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Edited by Kai Heuer, Wismar University, Germany
Chayanan Kerdpitak, IBEST Conference & Publication, USA
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Maria Assif, University of Toronto, Canada

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CORPORATE ENGAGEMENT AFFECTS THE RETENTION OF EMPLOYEES OF THE PAPER MANUFACTURING INDUSTRY

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ABSTRACT

The purpose of this research is to study the condition of the commitment to the organization that affects the maintenance of the employees. And to study the commitment to the organization that affects the maintenance of the paper manufacturing industry in Bangkok and its vicinity from the study sample is 251 employees. The tools used to collect data are questionnaires that pass the tool quality inspection. The statistics used for data analysis are percentage, mean, standard deviation. Pearson's simple correlation coefficient. And stepwise multiple regression analysis by setting statistical significance at the level of 0.01. Most of the samples were female, aged 25-35 years, with a bachelor's degree. And working period 1-10 years for the commitment to the organization as a whole is at a high level. And if considered harmful. The first step is the strong desire to maintain membership in the organization. Next is the willingness to devote your best efforts for the benefit of the organization. And the confidence and acceptance of the goals and values of the organization respectively for the maintenance of the employees at a high level. If considering in each aspect. The first is the working conditions. The second is acceptance. And responsibility respectively for the relationship between the commitment to the organization that affects the existence of the paper manufacturing industry employees in Bangkok and its vicinity found that ties with the organization. There is a relationship with the confidence and acceptance of the goals and values of the organization (X1) and the willingness to dedicate their best efforts for the benefit of the organization (X2) or can be described as the relationship regression equation as follows: Per organization = 2.982 + (.387 * X1) + (.513 * X2).

Keywords: Engagement, Retention

INTRODUCTION

A sense of job satisfaction resulting from a good employee's life quality has an impact on developing a bond with the organization. Meanwhile, disengagement from the organization leads to low morale and disloyalty. (Whitney & Cooper 1989, pp. 521-539 references in Kobsook Intachot, 2011) said that the organization would suffer if its members lacked commitment. In particular, it will result in neglect in carrying out obligations till eventually leaving the organization.

Organization commitment can reduce an employee's resignation to another company or to another career. This reduces the problem of losing employees who are good, knowledgeable and skilled in their work. And causing to reduce the cost of employee' resign. Firstly, the direct incurred expenses, including costs incurred in recruiting such as selection, training, and development for the new employees to replace the employees who have resigned. Secondly, the indirect costs which are the impact of increased workloads. As a result, the productivity or efficiency of the organization will be reduced for some time due to insufficient staffing processes and result in damage to the morale of the employees who remain in the organization. And finally, the opportunity cost of losing the employees who have resigned. If the

organization is able to make its personnel more bonded with the organization, it will result in the personnel having a desire to remain a member of the organization for a long time. And ready to devote their knowledge and ability to work efficiency, satisfactory performance, a reduced absenteeism rate, a positive attitude towards the organization, and a readiness to cooperate with and participate in all activities requested by the organization. in order to achieve the organization's goals.

Employees can devote their time, energy, and abilities to work as a center and part of their lives when they are satisfied with the aspects of work. Therefore, organizational commitment is the employees' consistent behavior, which shows the efficacy of the organization, employee satisfaction and desire for the organization as a whole. If no one is uncommitted. As a result, there can be many different types of organizational losses in terms of human resources, employee morale, remuneration, decreasing production, and wasting time on hiring or training new employees. However, corporate engagement has also been identified as one of the elements that can lessen these issues.

For the maintenance of the special valuable employees, it makes the organization has a good personnel and expertise. Reducing the rate of entry and exit. Additionally, there is no burden to train new hires. Building a strong team that is bonded, loving, and understanding of one another. The workload of supervisors can be reduced more by highly skilled employees than by workers who are still learning the job. The organization will be able to grow continuously because there are employees who understand their jobs as skilled jobs, can take creative initiative in new jobs, allowing them to regularly instill a positive attitude, and are not required to start new ones all the time. This will result in a reduction in time and costs by preventing interruptions, allowing the work to be completed continuously, and fostering morale for employees to love the work done and organization. (Samit Sachukorn, 2014)

