

Employee Engagement As A Mediator Affecting Transformational Leadership And Job Satisfaction For Job Performance Of The Employee In The Office Of Sub-District Administrative Organization (S.A.O.) In Samut Sakhon Province, Thailand

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ABSTRACT

The purposes of this research were to study the levels of transformational leadership, job satisfaction, employee engagement, and job performance, and to study the levels of employee engagement as a mediator between transformational leadership, and job performance, and between employee satisfaction and job performance. It was a quantitative research with 320 samples of office personnel in Sub-district Administrative Organization in Samut Sakhon Province. The statistics used were frequency, percentage, mean, standard deviation and the structural equation model analyzed by Smart PLS 3.0. As results, overall mean of transformational leadership was at a high level of 4.13, followed by job performance of 4.13, employee engagement of 3.83, and job satisfaction of 3.68 respectively. The results of structural equation model analysis of factors affecting job performance revealed that transformational leadership, employee job satisfaction, and employee engagement directly influenced job performance of 0.101, 0.567, and 0.125 respectively. Trans-formational leadership, and job satisfaction also indirectly influenced job performance of 0.001, and 0.039, respectively. Meanwhile, leadership of change, and job satisfaction directly influenced employee engagement of 0.005, and 0.259, respectively. This showed that transformational leadership, job satisfaction, and employee engagement directly influenced job performance. Moreover, employee engagement was a key factor of enhancing job performance.

INTRODUCTION

Today the Offices of Sub-district Administrative Organization (S.A.O.) in Samut Sakhon Province are facing a lot of challenging circumstances: people from multicultural backgrounds, economic conditions/ situations or disease outbreaks of variants of coronavirus. These situations directly affect working styles and also affect professional adaptation of the employees to organization to have more work competency for

the changing digital age (Rakjun et al., 2020). Therefore, an innovation and guidelines were created to enhance the employees' strengths and competitiveness, especially to urge and adjust the ways of organizational management for employee commitment towards organization. Those who can do these are organizational leaders with their own knowledge, and they can improve themselves all the time, especially leadership at work because the leaders with organizational leadership usually realize the

psychological tactics of manipulation of employees to support them for effective performance and the leaders also find ways of attracting their colleagues to work with them as long as possible to achieve the organizational goals (Javed et al., 2020).

Therefore, effective leadership is important because the leadership cannot be promptly created and existed but self-improvement, trainings, and experiences gained. Those with leadership usually have different characteristics based on their behaviours, or qualifications which enhance their effective work performance because it supports and encourages the employee motivation and work performance (Cho and Lee, 2018). Moreover, the leadership can enhance employee engagement to organization through motives and positive attitudes at work (Thamwiriawong, 2019).

On the other hand, job satisfaction is also an important and vital factor of organizational success. The proper management enhances employee satisfaction (Chaiprasit, 2017). The job satisfaction enhancing organizational commitment is usually derived from colleagues, supervisors or subordinates. This is a major cause of the effective work performance. If there are great co-workers in the organization, the employees will be happy to work all the time, and it supports employee work commitment. The consequence of work commitment is a good chance of job promotions and fringe benefits which enhance organizational commitment. In other words, if the organization provides equal opportunities of job promotion to employees, the employees will improve themselves to meet the opportunities they require. Therefore, the organizational commitment and job satisfaction can enhance effective work performance through quantity of work and work environment (HR Note Asia, 2019). If the organization is not able to create or maintain these major circumstances, the employees will be tired of working, or if the employees are overloaded with work, they cannot operate, and improve their work performance efficiently and effectively (Aboramadan, 2021). All of these make the employees themselves feel worthless, not happy with their job, and stressed out. The employees think that they do not have sufficient capabilities to work, and finally they will resign from their job or look for another job

(Thamwiriawong, 2019). On the other hand, if the organization has a proper management, the employees will be happy with their job and enhance work commitment and sustainable work efficiency. These can lead to the assumption that job satisfaction and leadership are important to organizational commitment and work efficiency, especially to the employees at practitioner level in the Offices of Sub-district Administrative Organization (S.A.O.) in Samut Sakhon Province.

