

THE RELATIONSHIPS BETWEEN INTERNAL COMMUNICATION AND
EMPLOYEE ENGAGEMENT AMONG GENERATION Y EMPLOYEES IN
ELECTRICITY GENERATING AUTHORITY OF THAILAND



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ABSTRACT

This study aimed to examine the influence of internal communication and employee engagement on generation Y employees' intention to stay with Operation and Maintenance Division in Electricity Generating Authority of Thailand (EGAT). One-hundred and fifty respondents who were generation Y employees from birth year 1982 to 1996 were selected using purposive sampling and convenience sampling. The means, standard deviation and percentage were being tabulated and analyzed using Stepwise Regression with the significance level of 0.05. Using the three employee engagement, including vigor, dedication, and absorption. The findings revealed the following points:

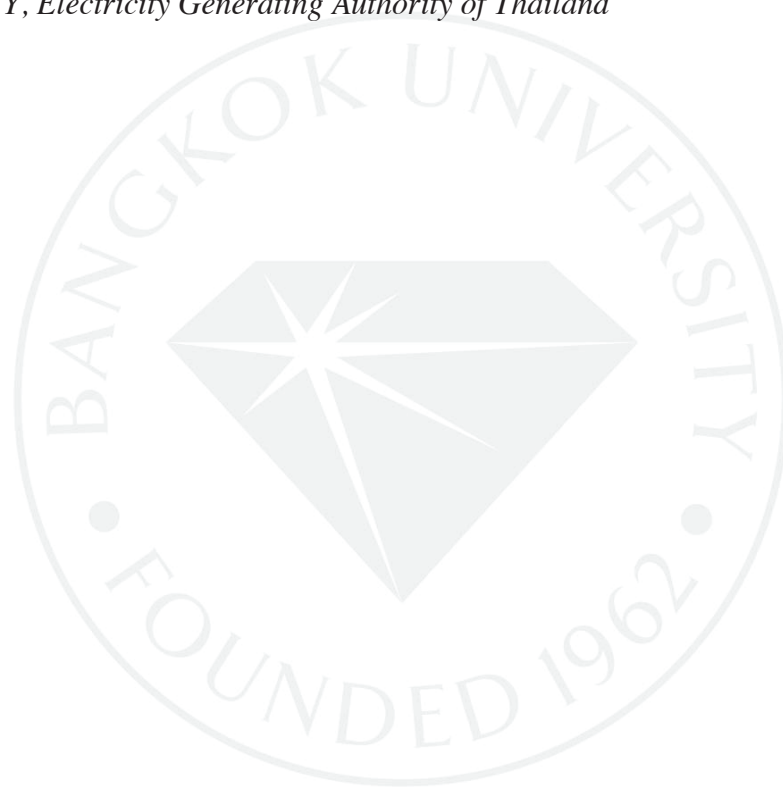
Firstly, internal communication has a positive influence on employee engagement at "very often" level. From this, vigor was found to be the most significant predictor of internal communication which will influence employees to invest high effort in work and to overcome difficulties.

Secondly, the Generation Y employees are high likely to remain with organization when they feel engaged. Specifically, absorption got the highest score of

relationship with their intention to stay. This can be explained that engaged employees pay fully attention at work causing time goes faster when working.

This study will help the management team to have better understanding and gain insights into effective internal communication, employee engagement, and intention to stay among generation Y employees.

Keywords: Internal communication, Employee engagement, Intention to stay, Generation Y, Electricity Generating Authority of Thailand



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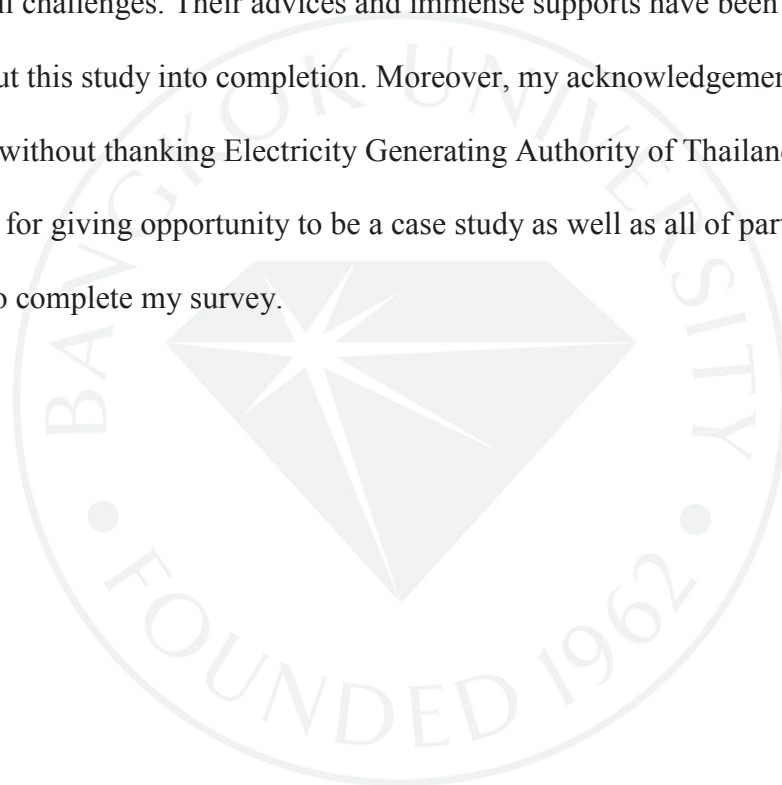


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CHAPTER 1

INTRODUCTION

This survey research examines the influence of internal communication on employee engagement and their intention to continue working with Electricity Generating Authority of Thailand. This chapter covers problem statement, objectives, scope of the study, research questions, significance of the study, and definition of terms.

1.1 Rationale and Problem Statement

Employees, given by their roles and responsibilities within organizations, are considered as a key shareholder group for organizations to positively enhance and sustain relationships with external parties (Grunig, 1992; Jo & Shim, 2005; Kim & Rhee, 2011). A number of previous studies showed that internal communication has an impact on employee engagement (Balakrishnan, 2013; Chong, 2007; Karanges, Johnston, Beatson, Lings, 2015; Saks, 2006; Weltch, Jackson, 2007). Thus, human resources department should collaborate with marketing department to develop strategies in employee communication to ensure that everyone in organizations is on the same page. Snipes, Oswald, LaTour, and Armenakis (2005) also found that job satisfaction is related to overall service quality delivered to their customers.

As the time goes by, workforce is changing to be Generation Y. According to Manpower Group (2016), this term is replaceable with Millennials and refers to those born between 1982 and 1996 which expects to compose more than a third of worldwide human resources by 2020. Each generation has its own preferences and expectations so it is one of challenges for the management team (Becton, Walker,

Jones-Farmers, 2014). While baby boomers were identified as work ethic generation, Generation Y stand out for high-tech generation because they were born in the era of technology, such as internet and cell phones, which becomes integral part of lives (Neisen, 2014). This generation does not only look for work and life balance as Generation X but also flexibility, community participation, and self-development through coaching and feedback (Macaulay & Cook, 2017).

Recently, there are plenty of articles talking about high attrition rate of Gen Y employees. Gallup (2016) found that 21% of this group of employees have low level of engagement in organizations and have changed their jobs which was more than 3 times of other generations. This does not only happen in foreign countries, but also in Thailand. Yoonjamrus (2017) mentioned that the traditional system and regulations are no longer effective to Generation Y; in other words, they are willing to question to have reasonable clarification when they are in doubt while this behavior is considered as aggressive and discordant to previous generations. In addition, they were born in the era of technology where everything is connected and accessible so it is not difficult to seek other opportunities when they think that current job is not the right one. With this, this study focuses on relationship of internal communication and employee engagement which potentially have impact on Generation Y employees' satisfaction and turnover within organizations.

Electricity Generating Authority of Thailand (EGAT) is a state owned enterprise under Ministry of Energy in Thailand which has obligation to generate and pass on electric power supply to the whole country, and also involves in energy related business in local and foreign countries. Operation and Maintenance Division is a part of EGAT providing high grade experienced crew and equipments for

mechanical maintenance in power plant operations inside and outside the country; for example, part supply, and engineering support, hence, employees in this division are repair technicians, programmers, engineers, trainers, and general staffs.

Sawagvudcharee (2012) observed internal communication in Provincial Electricity Authority (PEA), a government enterprise providing electricity services in regions of Thailand, which is similar with EGAT in terms of electricity related industry and large civil service with complex hierarchy. She found that there was a lack of communication to ground people within organization leading to misunderstanding and affecting attitudes and motivational level. Therefore, her study suggested that internal communication was found to be an important factor for employee satisfaction and retention in every organization. On the other hand, although EGAT is government based organization that is widely known with high level of stability and reliability in Thailand; however, according to Manager Online (2017), government based organization was at the bottom for firms that Generation Y would like to join. This brings into researcher's attention to explore the influences towards this group of workforce. Due to above reasons, the researcher selects EGAT to be a case study to have better understanding of the linkage between internal communication and employee engagement among Generation Y employees in this organization which Gupta & Shaheen (2017), Fernandes & L (2018) found that the higher level of employee engagement, the greater intention of employee to stay in organization.