From the text above. The researchers have adopted a two-factor theory of Frederick Herzberg (1959 references in Netpanna Yawirach, 2015) to describe and found that one of the theories that is important for assessing the level of operational needs of personnel in an organization is hygiene demands. Humans will not be satisfied if they are not fully responsive. Sometimes they schedule a protest, but even if it receives a thorough response, it is not extremely satisfying and just makes them feel indifferent. And there will be issues. If they are not receiving any responsive hygiene demands. Therefore, meeting human hygiene demands will only be a condition for reducing work dissatisfaction. But it cannot please human beings. At the same time, if the need for incentives is fully met, they will be met. Human beings will feel satisfied. Ready to work with love for self-dedication, as well as sacrifice both physical and mental effort to the organization tirelessly. (Sukollawat Nithikulthanoj, 2015)

Of the issues and priorities mentioned above. in order to inform their investigation into how corporate engagement affects the retention of employees in organizations in the paper manufacturing industry in Bangkok and vicinity. The researchers conducted a study titled "Corporate engagement affects the retention of employees in the paper manufacturing industry." This will lead to guidelines for formulating policies that affect employee retention and the efficiency of personnel in the organization.

Objectives

1. To study the condition of the commitment to the organization that affects the maintenance of the employees.
2. To study the commitment to the organization that affects the maintenance of the paper manufacturing industry in Bangkok and its vicinity.

Research Hypothesis

Corporate engagement affects the retention of paper manufacturing industry employees in Bangkok and vicinity.

Concepts, Theories and Research Approaches

Srisuwan Wattana (2016) states that the organizational engagement as a factor that is important to its survival and effectiveness. Employees with strong corporate ties perform better than those with weak or no ties to the company which advantage will go to the company and the workers themselves, and these are desirable qualities of every organization. If the employees in the organization are engaged with the organization, then it will bring great benefits to the organization. Furthermore, Praditphong Soipetch (2014) claims that no matter the form of organization, attachment to it refers to it as a very significant attitude since bonding is the link between human thinking and the organization's goals. It increases organizational wellbeing, reduces control or external effect, and fosters a sense of community among practitioners.

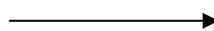
For Frederick Herzberg (1959) states that employees are motivated to perform better at work and feel more satisfied by the following elements, which have an impact on job satisfaction: (1) assuming full responsibility, feeling satisfied when given new responsibilities, and being given the authority to do so; The work wasn't closely supervised or controlled. (2) Work is acknowledged, and the supervisor accepts it. Colleagues and regular individuals in society who admire, compliment, and delight when they are accomplished. Employees are inspired to perform their duties more effectively as a result, which makes them feel proud. And (3) Situation at work as well as the nature of the work in other environments, physical circumstances at the workplace such equipment, tools, and appliances can also affect productivity. Which according to Chirawat Thanomtham (2016) study on "Affiliation with the Organization of Civil Servants, Office of the Secretary. Office of the Permanent Secretary of Defense." The results showed that civil servants had a high level of affiliation with the organization, and on a case-by-case basis, civil servants had the highest level of affiliation with the organization. The first is confidence and acceptance of the goals and values of the organization. Secondly, a strong desire to maintain membership of the organization, and finally, a willingness to make every effort for the benefit of the organization. From the definition of affiliation to such organizations. It can be concluded that employees or personnel in the organization are passionate, engaged and have a sense that they are part of the organization, have a consciousness to love the organization, and are willing to perform their duties to the best of their ability in order to be effective for the organization, as well as have loyalty to the organization.

CONCEPTUAL FRAMEWORK IN RESEARCH

Independent variables

Corporate Engagement

1. Confidence and acceptance of the goals and values of the organization. (X₁)
2. Willingness to devote all efforts to the benefit of the organization. (X₂)
3. A strong desire to maintain membership in the organization. (X₃)



Dependent variables

Employee retention

1. Responsibilities (Y1)
2. Recognition (Y2)
3. Working conditions (Y3)

Performing Research

Population and samples

The population used in this study is made up of the 667 industries that manufacture paper in Bangkok and the other four metropolitan provinces of Pathum thani, Samut sakhon, Samut prakan, and Nonthaburi (Department of Industrial Works, Ministry of Industry, 2019). In order to determine the sample size, the researchers used Taro Yamane's formula (Taro Yamane, 1970) and 251 as the sample size with a tolerance of 0.05.