From the backgrounds, and significance of the problems mentioned above, the re-researcher looked forwards to research development of organizational commitment and job performance through the variables of leadership, and job satisfaction of the employees in the Offices of Sub-district Administrative Organization (S.A.O.) in Samut Sakhon Province and finding ways of reducing the problems affecting work efficiency, and resignation. Therefore, a study on “Employee Engagement as a Mediator Affecting Transformational Leadership and Job Satisfaction for Job performance of the Employees in Office of Sub-district Administrative Organization (S.A.O.) in Samut Sakhon Province” was conducted, and the researcher presented the concept and theories of transformational leadership, employee engagement, and job performance. The relations among the variables used have been shown in the study.

Research Objectives

- To study the levels of transformational leadership, job satisfaction, employee engagement, and job performance.
- To study the levels of employee engagement as a mediator between transformational leadership and job performance.
- To study the levels of employee engagement as a mediator between job satisfaction and job performance in the Office of Sub-district Administrative Organization (S.A.O.) in Samut Sakhon Province.

Literature Reviews

This study was based on key concepts and relevant theories of Transformational Leadership,

Job Satisfaction, Employee Engagement, and Job Performance as follows.

Transformational Leadership

The word “leadership” consists of different definitions: the development of vision and atmosphere of trustfulness; potential enhancement for the others; and a person influencing the others and driving work performance of the others to meet the collective goals (Javed et al., 2020). Whereas Minh-Duc and Huu-Lam (Minh-Duc and Huu-Lam, 2019), and Maquieira et al. (Maquieira et al., 2020) similarly stated that leadership is the improvement of relationship between the leader and the followers; the improvement of team work performance, and a part of enhancing job satisfaction. This is in accordance with the study of Aboramadan and Dahleez (Aboramadan and Dahleez, 2020) claiming that leadership is considered as the influence among people through communication systems with the purpose of achieving the organizational goals, especially the transformational leader must set a vision and make the followers trust and improve work commitment and organizational engagement. Similarly, Chammas et al. (Chammas et al., 2019) explained that leadership is considered as a personal key factor of creating business innovation because it is an important part of job performance, especially the transformational leadership is a representative of all the leaderships mentioned in the research works over the past three decades. And the transformational leadership is an important part of creating motivation, and motives for employees. Maquieira et al. (Maquieira et al., 2020; Sriviboon, 2022) explained that transformational leadership is an art of creating influence and motives of employees to work with enthusiasm to achieve the organizational goals, and when the organization is successful, the employees will be happy and improve their work commitment. Therefore, transformational leadership is the most appropriate one used as the guidelines for quality management of the organization for success.

The concept of transformational leadership focuses on the organizational members with critical thinking and lateral

thinking playing an important role in transformation and positive innovation implemented in the organization. Moreover, the transformational leadership also supports employee positive behaviour (Rasheed et al., 2021). Maquieira et al. (Maquieira et al., 2020) stated that there are four dimensions of transformational leadership: 1) Charisma or Idealized Influence – the leader must be a good and respectful role model for the subordinates, 2) Inspirational Motivation – to motivate and inspire the subordinates with enthusiasm, positive attitude, and positive thinking. The leader dedicates himself/herself for work and feel confident in organizational vision, 3) Intellectual Stimulation – the leader motivates the subordinates to realize the problems they face, makes them trust in his/her problem solutions, and overcomes obstacles and 4) Individualized Consideration, – the leader takes so good care of each subordinate that he/she is aware of his/her personal and organizational values. The leader works as a work coach and job advisor Caniels et al. (Caniels et al., 2018). In short, the transformational leadership aims to support and develop employees’ capabilities so that the employees will be active to operate at a higher level and satisfied with their job including assignments. In the meantime, Chaar and Easa (Chaar and Easa, 2021) claimed that the transformational leadership is important to organization because understanding creativity motivates changes both in practice and process of organizational management. From the study of literature review of transformational leadership, the researcher set up hypotheses as follows.

