

-RESEARCH ARTICLE-

THE CAUSAL FACTORS AFFECTING WORK EFFICIENCY OF EMPLOYEES STATE ENTERPRISE

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—Abstract—

Corporate involvement is vital to the organization's operation. It is regarded as one of the aspects that organizations can use to instil a sense of love, contentment, and fulfilment in their employees, encouraging them to continue working together in the firm. The objectives of this research are to examine the effect of demographic factors, work motivation factors, transformational leadership factors, corporate culture factors, employee engagement factors, and efficiency factors on the work efficiency of state enterprise employees, to develop a model of causal factors affecting state enterprise employee work efficiency, and to examine the direct and indirect effects of causal factors affecting state enterprise employee work efficiency. This is a quantitative study, and data were analyzed using descriptive statistics, Pearson's correlation coefficient, confirmative component analysis, and structural equation modelling. The results indicated that job efficiency and staff engagement were at an all-time high. Corporate culture, work motivation, and transformational leadership all scored highly. The developed model was consistent with the empirical data, and it included variables that influenced work performance directly, such as employee engagement, as well as

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variables that influenced work performance indirectly, such as motivation to work, transformational leadership, and corporate culture, all of which influenced work efficiency through employee engagement.

Keywords: Employee engagement, work efficiency, state enterprise

1. INTRODUCTION

The globe is undergoing significant changes in terms of economy, society, politics, and technology. As a result, numerous public and private agencies are required to deal with the changes that occur by enhancing, correcting, and growing the organization's efficiency and effectiveness. It must be modified to accommodate changes in organizational structure and size. Diverse and increasingly sophisticated problems compelled firms to prioritize human resource management, as the quality of work is contingent on human resources, which are the primary components of an organization's success (Kaewnong & Kowong, 2020). It is now universally understood that people are critical to an organization's success. Numerous firms have an HR management philosophy that views employees as assets whose value is increasing daily. If a company can retain important resources, it possesses the investments necessary to propel it forward.

Recent research has discovered that motivation increases employee productivity (Hartinah et al., 2020). It is an element or stimulus that causes a person to perform or behave voluntarily to increase labour efficiency (Yaemchoo, 2020). Leadership is the critical factor that motivates individuals to work. Respect and trust will be accorded to leaders or executives who act as role models. When they cooperate cooperatively, they inspire pride in their followers. It is a process by which leaders influence their subordinates' efforts to improve (Eua-areesuksakul & Chantuk, 2016). The corporate culture is the set of values, beliefs, and principles that underpin the system. Corporate management and the management of practises and behaviours all contribute to the effectiveness of collaboration (Boonmatat, 2019). As a result, inspiring employees to remain with the firm is critical. The organization must develop incentives tailored to the employees' needs, instilling a sense of pride in their job. This increases employee motivation to stay with the organization. This is compatible with Srinakorn and Thaveepiboonwong (2020) research, which indicates that the proposed causal link model fits the empirical data. The causal structural relationship revealed that transformational leadership and organizational culture affected job dedication and performance.

Additionally, employee involvement with the organization is correlated with job performance. Employees who have a sense of belonging to the organization will be more committed to working for it. Thus, the relationship with the organization is critical to attracting and retaining individuals. It will grow slowly yet steadily. Employee engagement is a term that relates to how workers exhibit their love and faith in their

work, as well as their commitment to working at full capacity for the organization (Moonthongthip, 2013).

As may be seen from the above, corporate commitment is critical to the organization's operation. This is one of the characteristics that organizations can use to instil a sense of pride and satisfaction in their employees. The researchers consequently performed a study on the factors impacting the job efficiency of state enterprise employees to use the data to enhance and raise the degree of development of state enterprise employees to promote their engagement with the organization. Employees can be informed of developments and work together to further the organization's success. The research objectives are to 1) examine demographic factors, work motivation factors, transformational leadership factors, corporate culture factors, and employee engagement factors, 2) develop a model of causal factors affecting the work efficiency of state enterprise employees, and 3) examine the causal factors affecting the work efficiency of state enterprise employees' direct and indirect effects.