1.2 Objectives of Study

1.2.1 To examine the influence of employee satisfaction of internal communication on Generation Y employees' engagement with EGA.

1.2.2 To examine the influence of Generation Y employees' feeling toward communication with their upper management and same level of management as well as their perceived information quality on the employee engagement.

1.2.3 To examine the influence of Generation Y employees' engagement on their intention to stay in organization.

1.3 Scope of Study

This study is to examine the relationship between internal communication and employee engagement among Gen Y employees in Operation and Maintenance Division of Electricity Generating Authority of Thailand (EGAT) which can lead to their intention to stay in organization. The data will be collected by using survey questionnaire as a tool to define below scope of the study.

1.3.1 This study focuses on relationship between internal communication and employee engagement among Generation Y employees of Operation and Maintenance Division in Electricity Generating Authority of Thailand (EGAT) only due to high competition in engineering industry. According to Admission Premium (2017), specialists in this field obviously can receive higher salary in private foreign organization.

1.3.2 The Generation Y employees population of Operation and Maintenance Division in Electricity Generating Authority of Thailand (EGAT) is 261 people. The total sample of this study is 150 respondents including Operation and Maintenance

Division in Electricity Generating Authority of Thailand (EGAT) by purposive sampling and convenience sampling.

1.3.3 The questionnaire data was collected in May 2019

1.4 Research Questions

1.4.1 Is there an influence of employee satisfaction of internal communication on Generation Y employees' engagement with EGAT?

1.4.2 How do Generation Y employees feel toward communication with their upper management and same level of management as well as their perceived information quality on the employee engagement?

1.4.3 Does Generation Y employees' engagement has an impact on their intention to stay in EGAT?

1.5 Significance of the Study

1.5.1 The study will demonstrate the existence of the relationship between internal communication and employee engagement in Operation and Maintenance Division in Electricity Generating Authority of Thailand (EGAT) which will benefit the organization to improve their engagement, quality of work performance, and to decrease attrition rate which can lead to profitability in organizations.

1.5.2 The study will allow management team of Operation and Maintenance Division in Electricity Generating Authority of Thailand (EGAT) as well as other organizations in this industry to have better understanding of Generation Y employees and be able to execute and maintain healthy internal communication with the most effective communication tool toward this group of employees. The study can develop

into model for employee engagement in state enterprise and other similar type of organization.

1.6 Definitions of Terms

1.6.1 Electricity Generating Authority of Thailand, EGAT in short, is a state owned enterprise under Ministry of Energy in Thailand which has obligation to generate and pass on electric power supply to the whole country, and also involves in energy related business in local and foreign countries.

1.6.2 Internal communication can be described as information transfer between leadership team and employees within organization formally and informally. It can be either written or face-to-face communication with chances to voice out their opinions, being well informed on organization updates, feeling that their management is engaged to organization.

1.6.3 Employee engagement is employee's psychological commitment and desire to obtain remarkable outcome for the organization including vigor (i.e., effort with high energy), dedication (i.e., emotion of importance, stimulation, motivation, glorification, and challenge), and absorption (i.e., fully pay attention and entirely devote themselves causing the time go by faster at work).

1.6.4 Generation Y, or Millenials, refers to those born between 1982 and 1996 who stand out for high-tech generation as they were born in the era of technology.

1.6.5 Intention to stay is a desire to remain to work in current organization which is an effect of when higher level of employee engagement (Fernandes & L, 2018; Gupta & Shaheen, 2017).

CHAPTER 2

LITERATURE REVIEW

This chapter summarized into relevant previous studies and synthesizes concepts related to internal communication, brand equity, employee engagement, and Generation Y which is the premise of this study.

Concepts of Internal Communication

Internal communication, sometimes called employee communication, can be described as information transfer between leadership team and employees within organization formally and informally (Balakrishnan, 2013). It plays an important role of interactions between organization and employees (Karanges, Johnston, Beatson, Lings, 2015) as it is used to allow employees being on the same page as well as to develop organization-employee relationships (Sripirom, 2017).

Burmann & Zeplin (2005) mentioned that organization should keep their employees informed about general information and updates through different available tools; such as, newsletter, meetings, in order to be able to effectively communicate aligned message. However, Cheney (1999) found that face-to-face communication provided detailed information including non verbal cues and more trustworthy than written communication. Truss, Soane, Edwards, Wisdom, Croll, Burnett (2006) stated that there are three elements driving the key outcome of internal communication to employee engagement which are: chances to voice out their opinions, being well informed on organization updates, and feeling that their management is engaged to organization. Moreover, Hayase (2009) also found that quality of communication has positive relationship to employee engagement. Thomas,

Zolin, Hartmann (2009) highlighted that openness is a key encouraging employees to feel that they are a part of organization's goal and they are safe to express themselves. Sawagvudcharee (2012) observed internal communication in Provincial Electricity Authority (PEA), a government enterprise providing electricity services in regions of Thailand, and found the lack of communication to their staffs which brings misunderstanding and affects staffs' attitudes and motivational level. Furthermore, a number of scholars concluded that there is positive relationship between internal communication and employee engagement (Balakrishnan, 2013; Chong, 2007; Karanges, Johnston, Beatson, Lings, 2015; Saks, 2006; Welch, Jackson, 2007).

Concepts of Employee Engagement

Only company satisfaction is insufficient in making employees to feel fully included in the organization. Employees will take things into their account when they are engaged (Nink & Welte, 2011).

Employee engagement is employee's psychological commitment and desire to obtain remarkable outcome for the organization (Aon, 2018). In other words, engaged employees are likely to stay with organization and go beyond their minimum requirement of their jobs. Mishra, Boynton, Mishra (2014) noticed that employees feel belong when the firm circulate information regularly, sincerely, and openly. Employee engagement can be identified by using vigor, dedication, and absorption as its characteristics (Schaufeli, Salanova, González-romá, Bakker, 2002). Vigor is willing to put effort with high energy in work and being to cope with obstacles (Schaufeli, Salanova, González-romá, Bakker, 2002). Dedication can be described as an emotion of importance, stimulation, motivation, glorification, and challenge

(Schaufeli, Salanova, González-romá, Bakker, 2002). Lastly, absorption is employees who fully pay attention and entirely devote themselves causing the time go by faster at work (Schaufeli, Salanova, González-romá, Bakker, 2002).

Nowadays human resources are considered as one of the most important resource in organization (Gabcanova, 2011); therefore, employee engagement is important in this surroundings. Engaged employees will increase loyalty and better work performance in the organization which will result in decreasing attrition rate (Balskrishnan, 2013).

Lifestyle and Values of Generation Y

According to Manpower Group (2016), Generation Y, or Millenials, refers to those born between 1982 and 1996 which expects to compose more than a third of worldwide human resources by 2020.

Despite negative stereotypes of this generation, Myers & Sadaghiani (2010) argued that this group is motivated and good at teamwork and technological access; however, they prefer management to share information openly and constantly. This is because this generation is surrounded by technology and multicultural environment as they are connected with others through social media (Naim & Lenka, 2017). Although there are online articles saying about turnover of this generation workforce, previous studies found that this group of people actually seeks career security (Guillot-soulez & Soulez, 2014; Manpower Group, 2016). The data from Manpower Group (2016) also shows that Generation Y is working hard, looking for advancement opportunities from their employers, and expecting to work longer than older generations; almost 80 percent of them believe that they will work until they are over 70 years old.

Walden, Jung, and Westerman, (2017) suggested that employers should perform communication which is transparent, in-depth, and relevant to their day-to-day operation while giving particular observation on this generation's information needs for long term management. Park & Gursoy (2012) found that turnover of this generation is high likely to be decreased when they are engaged with organization, comparing to Generation X and Baby Boomer generations.

Related Theories that Highlighted Factors Affecting Employees' Intention to Stay with Organization

1. Social Exchange Theory

According to Cropanzano & Mitchell (2005), the relationship develops throughout the extent of time into trust, loyal, and common adherence by the rules of give and take continuously. Saks (2006) found that the level of engagement either in job or organization is influenced by the level of organizational support that employees receive. In other words, with the most desired facilities and advantages, there is high potential to initiate organizational commitment with higher level of engagement.

2. Saks Model of Antecedents of Employee Engagement

Saks (2006) examined a model of antecedents of job and employee engagements which was based on social exchange theory. The result demonstrated that job and employee engagements can be predicted by various variables which are perceived organizational support and job characteristics. Job and organization engagements help to conciliate the relationships among job satisfaction, organizational commitment, intentions to stay, and organizational citizenship behavior.

3. Kang Model of Employee Engagement

Kang (2014) proposed a model of employee engagement using social exchange theory as a framework for conceptualization. The study revealed that level of organizational engagement determines their satisfaction, extra role behavior, and turnover intention. She further explained that employee engagement has significant effect on satisfaction which can indirectly lead to intention to stay. In addition, the study proved the consequences of employee engagement among antecedents (psychological capital, service climate), satisfaction, organizational citizenship behavior, and intention to stay.