- H1 The transformational leadership variable influences the job performance variable.
- H2 The transformational leadership variable influences the employee engagement variable.
- H3 The job satisfaction variable influences the employee engagement variable.

Job Satisfaction

Job satisfaction is the most topic implemented to study in the spheres of industry and business (Singh, 2019), and considered as a science of organizational behaviour (Aboramadan et al., 2020). On the other hand, job satisfaction is the fulfilment and happiness that each employee gets from job performance – how they feel about their jobs or characteristics of the jobs (Singh, 2019). In the meantime, Young and Gavade (Young and Gavade, 2018), and Oygarden et al. (Oygarden et al., 2020) similarly stated that job satisfaction is an emotional state that is derived from self-assessment, and experiences of job performance including feelings of participation in job performance, sharing ideas and opinions. The organization accepts what the employees present, and finally they employees improve work and organizational commitment (Bharath and Sreedevi, 2021). When the employees improve organizational commitment, they feel like they are part of the ownership and try to better their job performance (Padovez-Cualheta et al., 2019). Meanwhile, De Juana-Espinosa and Rakowska (De Juana-Espinosa and Rakowska, 2018) similarly explained that job satisfaction is a state of positive emotion that is derived from perception of each job done according to the employees' expectation or the acceptable level of job achievement. However, each employee has different experiences of job satisfaction. Some are satisfied with their colleagues, some are satisfied with their payment the organization offers, and some with their supervisors, and so on (Luz et al., 2018). And the attitude reflecting job satisfaction derived from personal feelings about something happens only at a period of time. That means something makes a person feel satisfied only at a moment of time, and not all the time or forever (Nasution and Rafiki, 2020). Oygarden et al. (Oygarden et al., 2020) stated that whenever the more employees have job satisfaction, the higher quality of outcomes of their job performance is. It makes things change in a better way, and absenteeism and resignation will be decreased (Aboramadan et al., 2020), and the organization has advantages of competitiveness (Elrehail et al., 2020). From the study of literature review of job satisfaction, the researcher set up hypotheses as follows.

- H4 The job satisfaction variable influences the job performance variable.
- H5 The employee engagement variable influences the job performance variable.

Employee Engagement

The role of employee engagement is a key factor driving the organizational operations to success (Gustomo et al., 2019), and it is considered a very interesting issue among the researchers and the academicians of human resources (Aboramadan et al., 2020). The employees with work commitment usually have physical, and emotional or empathetic endeavour (Worawattanaparinya, 2020), as well as implementation of work experience (Aboramadan and Dahleez, 2020) to fulfil their assignments or responsibility (Bharath and Sreedevi, 2021; Bhardwaj and Kalia, 2021). The employees with high work commitment usually work with enthusiasm and also inspire the others (Aboramadan et al., 2020; Toth et al., 2020). The employees are considered as valuable resources (Harun et al., 2020). Employee engagement creates advantages of operations in all sectors or improves the efficiency and effectiveness necessary to organization. However, the employee commitment can be improved if the organizational leader support the employees' performance (Gustomo et al., 2019).

Schaufeli et al. (Schaufeli et al., 2020) defined the word "employee engagement" as a positive relationship fulfilling employees' feelings. The advantages of employee engagement make the employees feel like they are part of the owners, and proud of their duties assigned (Gustomo et al., 2019), and ready to dedicate themselves to work. However, before doing that, they employees must be satisfied with something in the organization first. Meriläinen et al. (Meriläinen et al., 2019) and Caniëls et al. (Caniëls et al., 2018) explained that how the employees improve their work commitment is a question seriously studied by academicians through factors of employee engagement which are different, but generally related to one another (Harun et al., 2020). There are three factors of employee engagement:

vigour, dedication, and absorption (Schaufeli et al., 2020). Vigor means energy to work with high flexibility; dedication means feelings of willingness, pride, conspiracy, work challenges, and attendance; and absorption means feelings of work commitment and happiness at work (Aboramadan and Dahleez, 2020; Aboramadan et al., 2020). Therefore, employee engagement is important, and the executives must take good care of them, and keep them working in the organization as long as possible (Kulkarni et al., 2020). From the study of literature re-view of employee engagement, the researcher set up hypotheses as follows.