2. LITERATURE REVIEW

2.1 Concepts And Theories Related To Work Motivation

Motivation is how leaders use external or internal characteristics about their employees to motivate or induce them to maximize their existing potential in their work (Kunthonbut, 2017). Employment satisfaction is critical in determining how a person feels about their job. They will labour to the best of their abilities, resulting in successful performance following established goals and satisfaction only when work is both monetarily and psychologically satisfying (Aeknarajindawat & Jermstittiparsert, 2020; Kalyanamitra, Saengchai, & Jermstittiparsert, 2020). Additionally, it can provide for the workers' fundamental requirements (Strauss & Sayles, 1980). Thongmomram and Phinaitrup (2021) research examined the factors impacting the effectiveness of personnel in local administrative organizations in Surat Thani Province's Khian Sa District. The research findings indicated that motivation affects employees' work efficiency. It demonstrated that staff were content with their given jobs. It was a difficult profession requiring a high level of qualification and suitability for the position to provide adequate benefits to increase motivation.

2.2 Concepts and Theories Related to Transformational Leadership

Transformational leadership is a term that refers to how leaders or executives serve as role models. When a team works together, leaders are respected, relied upon, and trusted, making their followers proud. Transformational leadership consists of four components: ideological impact, inspiration, intellectual stimulation, and consideration of personality (Bass & Avolio, 1990). Srinakorn and Thaveepiboonwong (2020) research examined the effects of transformational leadership, corporate culture, and dedication to work on employee productivity in the automotive and auto parts industries Chonburi Province's

Laem Chabang Industrial Estate. The study's findings indicated that transformational leadership affects performance via work engagement. It demonstrated how leaders instilled a sense of pride in their employees. By assigning difficult assignments, employees learned the importance of their work and developed a sense of pride in their accomplishments.

2.3 Concepts and Theories Related to Corporate Culture

Corporate culture refers to the values, ideas, and concepts that serve as the foundation for an organization's management structure and the practises and behaviours that are managed. The organizational culture is composed of the following elements: 1) mission culture, 2) unity culture, 3) participation culture, and 4) adaption culture (Denison, 1990). Boontara and Tungawat (2020) research on corporate culture and employee productivity in supportive higher education institutions at Nakhon Ratchasima Rajabhat University revealed that corporate culture had a positive effect on employee productivity in supportive higher education institutions at Nakhon Ratchasima Rajabhat University. Employees with positive relationships experience a sense of belonging to the organization. New personnel adapt well to their coworkers and are willing to modify their work style to changing circumstances.

2.4 Concepts and Theories Related to Employee Engagement

Employee engagement is a term that refers to the condition or personality of an individual who is emotionally and intellectually committed to an organization or workgroup, has a good attitude, and expresses sentiments and behaviours. Employees committed to the organization are motivated to work passionately and purposefully, which contributes to the organization's business productivity (Aon, 2021; Oentoro, 2018, 2019). Corporate engagement is the close bond between members' solidarity and their involvement in organizational activities. It can demonstrate: 1) a strong belief in the organization's goals and ideals; 2) a willingness to put in the effort and make an attempt to work for the organization's benefit; and 3) a strong desire to maintain membership in the organization (Steers, 1977). kloypromarach and Jitnom (2020) research examined the effect of organizational climate and dedication on employee performance: A case study of Securities Company A and Securities Company B. Corporate involvement benefits Securities Company B employees' performance because they are proud to be a part of the organization. The goal is to work in the same direction as the organization and constantly be prepared to defend the organization's reputation.

2.5 Concepts and Theories Related to Work Efficiency

The term "work efficiency" refers to the actions of any activity that result in the achievement of specified results and objectives and the ability to save and minimize the wasting of various resources during the execution of result-oriented activities (Maichan, 2017). The operational efficiency components are separated into four categories: 1) quality, 2) quantity, 3) time, and 4) costs (Peterson & Plowman, 1989).

Following a review of the theories mentioned above and studies, it can be stated that the elements affecting the work efficiency of state enterprise personnel were as follows: 1) work motivation, 2) transformational leadership, 3) a corporate culture, and 4) employee engagement. These elements can be used to create a study framework and research hypothesis, as seen in [Figure 1](#).