Hypothesis

Hypothesis 1: Internal communication can significantly influence to Generation Y employee engagement.

Hypothesis 1.1: Employee satisfaction of face-to-face communication and written communication significantly influences Generation Y employees' employee engagement.

Hypothesis 1.2: Generation Y employees' feeling toward the opportunity to communicate with upper management and same level of management as well as feeling toward their perceived quality of the information significantly influence their employee engagement.

Hypothesis 2: Generation Y Employee Engagement significantly influences their intention to stay with Electricity Generating Authority of Thailand.

Theoretical Framework

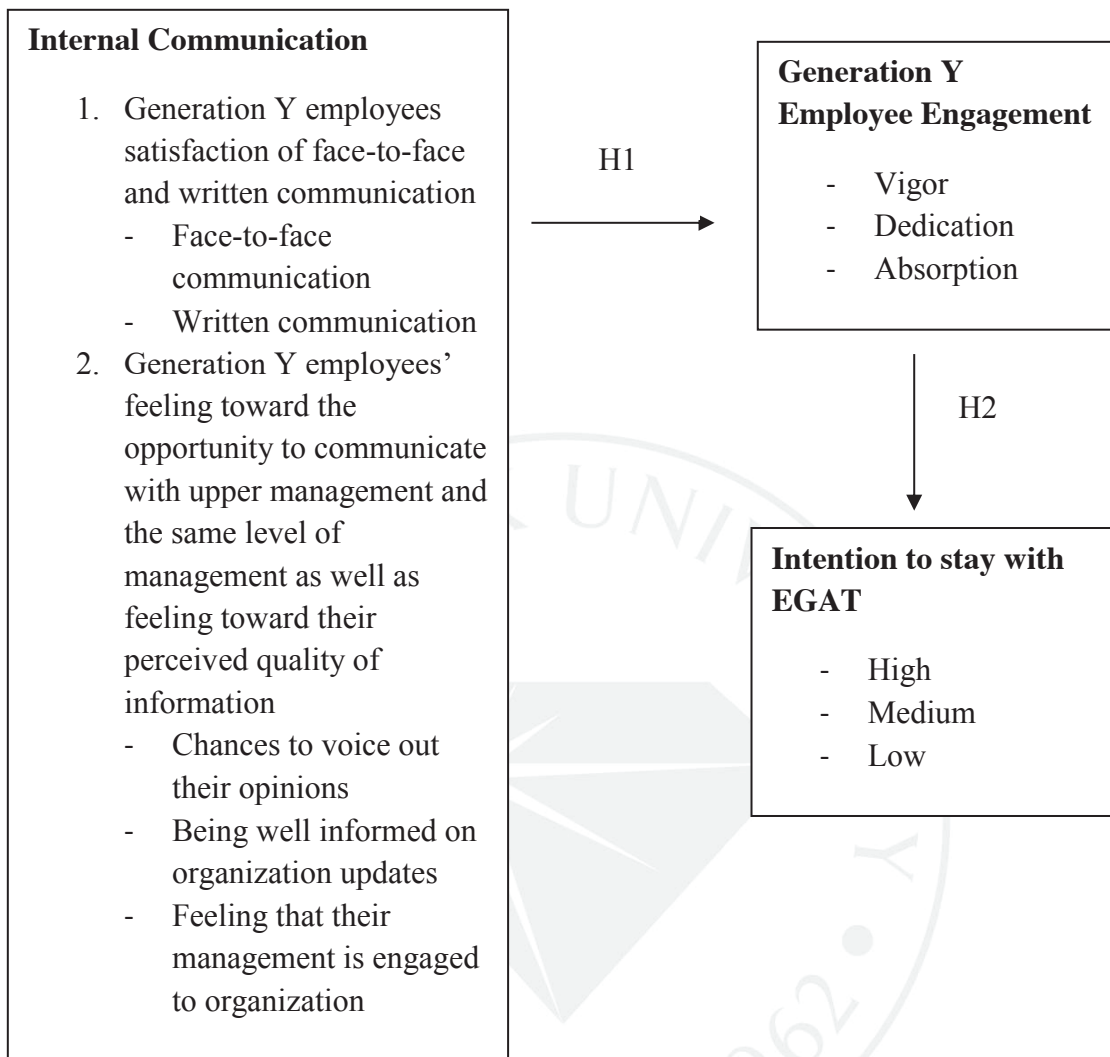


Figure 1: Theoretical Framework

CHAPTER 3

METHODOLOGY

This chapter described the procedures and research design using to examine the relationship between internal communication and employee engagement.

3.1. Research design

The study focuses on relationship between internal communication and employee engagement in Operation and Maintenance Division in Electricity Generating Authority of Thailand (EGAT). The survey research used three main scales which are internal communication, employee engagement, and intention to stay.

The first scale examines employee self-perceived of internal communication of Operation and Maintenance Division in Electricity Generating Authority of Thailand (EGAT). The second scale is employee engagement that aims to investigate work engagement on individuals with 3 non-physical conditions: vigor, dedication, and absorption. Lastly, the third scale is to inspect their intention to stay in this organization.

3.2 Population and sampling method

Due to high volume of rivalry in engineering industry, this study focuses on Generation Y employees of Operation and Maintenance Division in Electricity Generating Authority of Thailand (EGAT). Presently, there are 261 employees in total who were born between 1982 to 1996 in Operation and Maintenance Division of this organization including 166 people of technicians, 56 people of engineers, 15 people of

experienced level, 12 people of trainers, 9 people of general staffs, and 3 people of programmers.

The researcher selected 150 respondents with approximately 5% of margin of error and 95% of confidence level according to CheckMarket (2019) and used purposive sampling as well as convenience sampling methods in order to bring specific features of population into a focus (Lunch Research, 2012). The male ratio of respondents is higher due to nature of this occupation which is consistent to data provided by Ministry of Labour (2017) that the number of male received skill training including engineering skilled labours is higher than female.

3.3 Research instrument

The self-administered online questionnaire will be divided into 4 parts. Statements in questionnaire are taken and adapted from Dennis (1974), Hayase (2009), Schaufeli et al. (2002), and Suntorawatanakij (2011) to examine hypotheses of this study.

Part I: Demographic Information of the Sample

This part contains multiple-choice questions of general information including gender, age, level of education, marital status, monthly income, and service years in EGAT.

Part II: Gen Y Employees' Feeling toward Internal Communication

This part has 5 sub-segments in total. There are 4 sub-segments with 38 statements using likert scale ranging from strongly disagree to strongly agree to describe how they feel toward their internal communication which are taken and adapted from Dennis (1974).

The scale of feeling about relationship with immediate supervisor has cronbach alpha of 0.94 which include the statements as below (Lockhart, 1987).

1. Your superior makes you feel comfortable to talk with him/her.
2. Your superior really understands your job problems.
3. Your superior encourages you to let him/her know when things are going wrong on the job.
4. Your superior provide good support for you to do your best work.
5. Your superior expresses his/her confidence with your ability to perform the job.
6. Your superior encourages you to bring new information to his/her attention, even when that new information may be bad news.
7. Your supervisor makes you feel that things you tell him/her are really important
8. Your superior is willing to tolerate arguments and to give a fair hearing to all points of view.
9. Your superior has your best interests in mind when he/she talks to his/her boss.
10. Your superior is a really competent, expert manager.
11. Your superior listens to you when you tell him/her about things that are bothering you.
12. You feel safe to say what you are really thinking to your superior.
13. Your superior is straightforward.
14. You feel comfortable to communicate job frustrations to your superior.

15. You feel comfortable to tell your supervisor your attitude towards his/her management.
16. You feel comfortable to tell your superior that you disagree with him/her.
17. You think you are safe in communicating "bad news" to your superior without fear of retaliation on his/her part.
18. You believe that your superior thinks he/she really understands you.
19. You believe that your superior thinks that you understand him/her.
20. Your superior really understands you.
21. You really understand your superior.

The scale of quality of information in current position has cronbach alpha of 0.88 which includes statements as below (Lockhart, 1987).

1. You think that people in this organization say what they mean and mean what they say.
2. People in top management say what they mean and mean what they say.
3. People in this organization are encouraged to be really open and candid with each other.
4. People in this organization freely exchange information and opinions.
5. You are kept informed about how well company's goals and project's objectives are being met.
6. Your organization succeeds in rewarding and praising good performance.
7. Top management is providing you with the kinds of information you really want and need.
8. You receive information from the sources available to you (e.g. from your superiors, department meetings, co-workers, newsletters).

9. You are pleased with the management's efforts to keep employees up-to-date on recent developments that relate to the organization's welfare - such as success in competition, profitability, future growth plans, etc.
10. Superior notified you in advance of changes that affect your job.
11. You are satisfied with explanations you receive from top management about why things are done as they are.
12. Your job requirements are specified in clear language.

The scale of opportunities to communicate has cronbach alpha of 0.89 which include statements as below (Lockhart, 1987).

