Based on the literature cited above, the following hypothesis was formulated: job satisfaction has a positive direct effect on employee engagement. The conceptual model of the relationship between job satisfaction and employee engagement which was constructed based on a review of the literature is shown in Figure 1.

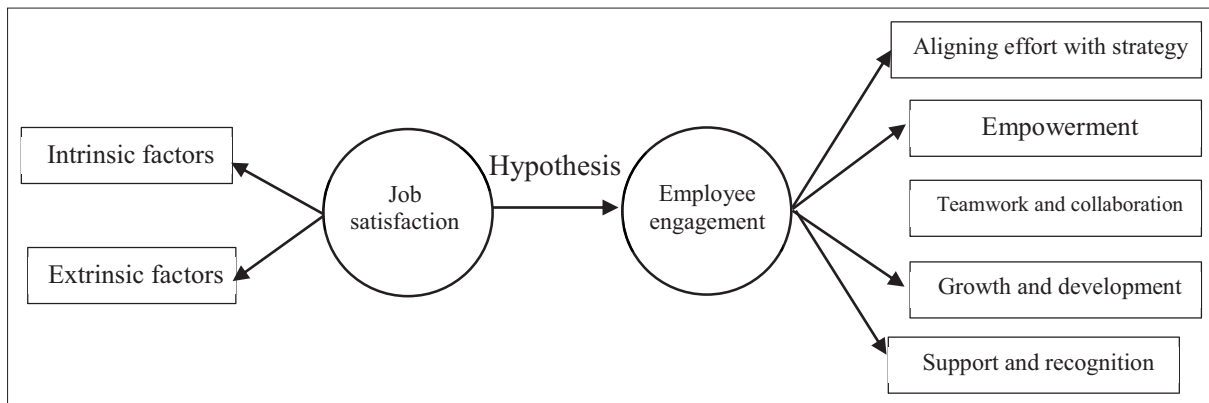


Figure 1. The conceptual model of the relationship between job satisfaction and employee engagement among the HR staff of PHEIs in Thailand.

**Methodology**

**Samples**

Populations were 490 HR staff drawn from 70 PHEIs in Thailand during the year 2016. Proportional satisfied random sampling for PHEIs in Thailand was employed to separate the sample into three groups based on size of PHEIs, large, medium, and small PHEIs. The samples

consisted of 265 HR staff from seven large PHEIs, 11 medium PHEIs, and 52 small PHEIs. With the large PHEIs, the sample had seven staff. With the medium PHEIs, the sample had five staff. And if there were small PHEIs, the sample had three staff. Then, the sample consisted of 220 HR staff, were recruited using purposive sampling, representing a response rate of 83 percent, from 58 PHEIs in Thailand.

In the same time, a questionnaire was sent to the samples via mail with a clarification letter on ethical considerations; a written information explaining the identified ethical principles including: the purpose of the study on academic work of faculty, the rights of sample to agree or to decline to answer any question, confidentiality of personal matters and data protection, and no harm to samples.

## **Research Design and Instruments**

The research method was based on a deductive quantitative paradigm in which data collected through the administration of a survey to a representative sample drawn from a population was systematically compared. This method allows generalization to the whole population, by the testing of hypothesis within a theoretical framework (Polit & Beck, 2010). Survey research was employed in this research since this is a formal method of collecting data from participants.

The effective components of job satisfaction and employee engagement of HR staff in PHEIs were identified and the proposed model was constructed following a review of literature from academic databases. Then a survey questionnaire was constructed consisting of items based on a five-point Likert scale (five = strongly agree, four = agree, three= neutral, two = disagree, and one = strongly disagree) consisting of 17 items relating to employee engagement, which covering, aligning effort with strategy; empowerment; teamwork and collaboration; growth and development; and support and recognition, were developed based on the concept by Wellins et al., (2005); and Macey and Schneider (2008), and 20 items relating to job satisfaction which covering, intrinsic factors and extrinsic factors; were developed based on the questionnaire of Martins and Proença (2012); the theory by Herzberg's (1987); and the concept by Buitendach and Rothmann's (2009).

The draft questionnaire was sent to five HR experts in order to validate its content. Each item was checked and compared against the research purpose and the research operational definitions. Following feedback from those experts, the content validity index (CVI) of the questionnaire was calculated. In this study, the content validity of the item content was computed to produce both an item validity index (I-CVI) as well as a scale validity index (S-CVI). For the S-CVI, both S-CVI/UA (universal agreement) and S-CVI/Ave (average) were computed. To check the reliability of the questionnaire, it was administered to 30 HR staff in PHEIs in Thailand as a pilot group. Cronbach's alpha coefficient was then computed to assess its reliability (Cronbach & Shavelson, 2004).