3. RESEARCH METHODOLOGY

This is quantitative research, which analyses quantitative data through questionnaires. The data was gathered using questionnaires and studies based on documents, textbooks, related research, associated theories and concepts, and other websites that guide data collection. The study population and sample group consisted of 1,244 MRTA employees (data as of October 15 2021). To acquire thorough and comprehensive data, the researchers selected a sample of 1,244 executives and employees.

The poll was administered to MRTA personnel in each agency's 24 subdivisions. 1,128 employees were surveyed out of 1,244 employees, representing 90.68 %. Male employees numbered 542 (48.05 %), while female employees numbered 586. (51.95%). The majority of employees (67.91 %) were Gen Y (aged 24–39 years), had a bachelor's degree (57.71 %), and had been employed for one to five years (29.22 %). This was followed by six to ten years of duty (28.69 %). The majority of employees (89.01 %) worked in offices, which were classified into administrative staff (26.24 %), department heads or acting department heads (18.71 %), and non-administrative personnel (73.76 %). The majority were human resources personnel, legal officers, procurement personnel, business administration personnel, and public relations personnel (19.59 %).

3.1 Analyses of Data

2.1 Descriptive statistics were used to define data characteristics to determine the frequency and %ages associated with demographic parameters. The mean and standard deviation were utilized to characterize the amount of feedback for the work motivation factor, transformational leadership factor, corporate culture factor, corporate commitment factor, and employee work efficiency factor, along with the corresponding scoring criteria ([Khazanie, 1996](#)).

3.2 Hypotheses Testing Using Inference Statistics

The causal model hypothesis testing was undertaken to see whether or not the theoretically developed path model was consistent with real empirical evidence. The data were analyzed using the observed variables to determine the normal curve distribution. According to [Suwanwat \(2014\)](#) acceptable skewness and kurtosis criterion, data with skewness less than 3.00 and kurtosis less than 10.00 were considered suitable for structural equation model analysis with correlation coefficient analysis. Pearson's product-moment was used to determine correlations between 27 observable variables classified as latent variables.



Figure 1. Conceptual Framework

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Structure Equation Modeling (SEM) was a method for analyzing the causal relationships between latent and observable variables by correlating variables in a path diagram using the maximum likelihood approach of parameter estimation.

4. RESEARCH RESULTS

The Development of A Causal Factor Model That Affected the Work Efficiency of State Enterprise Employees

The research results revealed that the developed causal factor model of the work efficiency of state enterprise employees was consistent with the empirical data. The model harmonization index was checked with chi-square statistic (χ^2) = 128.639, at degrees of freedom (df) = 150, P = 0.058, χ^2/df = 1.225, Goodness of Fit Index (GFI) = 0.99, Adjusted Goodness of Fit Index (AGFI) = 0.97, Root Mean Square Error of Approximation (RMSEA) = 0.014, Root Mean Squared Residual (RMR) = 0.008.

4.1 The Study on the Direct and Indirect Influences of Causal Factors Affecting the Work Efficiency of State Enterprise Employees

The research findings indicated that the variables influencing employee engagement directly and positively were motivation (MO), transformational leadership (TL), and corporate culture (CU), which collectively predicted employee engagement (EM) by 90.40 %. Employee engagement factor (EM) had a positive direct effect on work efficiency, but motivation factor (MO), transformational leadership factor (TL), and corporate culture factor (CU) all had a positive direct effect on employee work efficiency (EFF) (EM). These variables, when combined, may accurately predict the work efficiency variable (EFF) by 59.90 %.

From [Table 1](#), the causal factors affecting the efficiency of MRTA employees can be summarized as follows:

1. Work motivation indirectly affects work efficiency by positively influencing employee engagement, as long as the organization's management policy is clear in terms of rules, regulations, and regulations. There is an effective work management system to

ensure proper communication with staff. Additionally, the organization maintains a steady structure.