1. Your opinions are taken into consideration by upper management people's decision before they make a decision that affects your job situations.
2. You believe your views have real influence in your organization.
3. You can expect that recommendations you make will be heard and seriously considered.

The scale of information reliability has cronbach alpha of 0.83 which include statements as below (Lockhart, 1987).

1. You think that information received from management is reliable.
2. You think that information received from your colleagues (co-workers) is reliable.

The statistical mean is to be interpreted as follows. According to Luo (2014), the highest level minus lowest level divided by the number of level $(5-1)/5 = 0.80$

Table 1: Interpretation of feeling toward internal communication

Mean	Interpretation
4.21-5.00	Strongly agree with statement
3.41-4.20	Agree with statement
2.61-3.40	Neutral with statement
1.81-2.60	Disagree with statement
1.00-1.80	Strongly disagree with statement

On the other hand, the last sub-segment which taken from Hayase (2009) which examined their satisfaction of 14 communication channels which are internet, intranet, printed newsletter, blogs, posters, emails, mailbox letter, recognition ceremonies or presentation, training classes, meetings with senior management, pre-shift information or meeting, company televisions or videos, audio recordings or phone messages, e-newsletter. The range is from very dissatisfied to very satisfied. Also, the highest level minus lowest level divided by the number of level $(5-1)/5=0.80$

Table 2: Interpretation of communication channels satisfaction

Mean	Interpretation
4.21-5.00	Very satisfied
3.41-4.20	Satisfied
2.61-3.40	Neutral
1.81-2.60	Dissatisfied
1.00-1.80	Very dissatisfied

Part III: Employee Engagement

This part is Utrecht Work Engagement Scale (UWES) which taken from Schaufeli et al. (2002) to measure their engagement with current job containing of 3 elements: vigor, dedication, and absorption. There are 17 items measured on likert scale ranging from never to always. The cronbach alpha of the original scale is 0.82 (Luo, 2014). The statements include:

Vigor

1. At my work, I feel energetic.
2. At my job, I feel strong and vigorous.
3. When I get up in the morning, I feel like going to work.
4. I can continue working for very long hours at a time.
5. At my job, I am very resilient, mentally.
6. At my work I always persevere, even when things do not go well.

Dedication

7. I find the work that I do full of meaning and purpose.
8. I am proud of the work that I do.
9. To me, my job is challenging.
10. I am enthusiastic about my job.
11. My job inspires me.

Absorption

12. Time flies when I'm working.
13. When I am working, I forget everything else around me.
14. I feel happy when I am working intensely.
15. I am very focused in my work.
16. I get carried away when I'm working.
17. It is difficult to detach myself from my job.

The statistical mean is to be interpreted as follows. According to Luo (2014), the highest level minus lowest level divided by the number of level $(5-1)/5 = 0.80$

Table 3: Interpretation of employee engagement

Mean	Interpretation
4.21-5.00	Always
3.41-4.20	Very Often
2.61-3.40	Sometimes
1.81-2.60	Rarely
1.00-1.80	Never

Part IV: Intention to Stay

This part is used to measure Generation Y employees' intention to stay through 5 statements taken and adapted from Siripong Suntorawatanakij. The scale is measured on likert scale ranging from strongly disagree to strongly agree. The cronbach alpha of the scale is 0.82 (Suntorawatanakij, 2011). The statements are as below.

1. You have an intention to work here until retirement.
2. If other organizations offer job position with higher salary, you will refuse the offer.
3. This organization is the best place to work for you.
4. You try to persuade colleagues to work for organization development.
5. You are proud to be employee of this organization.

The statistical mean of intention to stay is to be interpreted as follows. The highest level minus lowest level divided by the number of level $(5-1)/5 = 0.80$ (Luo, 2014).

Table 4: Interpretation of intention to stay

Mean	Interpretation
4.21-5.00	Strongly agree with statement
3.41-4.20	Agree with statement
2.61-3.40	Neutral with statement
1.81-2.60	Disagree with statement
1.00-1.80	Strongly disagree with statement

On the other hand, the degree of gratification from Zhu (2018) is used to indicate level of intention as follows.

Table 5: Interpretation of gratification degree

Mean	Interpretation
3.68-4.00	High level
2.34-3.67	Medium level
1.00-2.33	Low level

3.4 Instrument pretest

The researcher distributed questionnaire to 30 people of target population for pretest to evaluate reliability and accuracy of questions. Given the cronbach alpha in Table 6 is 0.95, 0.91 and 0.78 for internal communication, employee engagement, and intention to stay respectively, overall scales are acceptable to execute actual data collection with 150 samples.

Table 6: Cronbach Alpha of the Questionnaire

Variable	Cronbach Alpha
Internal communication - Feeling to immediate supervisor - Feeling toward the quality of information - Feeling toward the opportunities to communicate - Feeling toward communication channel	.953
Employee engagement - Vigor - Dedication - Absorption	.918
Intention to stay	.785

3.5 Data collection procedure

The questionnaire was created in English, except the part of intention to stay which is originally in Thai. As target population is Thai citizens located in Thailand, questionnaire was interpreted into national language of Thailand to avoid the issues of language barrier and miscommunication which can possibly lead to inaccurate results. The researcher had 2 lecturers who are specialists of communication arts at Bangkok University to check index of consistency and the results of cronbach's alpha is 0.96 and 0.94 respectively. With the number higher than 0.7 which is an appropriate value, scales are acceptable.

After questionnaire was finalized, the researcher distributed questionnaires in the print questionnaire to Operation and Maintenance Division in Electricity Generating Authority of Thailand (EGAT) to do pretest with 30 respondents while another 150 respondents for actual data collection was gathered through online self-administered survey tool with SPSS program for data analysis.

3.6 Summary of Demographic Data

The demographic profile of 150 samples is included information of gender, age, level of education, marital status, monthly income, and service year at EGAT which summarized and presented in Table 7-12.

The descriptive findings showed that there are 45.3% of male (n= 68) and 54.7% of female (n= 82) participated in this study. The majority of sample is in the age range of 23-27 which is 49.3% (n= 74), followed by 31.3% (n= 47) for the age range of 28-32, 10.7% (n= 16) of those who are higher than 37 years old, and another 8.7% (n= 13) of respondents who are 33-37 years old, respectively. In terms of

education, 75.3% of respondents (n= 113) has bachelor degree as their highest level of education followed by 18.7% of respondents (n= 28) with master degree. As for marital status, 81.3% (n= 122) is single while only 18 respondents are married which is 18.7% of overall sample. The result also shows that 58.7% of samples (n= 88) receives 20,001-30,000 Baht monthly, followed by 16% of samples (n= 24) who has salary that is below-20,000 Baht. Additionally, almost half of samples (n= 74) or 49.3% has been working at EGAT for 1-3 years, followed by 26.7% of samples (n= 40) working for 4-6 years and 12.7% of those being in this organization more than 9 years (n= 19).

Table 7: Statistical mean of gender

Gender		
	Frequency	Percent
Male	68	45.3
Female	82	54.7
Total	150	100.0

Table 8: Statistical mean of age

Age		
	Frequency	Percent
23-27 years old	74	49.3
28-32 years old	47	31.3
33-37 years old	13	8.7
Higher than 37 years old	16	10.7
Total	150	100.0

Table 9: Statistical mean of education level

Level of education		
	Frequency	Percent
High school diploma	1	.7
Vocational diploma	7	4.7
Bachelor's degree	113	75.3
Master's degree	28	18.7
Higher than Master's degree	1	.7
Total	150	100.0

Table 10: Statistical mean of marital status

Marital status		
	Frequency	Percent
Single	122	81.3
Married	28	18.7
Total	150	100.0

Table 11: Statistical mean of monthly income

Monthly income		
	Frequency	Percent
Below-20,000 Baht	24	16.0
20,001-30,000 Baht	88	58.7
30,001-40,000 Baht	17	11.3
40,001-50,001 Baht	4	2.7
More than 50,001 Baht	17	11.3
Total	150	100.0

Table 12: Statistical mean of service year at EGAT

Service years at EGAT		
	Frequency	Percent
Less than 1 year	12	8.0
1-3 years	74	49.3
4-6 years	40	26.7
7-9 years	5	3.3
More than 9 years	19	12.7
Total	150	100.0

3.7 Data Analysis

The answers from 150 respondents were coded and analyzed through SPSS.

The standard statistical significance level of 0.05 is determined the acceptance of each hypothesis. The lower alpha number indicates the stronger significance level (Frost, 2019).

Hypothesis 1: Internal communication can significantly influence to Generation Y employee engagement.

Independent variable: Internal communication including face-to-face communication and written communication (Likert scale)

Dependent variable: Employee engagement and intention to stay (Likert scale)

Statistical analysis: Stepwise Regression Analysis

Hypothesis 1.1: Employee satisfaction of face-to-face communication and written communication significantly influences Generation Y employees' employee engagement.