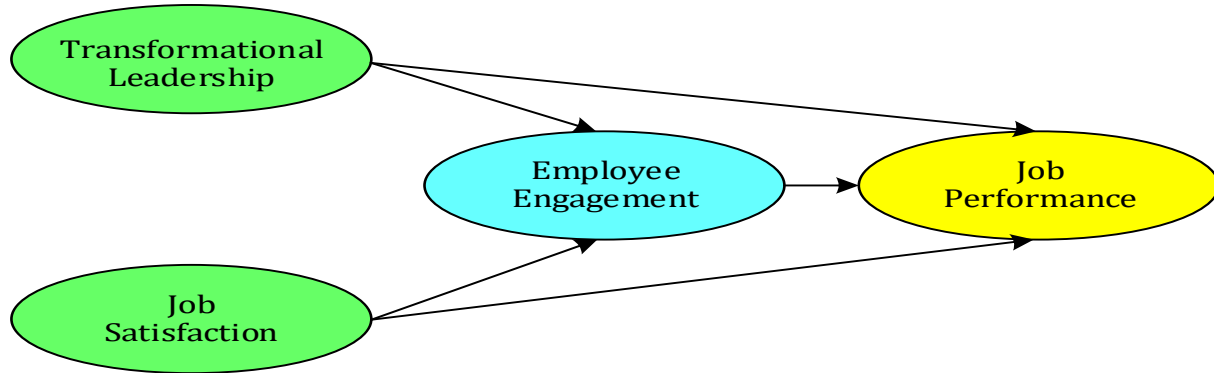
- H6 The employee engagement variable was a mediator influencing the association between the transformational leadership variable and the job performance variable.
- H7 The employee engagement variable was a mediator influencing the association between the job satisfaction variable and the job performance variable.

Job Performance

Job performance is the assessment of success from any operation or success pack-age achieved after performance implemented according to the organizational goals (Alosani and Yusoff, 2020). In the meantime, Kalia and Bhardwaj (Kalia and Bhardwaj, 2019) additionally explained that it is note taking of outcomes when the employees work at a short period of time by setting a qualitative and quantitative target when the person can fulfil his/her mission or show the

desired behaviour to meet the organizational target directly and indirectly. Bhardwaj and Kalia (Bhardwaj and Kalia, 2021) interestingly summarized the contents job performance at the same workplace may be different. Cho and Lee (Cho and Lee, 2018) claimed that the organization can assign different types of job performance based on its goals, and job performance is generally divided into two types: job performance for financial goal achievement focusing on the growth rate or competency measurement of profits, and job performance for non-financial goal achievement, e.g. capabilities to deal with factors affecting environmental fluctuations. This is in according with the study of Meriläinen et al. (Meriläinen et al., 2019; Kerdpitak, 2022) stating that individual work performance (IWP) is a concept of various dimensions and behavioural dynamics and output dynamics behavioural dynamics mean what the employees do at work, and output dynamics mean individual behavioural outcomes affecting the products. Kalia and Bhardwaj (Kalia and Bhardwaj, 2019) and Aboramadan (Aboramadan, 2021) similarly explained the outcomes of job performance are directly and indirectly measured through different ways: some through organizational level outcomes and some individual level out-comes. Kundi et al. (Kundi et al., 2021) claimed that there is a lot of evidence showing work outcomes. It may be in a form of measurable behaviour of increasing employee participation or higher achievement of the organization. Moreover, Bhardwaj and Kalia (Bhardwaj and Kalia, 2021) also stated that job performance is one of the variables of organizational behaviour, and it is widely studied. Figure 1 shows the conceptual framework of the study.