The questionnaire was then sent by mail to every PHEI in Thailand who then distributed it to their HR staff's. The survey took approximately four months within the year 2016 during August -November to conduct. Once the responses had been received, a statistical technique used to verify the structure of a set of observed variables and to test hypothesis.

Once the responses had been received, they were analyzed by confirmatory factor analysis (CFA), a statistical technique used to verify the structure of a set of observed variables and to test hypothesis relating to them.

### Results

The I-CVI of the 17 items relating to employee engagement was 1.0, and for 17 items relating to job satisfaction it was also 1.0, with that for the remaining three items (Items no. 4, 17, and 18) being 0.8. This I-CVI could be considered evidence of excellent content validity. Nevertheless, following the suggestions of the five HR experts, the wording of certain items was edited before the questionnaire was administered to the research sample.

For the validity of the scale, the S-CVI/UA was 0.93 and the S-CVI/Ave was 0.99. The scale was therefore assessed as having excellent validity. Cronbach’s alpha coefficient for employee engagement questionnaire was 0.92 and for job satisfaction questionnaire was 0.94, indicating an acceptable values of alpha. The acceptable values of alpha, ranging from 0.70 to 0.95 (Tavakol & Dennick, 2011).

The correlation among observed variables are shown in Table 1. The factor loadings derived from the model together with their standard errors are shown in Table 2 and the construct reliability (CR), and average variance extracted (AVE) are commented on.

Table 1

*Correlation among Observed Variables for the Job Satisfaction and Employee Engagement*

Variable	1	2	3	4	5	6	7
1	1						
2	.66***	1					
3	.73***	.64***	1				
4	.61***	.50***	.62***	1			
5	.59***	.65***	.70***	.53***	1		
6	.65***	.61***	.65***	.52***	.61***	1	
7	.56***	.40***	.54***	.48***	.46***	.60***	1

Notes: 1 = Aligning effort with strategy. 2 = Empowerment. 3 = Teamwork and collaboration. 4 = Growth and development. 5 = Support and recognition. 6 = Support and recognition. 7 = Extrinsic factors.

\*\*\* $p < .001$

The correlation among observed variables for the job satisfaction and employee engagement were around 0.40 to 0.73.

The size of the factor loading is one important consideration as shown in table 2. All the factor loadings were statistically significant and higher than 0.70 (factor loadings for the job satisfaction and employee engagement model are 0.70 to 0.87). Factor loadings in excess of 0.70 on their respective factors were interpreted to indicate convergent validity (Hair, Black, Babin, & Anderson, 2010).

The AVE of employee engagement was 0.63 and the CR of employee engagement was 0.89. The AVE of job satisfaction was 0.61 and the CR of job satisfaction was 0.76. The size of the factor loadings is a critical consideration for convergent validity. A CR of 0.70 or higher

shows good reliability and an AVE of 0.50 or higher shows adequate convergence. Thus, the AVE and CR coefficients suggest that the model has good construct validity (Hair et al., 2010).

Table 2

*Factor Loadings for the Measurement Model*

Latent variable	Indicator	Factor loadings	Standard error
Employee Engagement	1. Aligning effort with strategy	0.84***	0.03
	2. Empowerment	0.76***	0.03
	3. Teamwork and collaboration	0.87***	0.02
	4. Growth and development	0.70***	0.04
	5. Support and recognition	0.78***	0.03
Job satisfaction	6. Intrinsic factors	0.86***	0.03
	7. Extrinsic factors	0.70***	0.03

Notes: \*\*\* $p < .001$

The responses were analyzed through CFA. The fit indicators from the CFA are shown in Table 3. The effects from job satisfaction on employee engagement are shown in Table 4.

Table 3

*Fit Indicators for Components of Job Satisfaction to Employee Engagement for CFA*

Fit index type	Acceptable value	Observed value	Fit/no fit
Chi-Square/Degrees of freedom ( $\chi^2/df$ )	< 5	2.730	Fit
Tucker-Lewis Index (TLI)	$\geq 0.90$	0.960	Fit
Comparative Fit Index (CFI)	$\geq 0.90$	0.973	Fit
Root Mean Square Error of Approximation (RMSEA)	$\leq 0.10$	0.089	Fit
Standardized Root Mean Square Residual (SRMR)	$\leq 0.08$	0.030	Fit

Notes: \*\*\* $p < .001$

According to the fit criteria shown in table 1, the CFA indicated that the measures within the model had a good fit to the empirical data shown in Table 2 ( $\chi^2/df$  is 2.730, TLI is 0.960, CFI is 0.973, RMSEA is 0.089 and SRMR is 0.030). This result confirmed the conceptual model of the relationship between job satisfaction and employee engagement among HR staff in PHEIs in Thailand as shown in Figure 1.