Hypothesis 1.2: Generation Y employees' feeling toward the opportunity to communicate with upper management and same level of management as well as

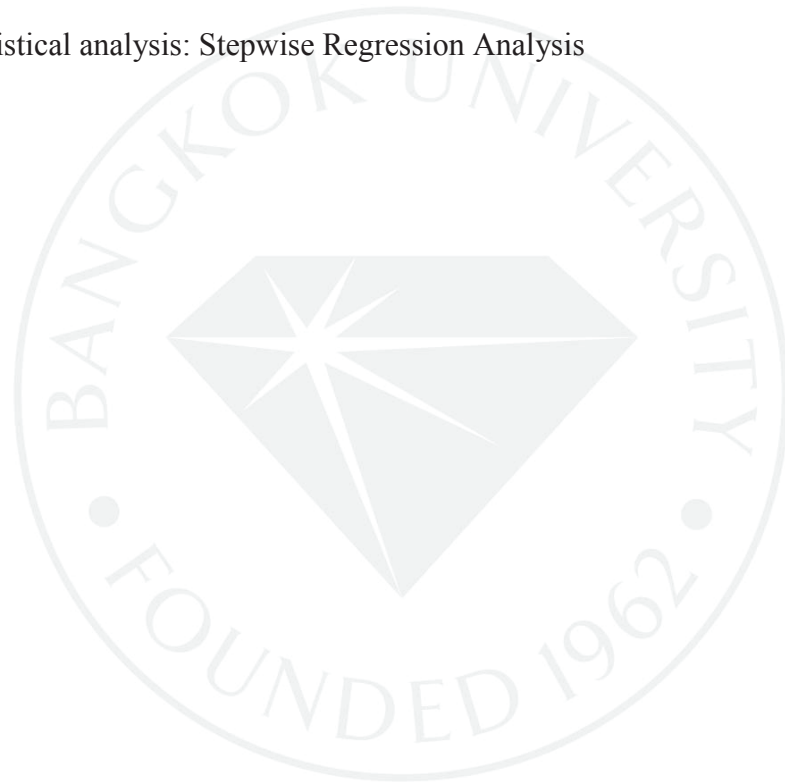
feeling toward their perceived quality of the information significantly influence their employee engagement.

Hypothesis 2: Generation Y Employee Engagement significantly influences their intention to stay with Electricity Generating Authority of Thailand.

Independent variable: Employee engagement including vigor, dedication, and absorption (likert scale)

Dependent variable: Intention to stay

Statistical analysis: Stepwise Regression Analysis



CHAPTER 4

FINDINGS

The survey research used three main scales to test hypotheses, which are internal communication, employee engagement, and intention to stay by utilizing stepwise regression for statistical analysis.

4.1 Descriptive analysis of internal communication

According to Table 13, the descriptive revealed that samples have feeling toward their internal communication at “agree” level (Mean= 3.73, SD= 0.53) including aspects of information reliability (Mean= 3.96, SD= 0.75), relationship with supervisor (Mean= 3.89, SD= 0.64), opportunities to communicate (Mean= 3.86, SD= 0.83), and quality of information (Mean= 3.72, SD= 0.72). However, as for communication channels, the result can be identified at “neutral” level (Mean= 3.39, SD= 0.67).

Table 13: Statistical mean of internal communication

Descriptive Statistics			
	Mean	Std. Deviation	Interpretation
5 dimensions of Internal communication	3.73	.53	Agree
Relationship with supervisor	3.89	.64	Agree
Quality of information	3.72	.72	Agree
Opportunities to communicate	3.86	.83	Agree
Reliability of information	3.96	.75	Agree
Communication channels	3.39	.67	Neutral

As shown in Table 14, the statement “Your superior is a really competent, expert manager” is at “strongly agree” level (Mean = 4.29, SD = 0.75) while the remaining 20 items are identified to be at “agree level”. The statement with lowest

mean in this sub-segment is “You feel comfortable to tell your supervisor your attitude towards his/her management.” (Mean = 3.49, SD = 0.93).

Table 14: Statistical mean of feeling toward relationship with immediate supervisor

Descriptive Statistics			
	Mean	Std. Deviation	Interpretation
1. Your superior makes you feel comfortable to talk with him/her.	3.79	.77	Agree
2. Your superior really understands your job problems.	3.93	.82	Agree
3. Your superior encourages you to let him/her know when things are going wrong on the job.	4.03	.74	Agree
4. Your superior provide good support for you to do your best work.	4.14	.77	Agree
5. Your superior expresses his/her confidence with your ability to perform the job.	4.13	.74	Agree
6. Your superior encourages you to bring new information to his/her attention, even when that new information may be bad news.	4.14	.77	Agree

(Continued)

Table 14 (Continued): Statistical mean of feeling toward relationship with immediate supervisor

7. Your supervisor makes you feel that things you tell him/her are really important.	3.99	.79	Agree
8. Your superior is willing to tolerate arguments and to give a fair hearing to all points of view.	4.04	.79	Agree
9. Your superior has your best interests in mind when he/she talks to his/her boss.	4.05	.74	Agree
10. Your superior is a really competent, expert manager.	4.29	.75	Strongly Agree
11. Your superior listens to you when you tell him/her about things that are bothering you.	3.99	.79	Agree
12. You feel safe to say what you are really thinking to your superior.	3.65	.88	Agree
13. Your superior is straightforward.	4.08	.78	Agree
14. You feel comfortable to communicate job frustrations to your superior.	3.56	.90	Agree
15. You feel comfortable to tell your supervisor your attitude towards his/her management.	3.49	.93	Agree
16. You feel comfortable to tell your superior that you disagree with him/her.	3.86	.80	Agree
17. You think you are safe in communicating "bad news" to your superior without fear of retaliation on his/her part.	3.79	.86	Agree

(Continued)

Table 14 (Continued): Statistical mean of feeling toward relationship with immediate supervisor

18. You believe that your superior thinks he/she really understands you.	3.68	.90	Agree
19. You believe that your superior thinks that you understand him/her.	3.69	.88	Agree
20. Your superior really understands you.	3.64	.86	Agree
21. You really understand your superior.	3.70	.82	Agree

As shown in Table 15, all items can be interpreted to be at “agree” level. The statement “You receive information from the sources available to you (e.g. from your superiors, department meetings, co-workers, newsletters).” appeared to have the highest score (Mean = 4.07, SD = 0.78), followed by “People in top management say what they mean and mean what they say.” (Mean = 4.05, SD = 0.78) and “You think that people in this organization say what they mean and mean what they say.” (Mean = 3.86, SD = 0.91).

Table 15: Statistical mean of feeling toward information quality

Descriptive Statistics			
	Mean	Std. Deviation	Interpretation
1. You think that people in this organization say what they mean and mean what they say.	3.86	.91	Agree
2. People in top management say what they mean and mean what they say.	4.05	.78	Agree
3. People in this organization are encouraged to be really open and candid with each other.	3.51	.95	Agree

(Continued)

Table 15 (Continued): Statistical mean of feeling toward information quality

4. People in this organization freely exchange information and opinions.	3.61	.89	Agree
5. You are kept informed about how well company's goals and project's objectives are being met.	3.79	.87	Agree
6. Your organization succeeds in rewarding and praising good performance.	3.80	.90	Agree
7. Top management is providing you with the kinds of information you really want and need.	3.50	.98	Agree
8. You receive information from the sources available to you (e.g. from your superiors, department meetings, co-workers, newsletters).	4.07	.78	Agree
9. You are pleased with the management's efforts to keep employees up-to-date on recent developments that relate to the organization's welfare - such as success in competition, profitability, future growth plans, etc.	3.61	.95	Agree
10. Superior notified you in advance of changes that affect your job.	3.74	.91	Agree
11. You are satisfied with explanations you receive from top management about why things are done as they are.	3.58	.91	Agree

(Continued)

Table 15 (Continued): Statistical mean of feeling toward information quality

12. Your job requirements are specified in clear language.	3.54	.92	Agree
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According to Table 16, all 3 items are at “agree level”. The statement “Your opinions are taken into consideration by upper management people’s decision before they make a decision that affects your job situations.” has the highest score (Mean= 3.99, SD= 0.94), followed by statement “You believe your views have real influence in your organization” (Mean = 3.81, SD = 1.08) and “You can expect that recommendations you make will be heard and seriously considered.” (Mean = 3.78, SD = 1.03).

Table 16: Statistical mean of feeling toward opportunities to communicate

Descriptive Statistics			
	Mean	Std. Deviation	Interpretation
1. Your opinions are taken into consideration by upper management people’s decision before they make a decision that affects your job situations.	3.99	.94	Agree
2. You believe your views have real influence in your organization.	3.81	1.08	Agree
3. You can expect that recommendations you make will be heard and seriously considered.	3.79	1.03	Agree

Table 17 showed that statements in segment of information reliability are at “agree” level. The statement “You think that information received from management is reliable.” has the highest score (Mean = 4.02, SD = 0.90), followed by “You think

that information received from your colleagues (co-workers) is reliable.” (Mean = 3.91, SD = 0.74).