FIGURE I CONCEPTUAL FRAMEWORK OF THIS STUDY



METHOD

Population

The population of the study were 1,368 employees from the Offices of Sub-district Administrative Organization (S.A.O.) in Samut Sakhon province (data retrieved on 25th April 2021). The researcher assigned the sample size of the study through the formula based on the concept of Benitez et al. (Benitez et al., 2020), Hair et al. (Hair et al., 2020) and Manosuthi et al. (Manosuthi et al., 2021) stating that a sample size should be 5-10 times of a number of observed variables. This study consisted of 32 observed variables and 320 samples gained through the calculation. After that, the samples were selected through the stratified random sampling and purposive sampling.

Research Instrument

The research tool used in this study was a questionnaire with five major components.

- 1) Five items with checklist about personal data of respondents.
- 2) Eight items about transformational leadership assessment.
- 3) Eight items about job satisfaction assessment.
- 4) Eight items about employee engagement assessment.
- 5) Eight items about job performance assessment with rating scale (Nemoto and Beglar, 2014).

Quality Test

The researcher had the questionnaire quality tested through two processes as follows.

- 1) The content validity of the questionnaire was verified by three experts under technique of Item-Objective Congruence (IOC). The validity index of Item-Objective Congruence (IOC) was of 0.67-1.00 and acceptable because it was higher than 0.50.

- 2) The reliability of the questionnaire was verified through the implementation of try-out with 30 respondents related to the study samples. The results of try-out revealed that the Cronbach's Alpha coefficient was of 0.982 which was higher than 0.7 (Hair et al., 2020). Therefore, the questionnaire was reliable. Then, 320 copies of the questionnaires were distributed to the employees from the Offices of Sub-district Administrative Organization (S.A.O.) in Samut Sakhon province.

Statistics

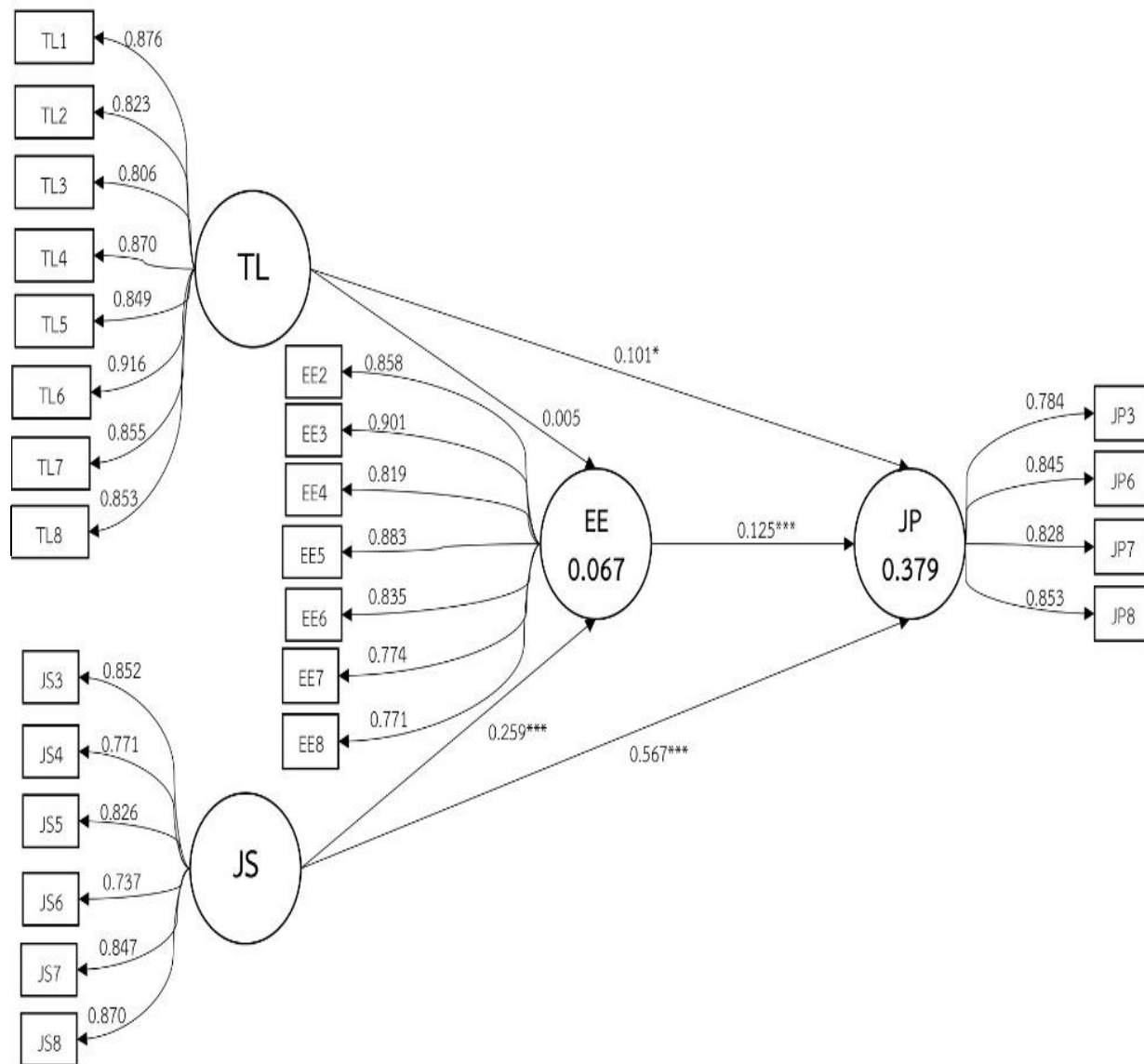
The researcher verified the completeness of the questionnaire and then the data was saved it on the computer program. Then, the structural equation model (SEM) was analyzed to have the data statistically analyzed. The statistics used for the data analysis were:

1. Descriptive statistics, i.e., frequency, percentage, mean, and standard deviation.
2. Inferential statistics used to analyze the structural equation model. The data analysis was conducted through the Smart PLS 3.0 (Manosuthi et al., 2021).

RESULTS AND DISCUSSION

Table 1 shows the results of data comparison among the factors. The results of this study revealed that the transformational leadership was at the highest level with $\bar{x} = 4.13$ ($SD = .820$), followed by the job performance with $\bar{x} = 3.96$ ($SD = .485$), the employee engagement with $\bar{x} = 3.83$ ($SD = .707$), and the job satisfaction with $\bar{x} = 3.68$ ($SD = .619$), respectively.

The results of data analysis of the structural equation model using the R program. Manosuthi et al. (Manosuthi et al., 2021) revealed that, an overall, the job engagement affected the transformational leadership and the work performance among the officers at the sub-district administrative organizations in Samut Sakhon province. The results of analyzing the overall structural equation model showing regression coefficient with both direct and indirect effects on



work performance as shown in Figure 2.

Table 1			
MEAN, STANDARD DEVIATION (S.D.) AND LEVELS OF TRANSFORMATIONAL LEADERSHIP, JOB SATISFACTION, EMPLOYEE ENGAGEMENT AND JOB PERFORMANCE			
Factors	\bar{x}	S.D.	Level
Transformational leadership	4.13	.820	High
Job satisfaction	3.68	.619	High
Employee engagement	3.83	.707	High
Job performance	3.96	.485	High
All	3.90	.419	High

FIGURE 2 DIRECTIONS OF ASSOCIATION IN THE STRUCTURAL EQUATION MODEL

Figure 2 and Table 2 show the data analysis of the structural equation model as follows. The results of this study revealed that the transformational leadership (TL), the job satisfaction (JS) and the employee engagement (EE) directly and significantly influenced the job performance (JP) with the loading of 0.101, 0.567, and 0.125, respectively. The transformational leadership

(TL) and the job satisfaction (JS) also indirectly influenced the job performance (JP) with the loading of 0.001, and 0.039, respectively. The transformational leadership (TL) and the job satisfaction (JS) directly influenced the employment engagement (EE) with the loading of 0.005, and 0.259, respectively.