The researchers used a total of 55 respondents per manufacturing industry in each province for a total of 275 copies when determining the sampling in Stage 1 based on the 251 paper manufacturing industries. The respondents were all employed in the paper manufacturing industry.

After that, phase 2 sampling was used to choose the respondents to represent the paper manufacturing industry in each province throughout data collection. This method was based on quota randomization. We chose a non-return lottery sampling strategy to identify respondents from the chosen sample, and after receiving the questionnaire back, we chose 251 complete questionnaires that matched the study's defined sample.

Research tools

The investigation was conducted using questionnaires that were developed by researchers after studying theories and concepts from relevant studies. To research how employee involvement with the company affects their ability to remain employed in Bangkok and vicinity. The questionnaire is broken down into the following 4 sections:

Part 1 of the questionnaire, which consists of five items, asks about demographic factors like gender, age, education level, and length of employment. There are fifteen in part 2 about corporate engagement. The upkeep of workers in the Bangkok area's paper manufacturing industry is the subject of thirteen items in Part 3. (In parts 2 and 3, there are spread across 5 levels on a Likert scale: most, very, medium, and least.) And part 4 offers additional suggestions.

Creation of Research Tools

The researchers outlined the procedure for developing research study tools by analyzing data from papers and research on corporate engagement that influences the retention of employees in the paper manufacturing business in Bangkok and vicinity. Create questionnaires that cover the material to be investigated using theories and concepts as a guide, and then offer the developed questionnaires to the research consultant for further assessment and advice on how to strengthen the areas that are still lacking.

The survey was conducted in accordance with the research consultant's suggestions, and the questionnaire was improved after it was sent to three experts to be checked for content validity. Before using it for additional data gathering, send it to a research consultant for a thorough review and correction. And the redesigned questionnaire was then put to the test in a trial run with a group of 30 participants representative of the study's sample, and its reliability was assessed by calculating Crorbach's Alpha Coefficient.

Tool Quality Inspection

The researchers completed the questionnaires designed to assess their reliability and validity.

1. Fidelity assessment, the accuracy was checked using the questionnaires that the researchers produced. Three experts used the Conformity Index (IOC) value to the material and chose questions that had an IOC value greater than 0.6. The researchers made additional

revisions in accordance with the suggestion to the query that had an IOC value less than 0.6. Professional Guidance.

2. Finding confidence, the revised question was put to the test on a sample of 30 persons who representative of the demographic were being examined. Cronbach's Alpha Coefficient was used to measure the reliability of the question, and the results indicated that it was.

Data Collection

The researcher used a questionnaire to gather data from 251 employees, and the procedures for gathering data from the target group were as follows:

1. The researchers enlisted the assistance of Bangkok and vicinity area employees in the paper manufacturing industry. by drafting a letter of consent with the directors of the industries that manufacture paper. To acquire consent before collecting data.

2. The researcher presents the questionnaire and explains the topic to the sample.

3. After the sample has finished the survey. The researchers checked the answers to the questionnaire to see if they were all given, and if not, the investigator asked more questions before saying thank you.

4. Use computerized ready-made programs to recode the received questionnaires for analysis.

Statistical and Data Analysis

1. A description statistics analysis uses frequency and percentage statistics to explain the demographic traits of a qualitatively variable sample. Use the maximum, minimum, mean, and standard deviation, as well as mean and standard deviation-based enterprise engagement analysis.

Interpretation of mean, the average is analyzed using the average (\bar{X}) and standard deviation (Tirakanant, S. 2013: 183-191), according to best W. John's (1997: 190) valuation criteria as follows:

An average of 4.50 - 5.00 represents the highest opinion level.

An average of 3.50 - 4.49 represents a high opinion level.

An average of 2.50 - 3.49 represents a medium opinion level.

An average of 1.50 - 2.49 represents a low opinion level.

An average of 1.00 - 1.49 represents the lowest opinion level.