Table 17: Statistical mean of feeling toward information reliability

Descriptive Statistics			
	Mean	Std. Deviation	Interpretation
1. You think that information received from management is reliable.	4.02	.90	Agree
2. You think that information received from your colleagues (co-workers) is reliable.	3.91	.74	Agree

As shown in Table 18, 3 out of 14 items are at “satisfied” level which are emails (Mean= 3.85, SD= 0.85), internet (Mean= 3.76, SD= 0.85), and intranet (Mean= 3.59, SD= 0.91). On the other hand, 11 out of 14 channels are at “neutral” level which are meetings with senior management (Mean= 3.47, SD= 0.88), posters (Mean = 3.44, SD = 0.76), printed newsletter (Mean = 3.43, SD= 0.76), employee recognition ceremonies or presentations (Mean = 3.39, SD = 0.89), e-newsletter (Mean = 3.37, SD= 0.78), company television or videos (Mean = 3.35, SD= 0.93), pre-shift information or meetings (Mean = 3.34, SD= 1.16), training classes (Mean= 3.28, SD = 0.98), audio recordings or phone messages (Mean = 3.14, SD = 1.03), blogs (Mean = 3.12, SD = 0.96), and mailbox letter (Mean = 2.95, SD = 1.23), respectively.

Table 18: Statistical mean of satisfaction toward communication channel

Descriptive Statistics			
	Mean	Std. Deviation	Interpretation
1. Intranet	3.59	.91	Satisfied
2. Internet	3.76	.85	Satisfied

(Continued)

Table 18 (Continued): Statistical mean of satisfaction toward communication channel

3. Printed Newsletters	3.43	.76	Neutral
4. Blogs	3.12	.96	Neutral
5. Posters, flyers, Brochures, Banners	3.44	.76	Neutral
6. Emails	3.85	.85	Satisfied
7. Mailbox letter	2.95	1.23	Neutral
8. Employee recognition & rewards ceremonies or presentations	3.39	.89	Neutral
9. Training Classes	3.28	.98	Neutral
10. Meetings with Senior Management	3.47	.89	Neutral
11. Pre-shift information or meetings	3.34	1.16	Neutral
12. Company television or videos	3.35	.93	Neutral
13. Audio recordings or phone messages	3.14	1.03	Neutral
14. e-Newsletters	3.37	.78	Neutral

4.2 Descriptive analysis of employee engagement

Table 19 showed that samples feel engaged with their work “very often” (Mean = 3.69, SD = 0.65). In addition, dedication aspect has the highest score (Mean = 3.73, SD = 0.81), followed by vigor (Mean = 3.68, SD = 0.66) and absorption (Mean = 3.67, SD = 0.74), respectively.

Table 19: Overall statistical mean of employee engagement

Descriptive Statistics			
	Mean	Std. Deviation	Interpretation
3 dimensions of employee engagement	3.69	.65	Very often
Vigor	3.68	.66	Very often
Dedication	3.73	.81	Very often
Absorption	3.67	.74	Very often

As shown in Table 20, 5 out of 6 items under vigor segment are at “very often” and 1 item is at “sometimes” level. The statement “At my work I always persevere, even when things do not go well.” have the highest mean among all items under this category (Mean = 4.00, SD= 0.81), followed by the statement “I can continue working for very long hours at a time.” (Mean = 3.91, SD = 0.85). The statement with lowest mean in this category is “When I get up in the morning, I feel like going to work.” (Mean = 3.25, SD= 0.93) which can be interpreted as “sometimes”.

Table 20: Statistical mean of vigor

Descriptive Statistics			
	Mean	Std. Deviation	Interpretation
1. At my work, I feel energetic.	3.52	.80	Very often
2. At my job, I feel strong and vigorous.	3.69	.88	Very often
3. When I get up in the morning, I feel like going to work.	3.25	.93	Sometimes
4. I can continue working for very long hours at a time.	3.91	.85	Very often
5. At my job, I am very resilient, mentally.	3.70	.91	Very often
6. At my work I always persevere, even when things do not go well.	4.00	.81	Very often

The result of dedication aspect in Table 21 showed that majority of samples feel “agree” to the statement, especially “I am proud of the work that I do.” with statistical mean of 3.97 and SD of 0.90; on the other hand, the statement “My job inspires me.” is at “sometimes” level (Mean = 3.45, SD = 1.06).

Table 21: Statistical mean of dedication

Descriptive Statistics			
	Mean	Std. Deviation	Interpretation
7. I find the work that I do full of meaning and purpose.	3.70	.86	Very often
8. I am proud of the work that I do.	3.97	.90	Very often
9. To me, my job is challenging.	3.72	.96	Very often
10. I am enthusiastic about my job.	3.81	.86	Very often
11. My job inspires me.	3.45	1.06	Very often

In Table 22, the result revealed that samples agree with the statement “Time flies when I’m working.” which is the highest score in absorption aspect (Mean = 3.91, SD = 0.89) followed by the statement “I get carried away when I’m working.” (Mean = 3.80, SD = 0.84). Nevertheless, the statement “It is difficult to detach myself from my job.” is rated at “sometimes” level (Mean = 3.38, SD = 1.08).

Table 22: Statistical mean of absorption

Descriptive Statistics			
	Mean	Std. Deviation	Interpretation
12. Time flies when I’m working.	3.91	.89	Very often
13. When I am working, I forget everything else	3.77	.90	Very often
14. I feel happy when I am working intensely.	3.59	1.08	Very often

(Continued)

Table 22 (Continued): Statistical mean of absorption

15. I am very focused in my work.	3.59	.92	Very often
16. I get carried away when I'm working.	3.80	.84	Very often
17. It is difficult to detach myself from my job.	3.38	1.08	Sometimes

4.3 Descriptive analysis of intention to stay

According to Table 23, with the mean of 3.88 and SD of 0.88 which is considered as “agree” level, it showed that samples have high level of intention to stay in this organization.

Table 23: Overall statistical mean of intention to stay

Descriptive Statistics			
	Mean	Std. Deviation	Interpretation
Intention to stay	3.88	.88	High level

Table 24 presented that the statement “You are proud to be employee of this organization.” has the highest score (Mean= 4.19, SD = 0.84), followed by “This organization is the best place to work for you.” (Mean = 3.99, SD = 1.02) and “You try to persuade colleagues to work for organization development.” (Mean = 3.94, SD = 0.94).

Table 24: Statistical mean of intention to stay statements

Descriptive Statistics			
	Mean	Std. Deviation	Interpretation
1. You have an intention to work here until retirement	3.92	1.17	Agree

(Continued)

Table 24 (Continued): Statistical mean of intention to stay statements

2. If other organizations offer job position with higher salary, you will refuse the offer.	3.39	1.16	Agree
3. This organization is the best place to work for you.	3.99	1.02	Agree
4. You try to persuade colleagues to work for organization development.	3.94	.94	Agree
5. You are proud to be employee of this organization.	4.19	.84	Agree

4.4 Results of hypothesis testing

There are 2 main hypotheses in this study as below.

Hypothesis 1: Internal communication can significantly influence to Generation Y employee engagement.

Hypothesis 1.1: Employee satisfaction on face-to-face communication and written communication significantly influences Generation Y employees' employee engagement.

In Table 25, regression result shows a positive significant influence between employee engagement and internal communication channels including face-to-face communication and written communication ($F_{(148, 1)} = 12.86^*$, $p < 0.05$). In addition, Table 21, 22, and 23 illustrated the significant results of each employee engagement dimensions; vigor, dedication, and absorption respectively. Internal communication has the strongest positive effect on vigor ($\text{Beta} = 0.307$, $F_{(148, 1)} = 15.3^*$, $p < 0.05$), followed by absorption ($\text{Beta} = 0.242$, $F_{(148, 1)} = 9.2^*$, $p < 0.05$) and dedication ($\text{Beta} = 0.206$, $F_{(148, 1)} = 6.5^*$, $p < 0.05$), respectively. The findings suggested Generation Y

employees' engagement is positively associated with their feeling of internal communication, including face-to-face and written communication. Consequently, hypothesis 1.1 is accepted.