Table 2					
EFFECTS OF FACTORS ON JOB PERFORMANCE					
Latent variable (LV)	Chi-squared (R²)	Effect	Transformation leadership (TL)	Job satisfaction (JS)	Employee engagement (EE)
Job performance (JP)	0.379	DE	0.101	0.567	0.125
		IE	0.001	0.039	0.000
		TE	0.102	0.606	0.125
Employee engagement (EE)	0.067	DE	-0.005	0.259	N/A
		IE	0.000	0.000	N/A
		TE	0.005	0.259	N/A

Notes: DE = Direct Effect, IE = Indirect Effect, TE = Total Effect, N/A = Not Applicable

Table 3 shows the results of data analysis of hypothesis test as follows. The result of H1 testing revealed that the empirical evidence supported the hypothesis with the loading of 0.101. This means that the transformational leadership significantly influenced the job performance (t = 1.857). The result of H2 testing revealed that the empirical evidence did not support the hypothesis with the loading of 0.005. This means that the transformational leadership

insignificantly influence the employee engagement (t = 0.061). The result of H3 testing revealed that the empirical evidence supported the hypothesis with the loading of 0.259. This means that the job satisfaction significantly influenced the employee engagement (t = 4.377). The result of H4 testing revealed that the empirical evidence supported the hypothesis with the loading of 0.567. This means that the transformational leadership significantly

influenced the job performance ($t = 13.640$). The result of H5 testing revealed that the empirical evidence supported the hypothesis with the

loading of 0.125. This means that the employee engagement significantly influenced the job performance ($t = 2.775$).

Table 3
RESULTS OF TESTING HYPOTHESES

Hypothesis	Coefficient	t-test	Empirical evidence
Hypothesis 1 (H1): The transformational leadership influences the job performance	0.101*	1.857	Significantly supported
Hypothesis 2 (H2): The transformational leadership influences the employee engagement	0.005	0.061	Insignificantly supported
Hypothesis 3 (H3): The job satisfaction influences the employee engagement	0.259***	4.377	Significantly supported
Hypothesis 4 (H4): The job satisfaction influences the job performance	0.567***	13.640	Significantly supported
Hypothesis 5 (H5): The employee engagement influences the job performance	0.125***	2.775	Significantly supported

Table 4 shows the results of data analysis of the mediation effects on the association between the independent variables and the dependent variable as follows. When the hypothesis 6 (H6) was tested, it was found that the employee engagement was a mediator influencing the association between the transformational leadership and the job

performance, with the Boot LLCI of .0096 and the boot ULCI of .0322 as uncovering of 0 (zero). When the hypothesis 7 (H7) was tested, it was found that the employee engagement was a mediator that influenced the association between the job satisfaction and the job performance, with the Boot LLCI of .0177 and the boot ULCI of .0370 as uncovering of 0 (zero).

Table 4
RESULTS OF TESTING MEDIATION EFFECTS

Hypothesis	Effect	Boot SE	Boot LLCI	Boot ULCI
Hypothesis 6 (H6): The employee engagement was a mediator influencing the association between the transformational leadership and the job performance	.0092	.0103	.0096	.0322
Hypothesis 7 (H7): The employee engagement was a mediator influencing the association between the job satisfaction and the job performance	.0101	.0139	.0177	.0370

CONCLUSION

The results of the study of factors affecting the employee engagement and the job performance among the employees at the employees from the Offices of Sub-district Administrative Organization (S.A.O.) could be discussed as follows.

1) The transformational leadership influenced the job performance. The results of the study revealed that the organizational leadership enhanced the positive attitudes at work, work motives, creative thinking and decision making, enthusiasm, competency of completing the assignments, and team work within the period of time provided. This is in accordance with the study entitled “Does transformational leadership matter for innovation in banks? The mediating role of knowledge sharing” of Chaar and Easa (Chaar and Easa, 2021), stating that the transformational leadership is considered an important factor of the organization because transformational leadership is important to organization because understanding creativity motivates changes both in practice and process of organizational management. In the meantime, the study entitled “Mind the mindset! The interaction of proactive personality, transformational leadership and growth mindset for engagement at work” of Caniëls et al. (Caniëls et al., 2018), stating that the trans-formational leadership aims to support and develop employees’ capabilities so that the employees will be active to operate at a higher level and satisfied with their job including assignments.