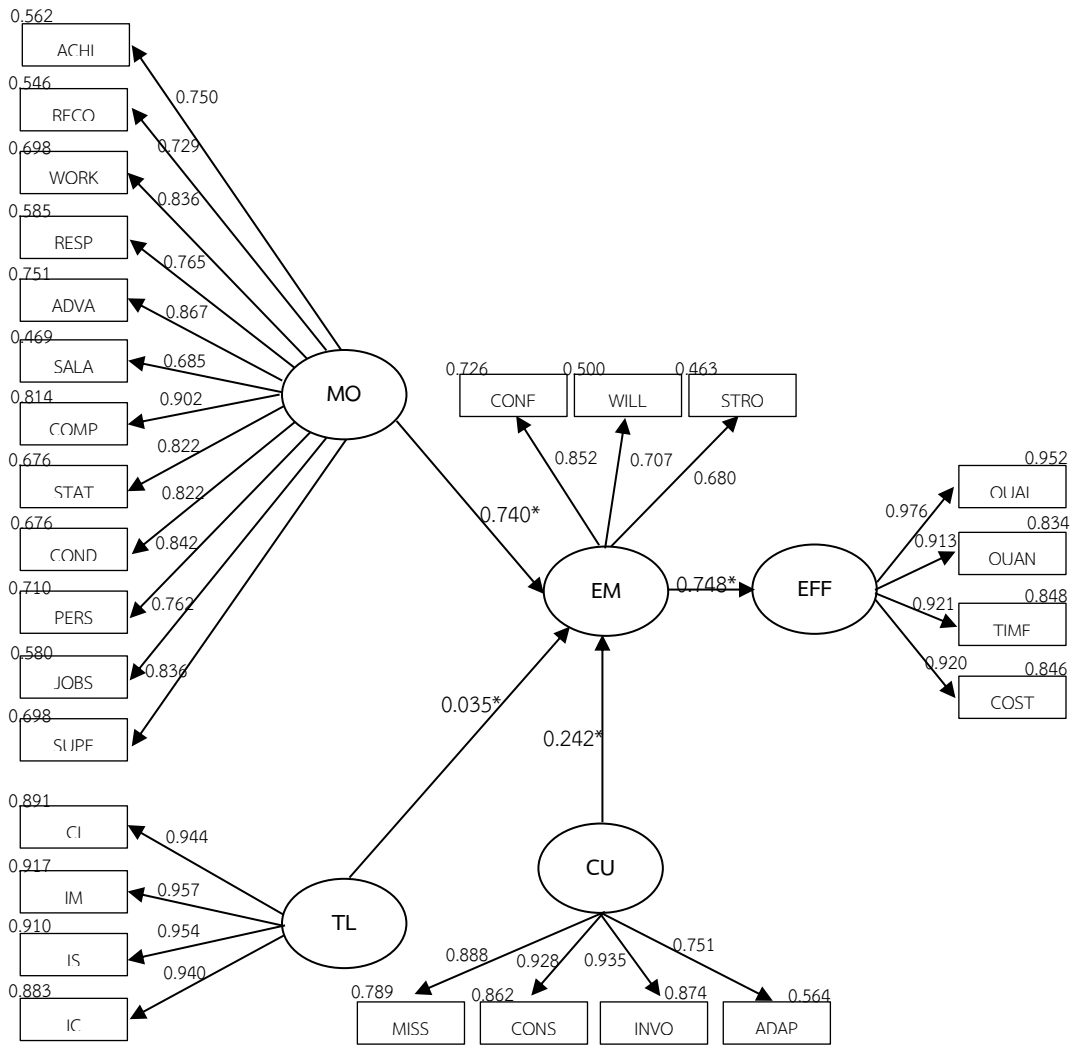


Figure 2. Causal Model Affecting the Work Efficiency

Employees can work till they retire and have a well-defined career path. When employees have a positive attitude toward the organization and a sense of security at work, they experience a sense of belonging, which results in a relationship with the company and helps the operation run more efficiently. This is consistent with the findings of [Jaruthaveephonnukul, Watlo, and Sudprasert \(2020\)](#), who examined the factors affecting employees' organizational commitment at SSK. Logistics Co., Ltd. The study discovered that the motivating factor had a statistically significant effect on the organizational commitment of SSK. Logistics Co., Ltd. personnel at the 0.05 level, with

a predictive power of 29.0 %. Due to the success of work that fulfils the company’s objectives, employees can complete tasks allocated to them on time and resolve issues that emerge. They can devise a means of preventing a recurrence. This could be because the majority of responders had an opinion about the work’s success in meeting the company’s objectives.