2. Inferential statistical analysis, it is used to test the following hypotheses:

2.1 Verification of the relationships between all independent variables, based on the terms established in the preliminary agreement of the Linear Regression Analysis, utilizing the Pearson Product Moment Correlation Coefficient to assess the relationships between quantitative variables.

2.2 Consider if the corporate engagement model is appropriate in terms of how it influences the retention of workers in Bangkok and vicinity who work in the paper manufacturing business. To ensure that no independent variables are correlated with one another and do not generate multicollinearity, the VIF (Variance Inflation Factor) must have no more than 5 values, tolerance values must be at least 0.2, and Eigen Value values cannot exceed 1.0.

2.3 Organizational engagement model analysis. Use stepwise multiple regression analysis to forecast the model's variables one at a time.

2.4 Create a model of corporate engagement that influences the retention of employees in Bangkok and vicinity who work in the paper manufacturing industry.

RESULTS

Demographic characteristics of the employees who responded to the questionnaire. There are 251 people, mostly females, aged 25-35 years. Bachelor's degree and working period of 1-10 years as shown in Table 1.

Table 1 Amount and Percentage of Demographic Characteristics

Demographic Characteristics	Amount (n= 251)	Percentage
Gender		
Male	59	23.74
Female	192	76.26
Age		
Under 25 years	28	11.16
25 – 35 years	97	38.65
36 – 45 years	75	29.88
Over 45 years	51	20.31
Education Level		
Undergraduate	47	18.73
Bachelor's degree	195	77.69
Post-Graduate	9	3.58
Duration of operation		
Less than 1 year	22	8.76
1 – 10 years	150	59.76
11 – 20 years	47	18.72
21 – 30 years	28	11.16
More than 30 years	4	1.60

Employees of the paper manufacturing industry in Bangkok and vicinity have a very high level of overall commitment to the organization. If considered individually, this commitment is first and foremost a desire to remain a member of the organization, followed by a willingness to put forth their best efforts for the organization's benefit. As shown in Table 2.

Table 2 Employees' corporate engagement with the organization in the Bangkok and vicinity paper manufacturing industry.

Factors	Opinion Levels		
	\bar{x}	S.D.	Interpret the results
Confidence and acceptance of goals, and Corporate Values.	3.53	.480	High
A willingness to put in the best effort for the organization's benefit.	3.96	.531	High
A desire to maintain membership in the organization.	3.96	.571	High
Average total	3.82	0.53	

The overall level of maintenance for employees in the paper manufacturing industry in Bangkok and vicinity is high, and if examined case by case, working conditions come first, followed by recognition and responsibility, in that order. as shown in Table 3.

Table 3 Maintaining the presence of paper manufacturing industry employees in Bangkok and vicinity.

Factors	Opinion Levels		
	\bar{x}	S.D.	Interpret the results
Responsibilities	3.87	.592	High
Recognition	3.89	.526	High
Working conditions	4.20	.687	High
Average total	3.99	0.60	High

For the relationship between environmental factors that have an impact on workplace life quality. It was found that there was only .80 correlation, indicating that not all of the independent variables in this study were not related to every multifactorial relationship. There are confidence and acceptability, organizational goals and values, willingness to put all of the efforts for the organization's benefit, and a desire to maintain membership in the organization.

For the study model of corporate engagement affects the retention of employees of the paper manufacturing industry in Bangkok and its vicinity is the engagement with the organization. = 2.982+ (.513 *Confidence and acceptance of organizational goals and values) + (.318 *Willingness to devote all efforts to the organization's benefit). It can describe the commitment to the organization. 73.2 percent with standard discrepancies. And testing the correlation of binding to the forecasting organization, equal $\pm .272$, as shown in Table 4-5.