Table 4

*Effects from Job Satisfaction on Employee Engagement*

Variable	Direct effect
Employee Engagement	-
Job satisfaction	0.89***
$R^2$ of job satisfaction on employee engagement = 0.80***	

Notes: \*\*\* $p < .001$

The relationship between job satisfaction and employee engagement (is shown in Table 4) and as can be seen, there was a positive direct effect between job satisfaction and employee



engagement. The coefficient estimates of employee engagement from job satisfaction was 0.89, which was statistically significant at the .001 level. The coefficient predicted job satisfaction that produces a causal effect on employee engagement was 0.80 with significant at the .001 level ( $\beta = 0.89, p < .001$ ). This means that the 80 percent of variance in employee engagement can be explained by job satisfaction ( $R^2 = 0.80$ ). The structural equation model of the relationship between job satisfaction and employee engagement is shown below in Figure 2.

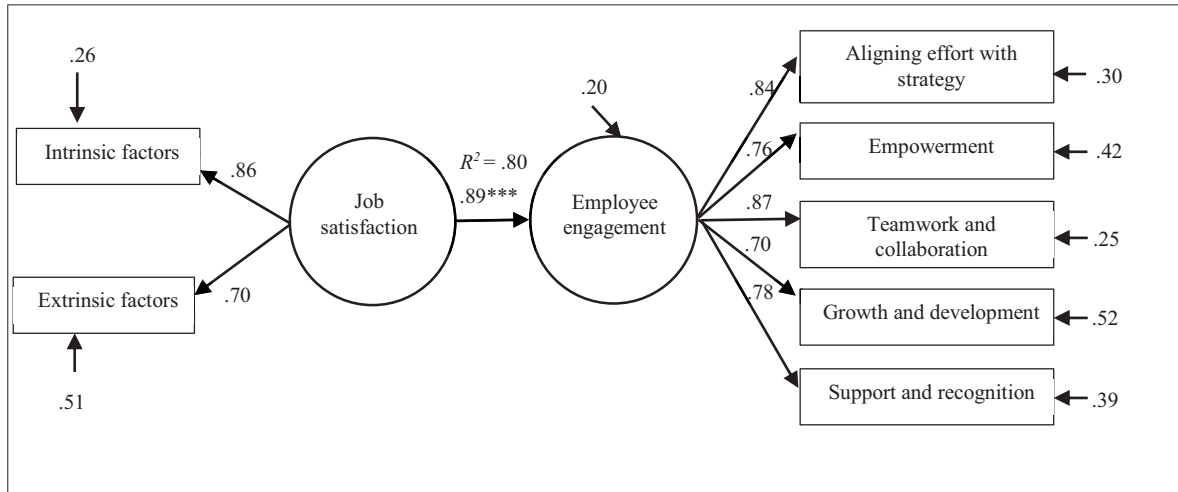


Figure 2. The structural equation model of the relationship between job satisfaction and employee engagement among the HR staff of PHEIs in Thailand.

### Conclusion and Discussion

The objective of this study was to discover the relationship between job satisfaction and employee engagement among HR staff in PHEIs in Thailand. Based on the results, this research indicates that there is a positive direct effect of job satisfaction on employee engagement ( $\beta = 0.89, p < .001$ ), and showed that job satisfaction can explain 80% of the variance in employee engagement ( $R^2 = 0.80$ ). These results were statistically significant among the HR staff sampled.

Hence, the hypothesis is confirmed as job satisfaction has a positive direct effect on employee engagement. The results of this research agreed with those of Vorina et al., 2017; Lee, 2017; Shmailan, 2015; Ali and Farooqi, 2014; Abraham, 2012; Bano et al., 2011; and Malhotra, n.d., and also found that employee engagement is a result of job satisfaction.

As shown in Table 2, employee engagement as measure by the five latent variables, aligning effort with strategy ( $\beta = 0.84$ ), empowerment ( $\beta = 0.76$ ), teamwork and collaboration ( $\beta = 0.87$ ), growth and development ( $\beta = 0.70$ ), support and recognition ( $\beta = 0.78$ ) were all significant. Teamwork and collaboration had the highest factor loading and in the context of employee engagement, teamwork and collaboration require good relationships within the work group and across work groups (Wellins et al., 2005) reflecting how employees feel about their team, their work and the organization. An employee must be engaged to produce an excellent performance. To be engaged, there must be commitment from the top of the organization (Shmailan, 2015). Human resource management engagement strategy (an organizational context factor), which directly affects employee engagement (a psychological and motivational

factor), has a positive effect on the team, unit, and organizational outcomes (Albrecht et al., 2015). Moreover, the aspect of most employee engagement to which the sample in this research responded most positively, was that people in their work group cooperated with each other to get the job done.