The transformational leadership did not influence the employee engagement. The results the study revealed that the employees with leadership paid intention and dedicated to work for the most effective outcomes regardless of focusing on work performance within the organization only but focusing on work performance related to the community they visited and contacted with. This is in accordance with the study entitled “Role of Transformational Leadership in Enhancing Employee Engagement: Evolving Issues and Direction for Future Research through Literature Review” of Singh (Singh, 2019), stating that the leadership under

Covid-19 pandemic situation does not affect the employee engagement because rate of absence and sick leave of the staff in the Jakarta hospital is 20% increasing because the employees do not understand organizational culture, the delay of community with supervisors, and the leadership of management team cannot communicate with the employees effectively.

2) The job satisfaction influenced the job performance. The results of this study revealed that the organizations with clear allocation of assignments, good atmosphere at work, colleagues and supervisors enhanced the job satisfaction, the employee engagement, requirement and willingness of daily work performance. This increased the effective outcomes of employee work performance. This is in accordance with the study entitled “Islamic work ethics, organizational commitment and job satisfaction of Islamic banks in Indonesia” of Nasution and Rafiki (Nasution and Rafiki, 2020), stating that the employee’s job satisfaction influenced the job performance and the job performance is changed at statistically significance level. This also enhances the job performance, reduces the un-reasonable job absence and resignation from work because the employees improve their organizational commitment. This is also in accordance with the study entitled “Organizational Commitment, Job Satisfaction and Their Possible Influences on intent to turnover” of Luz et al. (Luz et al., 2018), claiming that the job satisfaction is at a high level and enhancing the organizational commitment. The job satisfaction enhances the employee happiness with work performance and enthusiasm to get job promotion. This enhances job performance and reduces resignation from work at statistically significance level.

3) The employee engagement influenced the job performance. The results of this study revealed that the employees from the Offices of Sub-district Administrative Organization (S.A.O.) had the organizational commitment and required to work for the organization, reliability in the organization and thought that the organization was their second home. They were ready to develop themselves and the organization to enhance job performance and sustainable

development to meet changes. This is in accordance with the study entitled “Servant leadership and academics outcomes in higher education: The role of job satisfaction” of Aboramadan et al. (Aboramadan et al., 2020), stating that the executives of the organization play an important role to enhance the employee engagement by providing welfare, team work, appropriate work space, and the reduction of working steps. This increases job loyalty and the employees dedicate themselves to work for sustainable growth.

RECOMMENDATIONS

Recommendations for Future Implementation

- 1) The results of the study revealed that the transformational leadership of the employees in the Offices of Sub-district Administrative Organization (S.A.O.) is an important model for all the organizations to develop and provide regularly training programs for their staff because proper leadership enhances a positive attitude to work, broad vision, and job dedication for work sufficiency.
- 2) The results of this study revealed that the job satisfaction of the employees in the Offices of Sub-district Administrative Organization (S.A.O.) is essential. Therefore, every organization must develop and maintain the job satisfaction as much as possible through relationship activities. If the employees are really satisfied with job performance, it will enhance organizational commitment, reduce job absence and sick leave or job transfer. It can reduce the costs of employee recruitment.
- 3) The results of this study revealed that the employee engagement of the employees from the Offices of Sub-district Administrative Organization (S.A.O.) is at a high level. That means the organizations should find some strategies to help the levels of organizational commitment get through job satisfaction and transformational leadership at a higher level. Moreover, there is the way enhancing the level of

the employee engagement: an increase in mental engagement, job dedication, and enthusiasm.

Recommendations for Future Study

- 1) The other factors affecting the job performance, e.g, work motivation, organizational cultures should be studied to enhance the job performance.
- 2) The other businesses should apply the structural equation model to their job performance.

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