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

Effect variables	Employee engagement (EM)			Work efficiency (EFF)		
	Total Effect (TE)	Direct Effect (DE)	Indirect Effect (IE)	Total Effect (TE)	Direct Effect (DE)	Indirect Effect (IE)
Motivation to work (MO)	0.740**	0.740**	-	0.763**	-	0.763**
Transformational leadership (TL)	0.035**	0.035**	-	0.026**	-	0.026**
Corporate culture (CU)	0.242*	0.242*	-	0.181*	-	0.181*
Employee engagement (EM)	-	-	-	0.748**	0.748**	-
R ²	90.40			59.90		
Statistics						
$\chi^2 = 128.639$, $df = 105$, $P = 0.058$, $\chi^2/df = 1.225$, $GFI = 0.99$, $AGFI = 0.97$, $RMSEA = 0.014$, $RMR = 0.008$						

** With the statistical significance at the 0.01 level

From [Table 1](#), the structural equation model can be described as below:

$$1) EM = (0.740) (MO) + (0.035) (TL) + (0.242) (CU)$$

$$2) EFF = (0.763) (MO) + (0.026) (TL) + (0.181) (CU) + (0.748) (EM)$$

2. The transformational leadership aspect indirectly influences work efficiency by positively influencing employee engagement. The leaders’ expertise and abilities, together with successful management through talks, consulting, and problem resolution, result in a positive relationship between supervisors and subordinates, engendering loyalty in leaders and organizations. Employees are willing to create work to the utmost extent possible to accomplish goals. It is consistent with [Koten \(2020\)](#) study of the effect of teamwork, transformational leadership, and acknowledgement of organizational support on employee engagement and efficiency at Toyota Nakornthon Company Limited. The study findings indicate that transformational leadership has a beneficial effect on employees’ organizational engagement. It demonstrates that leaders are transformational by allowing workers to participate fully in their work. It will assist in

creating an appreciation for a successful career that is cost-effective in its use of resources. Additionally, assigning duties based on their expertise and talents provides valuable guidance to the line of work. Supervisors treat all employees equally and provide positive reinforcement through acceptance and appreciation of finished work to instil a sense of dedication to the organization and its personnel.

3. Corporate culture indirectly affects work efficiency by positively influencing employee engagement through organizational culture elements such as teamwork, rewards, activities, effective communication, and effectiveness. It enables individuals to comprehend and appropriately perform their jobs. They are capable of working in unison. It concurs with [Kromraruay \(2019\)](#) study of the elements determining an organization's success: a case study of schools in Bangkok's Nong Khaem District Office. The research findings indicate that shared values and corporate culture are significant predictors of an organization's success. This is because an organizational system's foundation is built on common values and company culture. Effective dedication, recognition, acceptance of results, sharing responsibility for results, and a willingness to collaborate with staff all apply to the way personnel and executives behave themselves. If there is a course of action, the operation will succeed.

4. Employee engagement directly affects job productivity since it results from employees' feelings of affection, confidence, and acceptance of ideas. They are aware of the organization's objectives and are proud to contribute to its success by resolving difficulties, planning work, and performing numerous tasks. It is consistent with [Chantabul and U-on \(2017\)](#) on's analysis of the work commitment model and its effect on the performance of sports employees in the Thai Sports Association. The research findings indicated that work efficiency has a similar impact on the performance of sports staff at the Thai Sports Association, with a coefficient of influence of .446 and statistical significance at the 0.01 level. When employees are involved in their work, they exhibit good performance characteristics such as empathy, joy, and cheerfulness.

5. RECOMMENDATIONS

5.1 Recommendations Based On The Research Findings

1. Organizations should place a premium on leadership to inspire and motivate employees to take the initiative, generate new ideas at work, and place a tip on involvement in activities such as expressing their thoughts, teamwork, etc. Additionally, supervisors must possess the ability to lead the company, which includes planning, executing, monitoring, evaluating, and issue resolution in a methodical manner.

2. Organizations should promote technology and current inventions to increase personnel efficiency. Additionally, a body of technological knowledge development should be established for personnel at all levels, such as online meeting programmes. It

should focus on establishing a work environment that is compatible with the COVID-19 situation, such as social distancing, temperature measurement.

6. Future Research Recommendations

1. The following studies should collect data through in-depth interviews to obtain more comprehensive data.
2. Employees' job efficiency requirements should be researched to ascertain their true requirements.

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