Job satisfaction was measured by the two latent variables: intrinsic factors ( $\beta = 0.86$ ), and extrinsic factors ( $\beta = 0.70$ ). Intrinsic factors (motivators) had a higher factor loading than extrinsic factors (hygiene). Previous research among dentists showed that based on the two-factor theory of job satisfaction both intrinsic and extrinsic factors, are essential but the presence of intrinsic motivating factors like the opportunity to use abilities has the most positive impact on job satisfaction (Goetz et al., 2012). However, in this research the most positive response from the sample among the items dealing with job satisfaction indicated that they have the chance to do something that makes use of their abilities in their work.

Social exchange theory includes exploration of the relationship between the organization and employee, which provides a basis for understanding job satisfaction and employee engagement. Job satisfaction and employee engagement are distinct constructs. The main difference is that satisfaction emphasizes on affect whereas employee engagement emphasizes the cognitive aspect of involvement with job task (Ariani, 2013). Job satisfaction and employee engagement have impact on any organization which leads to turnover and absenteeism in term of low performance and low productivity (Ali & Farooqi, 2014). According to a relatively new field of study, employee engagement focuses on the issues of satisfaction and organizational behavior. Leadership plays a vital role in employee engagement and both transformational and transactional leaderships are correlated to intrinsic and extrinsic employee job satisfaction (Kim–Soon & Manikayasagam, 2015). In conclusion, the turnover intention of staff could be reduced through enhancing job satisfaction and work engagement.

As shown in Table 4, it has been explained that job satisfaction can be an antecedent and a consequence of employee engagement. Employee engagement is defined as the degree to which workers feel job satisfaction and an emotional connection to the success of their business, innovation and retention, resulting in improved productivity (Abraham, 2012). Employee engagement differs from well-known concepts, job satisfaction. Job satisfaction positively influences employee engagement. Experiences of job satisfaction could create a stable attitude to employee engagement (Vokić & Hernaus, 2015). In conclusion, job satisfaction is a significant predictor of work engagement. While both job satisfaction and work engagement lead to a long-term state (employee loyalty).

## Implications

Based on the results of this study, job satisfaction is directly linked to employee engagement among the HR staff of PHEIs in Thailand. Administrators must develop an understanding of the relationship between job satisfaction and employee engagement of their employees to retain the necessary talent staff for the maintenance of competitive advantage. Thus, these institutions should develop an HR strategy and detailed plans to create job satisfaction and employee engagement. Further, they should conduct projects to measure these variables.

The results of this research emphasize that job satisfaction and employee engagement are two important variables which can contribute to organizational success. Having satisfied

employees who perform better, help foster engagement which is a key factor in the overall success of an organization. The model of the relationship between job satisfaction and employee engagement in this study has wider application.

In the way of behavior science implications, employee engagement as a growing working state in which the employee's behaviors, feelings, and perceptions are aimed as the desired organization results. In creating highly engaged behavior, the administrators can use aspects of behavioral science to improve engagement. The administrators have to create the engaging work environment (aligning effort with strategy, empowerment, teamwork and collaboration, growth and development, and support and recognition) for having an engaged work life. Because of if they are not given the right environment, then the sense of disengagement sets in the staff, which directly affects the organization's outcome.

The level of job satisfaction of staff is reflected in the working behavior employees. Most staff who experience higher job satisfaction demonstrate fewer turnover intentions, but lower job satisfaction can lead to more turnover intentions and more likely to quit the organization. Being satisfied with one's job, which is defined as a positive emotional state resulting from job experience, is related to organizational citizenship behavior, employee engagement and higher job performance, organizational commitment. The administrators should encourage both intrinsic factors and extrinsic factors of job satisfaction to increase job satisfaction among HR staff of PHEIs.

### **Limitation and Suggestions for Future Research**

There may be some opportunities for future research based on the information in this study. However, the scope of this research was restricted because the target population was limited to the HR staff of PHEIs in Thailand. Future research could extend to academic staff employed by PHEIs in order to confirm the relationship between job satisfaction and employee engagement of PHEIs staff. The academic community and other organizations and could also benefit from this research.

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