Table 25: Stepwise regression analysis for the prediction between internal communication channel and employee engagement

Model Summary^b										
M o d e l	R	R Squa re	Adjus ted R Squa re	Std. Error of the Estima te	Change Statistics					
					R Squa re Cha nge	F Chang e	df 1	df2	Sig. F Change	Durbin- Watson
1	.283 ^a	.080	.074	.62393	.080	12.860	1	148	.000	1.918

a. Predictors: (Constant), Satisfaction of communication channels

b. Dependent Variable: Employee Engagement

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.006	1	5.006	12.860	.000 ^b
	Residual	57.615	148	.389		
	Total	62.622	149			

a. Dependent Variable: Employee Engagement

b. Predictors: (Constant), Satisfaction of communication channels

Coefficients^a								
Model		Unstandardized Coefficients		Standard ized Coeffie nts	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Consta nt)	2.770	.262		10.552	.000	2.251	3.288
	Channel	.272	.076	.283	3.586	.000	.122	.422

a. Dependent Variable: Employee Engagement

Table 26: Stepwise regression analysis for the prediction between internal communication channel and vigor of employee engagement

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df 1	df2	Sig. F Change	Durbin-Watson
1	.307 ^a	.094	.088	.62651	.094	15.348	1	148	.000	1.875

a. Predictors: (Constant), Satisfaction of communication channels

b. Dependent Variable: Vigor

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.024	1	6.024	15.348	.000 ^b
	Residual	58.092	148	.393		
	Total	64.116	149			

a. Dependent Variable: Vigor

b. Predictors: (Constant), Satisfaction of communication channels

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.666	.264		10.116	.000	2.145	3.187
	Mean of Channel	.299	.076	.307	3.918	.000	.148	.449

a. Dependent Variable: Vigor

Table 27: Stepwise regression analysis for the prediction between internal communication channel and dedication of employee engagement

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.206 ^a	.043	.036	.79293	.043	6.575	1	148	.011	1.891

a. Predictors: (Constant), Satisfaction of communication channels

b. Dependent Variable: Dedication

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.134	1	4.134	6.575	.011 ^b
	Residual	93.052	148	.629		
	Total	97.186	149			

a. Dependent Variable: Dedication

b. Predictors: (Constant), Satisfaction of communication channels

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.893	.334		8.673	.000	2.234	3.552
	Channel	.247	.096	.206	2.564	.011	.057	.438

a. Dependent Variable: Dedication

Table 28: Stepwise regression analysis for the prediction between internal communication channel and absorption of employee engagement

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df 1	df2	Sig. F Change	Durbin-Watson
1	.242 ^a	.059	.052	.72206	.059	9.206	1	148	.003	1.905

a. Predictors: (Constant), Satisfaction of communication channels

b. Dependent Variable: Absorption

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.800	1	4.800	9.206	.003 ^b
	Residual	77.164	148	.521		
	Total	81.963	149			

a. Dependent Variable: Absorption

b. Predictors: (Constant), Satisfaction of communication channels

Coefficients ^a								
Model		Unstandardized Coefficients		Standard ized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.770	.304		9.121	.000	2.170	3.371
	Channel	.267	.088	.242	3.034	.003	.093	.440

a. Dependent Variable: Absorption

Hypothesis 1.2: Generation Y employees' feeling toward the opportunity to communicate with upper management and same level of management as well as feeling toward their perceived quality of the information significantly influence their employee engagement.

As shown in Table 29, regression analysis revealed that information quality has a positive significant influence on employee engagement ($F_{(148, 1)} = 36.53^*$, $p < 0.05$). Besides, the Table 30 showed that opportunity to communicate also has positive significant effect on employee engagement ($F_{(148, 1)} = 36.53^*$, $p < 0.05$). This showed that the opportunity to communicate and perceived information quality has a positive effect on Y employees' engagement; hence, hypothesis 1.2 is accepted.

Table 29: Stepwise regression analysis for the prediction between information quality and employee engagement

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df 1	df 2	Sig. F Change	Durbin-Watson
1	.445 ^a	.198	.193	.58253	.198	36.537	1	148	.000	2.005

a. Predictors: (Constant), Quality of Information

b. Dependent Variable: Employee Engagement

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.399	1	12.399	36.537	.000 ^b
	Residual	50.223	148	.339		
	Total	62.622	149			

a. Dependent Variable: Employee Engagement

b. Predictors: (Constant), Quality of Information

Coefficients ^a								
Model		Unstandardized Coefficients		Standard ized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.210	.250		8.841	.000	1.716	2.704
	Quality of Information	.399	.066	.445	6.045	.000	.268	.529

a. Dependent Variable: Employee Engagement

Table 30: Stepwise regression analysis for the prediction between opportunity to communicate and employee engagement

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.374 ^a	.140	.134	.60338	.140	24.006	1	148	.000	1.929

a. Predictors: (Constant), Opportunity to communicate

b. Dependent Variable: Employee Engagement

ANOVA ^a					
Model		Sum of Squares	df	Mean Square	Sig.
1	Regression	8.740	1	8.740	.000 ^b
	Residual	53.882	148	.364	
	Total	62.622	149		

a. Dependent Variable: Employee Engagement

b. Predictors: (Constant), Opportunity to communicate

(Continued)

Table 30 (Continued): Stepwise regression analysis for the prediction between
opportunity to communicate and employee engagement

Coefficients ^a								
Model		Unstandardized Coefficients		Standard ized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.565	.235		10.896	.000	2.100	3.030
	Opportunity to communicate	.292	.060	.374	4.900	.000	.174	.410

a. Dependent Variable: Employee Engagement

Hypothesis 2: Generation Y Employee Engagement significantly influences their intention to stay with Electricity Generating Authority of Thailand.

As shown in Table 31, regression analysis revealed that Generation Y employee engagement has a positive effect on their intention to stay within organization ($F_{(148, 1)} = 221.83^*$, $p < 0.05$). According to the Table 32, when examining each key construct of employee engagement, the findings revealed the absorption has a positive effect on intention to stay (Beta = 0.315, $F_{(146, 1)} = 9.343^*$, $p < 0.05$), followed by dedication (Beta = 0.304, $F_{(147, 1)} = 28.811^*$, $p < 0.05$) and vigor (Beta = 0.246, $F_{(148, 1)} = 135.038^*$, $p < 0.05$), respectively. The result presented that employee engagement has a positive significant influence to remain in organization; therefore, hypothesis 2 is accepted.

Table 31: Stepwise regression analysis for the prediction of intention to stay against overall employee engagement dimension

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df 1	df2	Sig. F Change	
1	.767 ^a	.589	.586	.56311	.589	211.839	1	148	.000	2.107

a. Predictors: (Constant), Employee Engagement

b. Dependent Variable: Intention to Stay

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	67.172	1	67.172	211.839	.000 ^b
	Residual	46.929	148	.317		
	Total	114.102	149			

a. Dependent Variable: Intention to Stay

b. Predictors: (Constant), Employee Engagement

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.059	.267		.222	.825	-.468	.586
	Employee engagement	1.036	.071	.767	14.555	.000	.895	1.176

a. Dependent Variable: Intention to Stay

Table 32: Stepwise regression analysis for the prediction of intention to stay among each 3 dimensions of employee engagement

Model Summary ^d										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df 1	df2	Sig. F Change	
1	.691 ^a	.477	.474	.63493	.477	135.038	1	148	.000	
2	.750 ^b	.563	.557	.58255	.086	28.811	1	147	.000	
3	.768 ^c	.589	.581	.56669	.026	9.343	1	146	.003	2.103

a. Predictors: (Constant), Dedication

b. Predictors: (Constant), Dedication, Absorption

c. Predictors: (Constant), Dedication, Absorption, Vigor

d. Dependent Variable: Intention to Stay

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	54.438	1	54.438	135.038	.000 ^b
	Residual	59.664	148	.403		
	Total	114.102	149			
2	Regression	64.215	2	32.108	94.612	.000 ^c
	Residual	49.886	147	.339		
	Total	114.102	149			
3	Regression	67.216	3	22.405	69.769	.000 ^d
	Residual	46.886	146	.321		
	Total	114.102	149			

a. Dependent Variable: Intention to Stay

b. Predictors: (Constant), Dedication

c. Predictors: (Constant), Dedication, Absorption

d. Predictors: (Constant), Dedication, Absorption, Vigor

(Continued)

Table 32 (Continued): Stepwise regression analysis for the prediction of intention to stay among each 3 dimensions of employee engagement

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.091	.246		4.436	.000	.605	1.577
	Dedication	.748	.064	.691	11.621	.000	.621	.876
2	(Constant)	.452	.255		1.770	.079	-.053	.956
	Dedication	.460	.080	.425	5.766	.000	.303	.618
	Absorption	.467	.087	.395	5.368	.000	.295	.638
3	(Constant)	.083	.276		.300	.765	-.463	.628
	Dedication	.329	.089	.304	3.707	.000	.154	.504
	Absorption	.372	.090	.315	4.125	.000	.194	.550
	Vigor	.328	.107	.246	3.057	.003	.116	.541

a. Dependent Variable: Intention to Stay

Excluded Variables ^a						
Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	Vigor	.361 ^b	4.532	.000	.350	.493
	Absorption	.395 ^b	5.368	.000	.405	.548
2	Vigor	.246 ^c	3.057	.003	.245	.434

a. Dependent Variable: Intention to Stay

b. Predictors in the Model: (Constant), Dedication

c. Predictors in the Model: (Constant), Dedication, Absorption

CHAPTER 5

DISCUSSION

This chapter provided an extensive discussion on data analysis in previous chapter with implications and directions for further research.

5.1 Summary of Descriptive Findings and Discussion

The samples composed of 45.3% of male and 54.7% of female. The majority of them were single and were in the age range of 23 to 27 which accounted for 49.3% of total sample. As for education level, 75.3% of samples held bachelor's degree as their highest academic qualification and 58.7% of them had monthly income of 20,001-30,000 Baht. In addition, 49.3% of them had stayed in EGAT for 1-3 years.

The respondents had feeling toward their internal communication at “agree” level (Mean = 3.72, SD= 0.53). The satisfaction of information reliability received the highest score (Mean = 3.96, SD= 0.75), followed by relationship with supervisor (Mean = 3.88, SD= 0.64), opportunities to communicate (Mean = 3.86, Mean = 3.86, SD = 0.83), quality of information (Mean = 3.72, SD= 0.72), and communication channels (Mean = 3.39, SD = 0.67).