Table 4 Coefficient of correlation between engagement studies

Factors	z	X1	X2	X3
1. z	1.000			
2. X1	.554**	1.000		
3. X2	.728**	.605**	1.000	
4. X3	.797**	.542**	.602**	1.000

** Statistically significant at the level of 0.01

Representation

Z	represents	Corporate Engagement
X ₁	represents	Confidence and acceptance of the organization's goals and values
X ₂	represents	Willingness to put all of efforts for the organization's benefit
X ₃	represents	A desire to maintain membership in the organization

Table 5 Proper model analysis of the organization's employee retention

Corporate Engagement	Model1	Model2
Constant	1.990	2.982
Confidence and acceptability, organizational goals and values (X ₁)	.726	.513
Willingness to put all of the efforts for the organization's benefit. (X ₂)		.381
R ²	.636	.732
S.E.	.316	.272

Corporate Engagement	Model1	Model2
F	136.215**	27.709**
p-value of F	.000	.000

**Statistically significant at the level of 0.01

DISCUSSION

In order to discuss the results of this study, the researchers raised some critical points, which are described in more detail below.

Corporate Engagement

Overall, confidence and acceptance of the organization's goals and values. Secondly, the willingness to devote all efforts to the organization's benefit, A desire to maintain membership in the organization, is very high. According to the concept of Srisuwan Wattana (2016); Rodjam, C., Chanthakit, P., Sukmaitree, J., Suwannarat, T., Butdam, C., Chotianusorn, E. and Phansuwan, B. (2022: 79-85). states that for the organization, corporate engagement is crucial. The organization will become more cohesive as a result of the employees who accept and believe in the business's aims and principles. All efforts will be made in full support of the organization. The more involved a company is, the more people there are who have a strong desire to continue working there.

Retention of corporate employees

It was found that working conditions affect the maintenance of employees first, followed by recognition and working conditions at a large level. According to the concept of Prasert Urai (2016) states that retaining employees is crucial since they are the ones who have the power to assume full responsibility and are accountable for the satisfaction that results from being given new duties. Additionally, the physical aspects of the work such as light, color, sound, air, working hours, as well as other environmental factors like machinery, tools, and appliance make it very enjoyable to do the work. When the task is completed and the worker is praised for their ability to finish it successfully as well as for their ability to solve problems, there will be a sense of fulfillment and joy.

Hypothetical test results

A model of corporate engagement that affects the retention of paper manufacturing industry employees in Bangkok and vicinity. Further analysis is taken into consideration while fostering confidence and acceptability, organizational goals and values. It was found that with forecasted standard deviations equal to $\pm .272$, the authority to explain the employee engagement to the organization of paper manufacturing industry in Bangkok and vicinity improved to 73.2%.

It was found that the business agrees with and supports the organization's objectives and core values. In Bangkok and vicinity, it was statistically significantly connected with corporate involvement of employees in the paper manufacturing industry at the .01 level, and later when the variables of confidence and acceptance of the organization's goals and values were added. They are .01 as well. Which entails a readiness to put their best efforts toward the good of the organization. Confidence and acceptance of the organization's goals and values have an impact on the organization's engagement with the organization, which has an impact on the retention of employees in Bangkok and vicinity who work in the paper manufacturing industry.

It can be expressed as a typical score-based regression equation: Organizational affiliation = $2.982 + (.387 * x_1) + (.513 * x_2)$ According to the concept of Morgan & Hunt (1994) and Jutamas Thanthikul & Cholpassorn Sittivarongcha (2017: 54-66) believed that the organization's personnel are engaged with the organization, they must be committed to the organization, have faith in its objectives, and accept responsibility for achieving them. When these requirements are met in diverse ways, the organization will be able to address the needs of each member.

SUGGESTIONS

1. The recommendations obtained from the research' results are as follows: Overall, confidence and acceptance of the organization's goals and values. The willingness to put in the best efforts for the benefit of the organization and the strong desire to maintain membership in the organization are very high. Therefore, the organization should give it priority or create a policy. in order to boost employee retention.

2. Suggestions for further research as follows:

2.1 This research is simply a quantitative study titled "Corporate engagement affects the retention of employees of the paper manufacturing industry in Bangkok and vicinity", which is using questionnaires as a tool. Therefore, qualitative research methods, such interviews, should be employed to get more understanding and accuracy in order to investigate this issue in depth.

2.2 This research explores engagement with organizations, with three components: confidence and acceptance of organizational goals and values. The willingness to devote all efforts to the benefit of the organization, and the strong desire to maintain membership in the organization, which in the next research should be further studied in various areas to improve, revise and manage engagement with the organization.

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