The respondents felt engaged with their work “very often” (Mean = 3.69, SD= 0.64) with overall 3 components of employee engagement. Dedication aspect has the highest score (Mean = 3.73, SD= 0.80) followed by vigor (Mean = 3.67, SD= 0.66) and absorption (Mean = 3.67, SD = 0.74) respectively.

The respondents had intention to stay in organization with “agree” level (Mean = 3.88) which the statement with highest score was “You are proud to be employee of this organization.” (Mean = 4.18, SD= 0.83), followed by “This organization is the

best place to work for you.” (Mean = 3.98, SD = 1.02) and “You try to persuade colleagues to work for organization development.” (Mean = 3.94, SD = 0.93).

The descriptive findings pointed out that majority of respondents were satisfied with their internal communication and felt engaged at very often level. It coincided with Burmann & Zeplin (2005) and Thomas, Zolin, Hartmann (2009) that organization should utilize different available communication tools to inform their employees on organizational updates in order to make them feel included. As the result, when employees are engaged and devoted themselves to organization, turnover rate is likely to be decreased which aligned with Balskrishnan (2013) and Park & Gursay (2012).

5.2 Hypotheses Summary and Discussion of the Study

Hypothesis 1 results revealed the existence of positive significant effect between internal communication and generation Y employee engagement in operation and maintenance division in EGAT. Proven by stepwise regression analysis, hypothesis 1.1 and 1.2 were accepted with $p < 0.05$, meaning that internal communication, including face-to-face and written communication, is positively associated with employee engagement especially on vigor, followed by absorption and dedication. In addition, the opportunity to communicate and information quality have positive significant influence on employee engagement.

The openness of internal communication is a crucial factor to encourage employee to feel inclusive in organization, namely employee engagement, because generation Y employees prefer transparent communication as suggested by Walden, Jung, and Westerman, (2017). In addition, their boss should be open and value their

opinions regardless of positive or negative matters which coincided with study of Myers & Sadaghiani (2010). When employees feel engaged, included and valued, they will try to breakthrough employer's minimum expectation and maximize their capabilities. Eventually, their work quality standard will be raised which aligned with findings of Aon (2018) and Mishra, Boynton, Mishra (2014). The findings also supported the assumption of social exchange theory which posited that relationship develops throughout the extent of time into trust, loyal, and common adherence by the rules of give and take continuously. In other words, employees will interchange the positive organizational commitment when organization provides communication which is considered as a resource that is beneficial and favorable to them.

Furthermore, the findings pointed out that from 3 dimensions of employee engagement, internal communication has the strongest contribution to vigor which will influence employees to put more effort in work and get through difficulties, following by absorption and dedication respectively. Vigor is an effort with high energy; therefore, this was in agreement with Kwan (2011) which indicated that management team should provide guidance to pin down their goals with generation Y employees in order to build good relationship and to prove that they are energetic and motivated.

Hypothesis 2 was accepted with $p < 0.05$ proven by stepwise regression analysis. The results indicated that generation Y employee engagement has a positive significant effect on their intention to stay with EGAT. Generation Y employees who feel engaged are high likely to remain with organization which aligned with the findings of Balskrishnan (2013) and Park & Gursay (2012) because this generation actually pursue job security (Guillot-soulez & Soulez, 2014; Manpower Group, 2016).

The finding also was supported by Berisha (2017) that organization should ensure good relationship with its employees to keep them engaged and remained. It also coincided with consequences of employee engagement given in Saks model of antecedents of employee engagement as well as Kang model of employee engagement that employee engagement has significant effect on satisfaction which can lead to intention to stay. Interestingly, in agreement with Gilbert (2011), generation Y employees intend to stay in organization when they are proud of their organization as the finding also showed that the statement “You are proud to be employee of this organization.” obtained the highest statistical mean among other intention to stay statements.

Moreover, absorption was shown highest score of relationship with intention to stay. Absorption can be defined as being fully paid attention and absolutely devote themselves causing the time goes by faster at work. The statement “Time flies when I’m working.” has the highest score, supporting Thompson & McHugh (2009) that people generally work harder when they are satisfied. This also aligned with Tett & Meyer (1993) and Tourangeau & Cranley (2006) that there is a correlation between job satisfaction and retention. On the other hand, the statement “It is difficult to detach myself from my job.” has the lowest score in absorption which interpreted to at “sometimes” level, meaning that work-life balance is one of consideration for generation Y employees to stay in organization which supported by Forbes (2018) that this generation seek for career development that also fulfill their lives after working hours, unlike baby boomers who have tendency to stay longer hours at the office than other generations.

In short, internal communication has a positive influence on employee engagement. Besides, when employees feel engaged, the statistical result showed that they are high likely to remain with organization. The hypotheses testing results are given in Table 33.

Table 33: Summary of hypothesis testing

Hypothesis		Result
H1	Internal communication can significantly influence to Generation Y employee engagement.	Accepted
H1.1	Employee satisfaction of face-to-face communication and written communication significantly influences Generation Y employees' engagement.	Accepted
H1.2	Generation Y employees' feeling toward the opportunity to communicate with upper management and same level of management as well as feeling toward their perceived quality of the information significantly influence their employee engagement.	Accepted
H2	Generation Y Employee Engagement significantly influences their intention to stay with Electricity Generating Authority of Thailand.	Accepted

5.3 Conclusion of the Study

The objective of this study is to examine how internal communication including face-to-face, written communication, opportunity to speak, and perceived information quality, affects Generation Y employee engagement which can lead to intention to stay in organization. The results showed internal communication has a positive effect on generation Y employees' engagement. This generation preferred openness and transparent communication that is relevant to their daily operations. They will exchange the positive organizational commitment when receiving their

perceived beneficial and favorable communication to them. Additionally, when these employees feel engaged and devoted, they will go beyond their job requirements and high likely to remain with organization, meaning the research objectives are achieved.

The findings in present study supported the assumption of social exchange theory which highlighted the importance of series of exchange where give and take are happened between organization and its employees. This theory was based for Saks model of antecedents of employee engagement as well as Kang model of employee engagement. Thus, organization should ensure to have proper execution plan for internal communication to reinforce employees' work performance and turnover rate reduction.

5.4 Recommendation for Further Application

5.4.1 Corporate communication practitioners and human resource practitioners should work together to develop effective employee communication strategies because internal communication, employee engagement, and intention to stay were shown to be linked in a chain. The study also emphasized the insights on generation Y employees need which are transparent and persistent communication as well as work-life balance. Therefore, corporate communication practitioners should sustain the regularity of internal communication through intranet, internet, and emails because these channels were ranked at satisfied level. In addition, in order to make generation Y employee feel valued and included, communication practitioners should ensure to have channel or session where two-way communication can be happened between supervisors and subordinates. Besides, for organizations in countries with high context cultures, practitioners may use written communication tools to leave

comments and ideas as suggested by an anthropologist, Edward Hall, that individuals in high context cultures are usually not straightforward in verbal messages to avoid conflicts (Southeastern University, 2016). On the other hand, human resource practitioners can enrich organization policy by encouraging work-life balance in work environment to retain generation Y employees with organization. However, this should be collaborated with corporate communication practitioners to ensure that the message is delivered in appropriate time and tools.

5.4.2 Corporate communication practitioners should organize functional team building events to encourage communication where employees can build connections with their coworkers and to increase collaboration across the teams in workplace. Through different activities, senior employees can create cohesive surroundings by offering good mentorship such as sharing knowledge, career path, and work experiences, to inspire generation Y employees and to increase the engagement.

5.4.3 Academic community will gain more knowledge about importance and the linkage among internal communication, employee engagement, and intention to stay among generation Y employees. This chain is consistent with the assumption of social exchange theory which has been well known for a long time. Moreover, together with a study of organizational communication, the study can contribute to more in-depth knowledge which may reveal different aspects of communication leading to employee engagement such as frequency of communication, communication tools, and quality of information.

5.5 Recommendation for Further Research

Given the study examined internal communication and engagement among Generation Y employees of Operation and Maintenance Division in Electricity Generating Authority of Thailand (EGAT) which can be neither represented nor applicable to overall Generation Y employees. It would be interesting to conduct this concept with Generation Y employee in other divisions, organization, and industries as the results can be dissimilar.

Additionally, the scholars can conduct on how to increase level of employee engagement in each dimension for better implication. It also might be interest of scholars to evaluate other factors, such as employee benefits, workplace environment, to include in correlation measurement of employee engagement and intention to stay in organization.

5.6 Limitations of the Study

5.6.1 Due to time constraint on data collection, the study was only conducted with Operation and Maintenance Division in EGAT which is located in Sai Noi, Nonthaburi. As mentioned in chapter 1 and 3, the state enterprise was found to be lack of communication which made it interesting to find out how it maintained its employees. Plus, this division is chosen because of high competition to get employees in engineering industry. Also, the sample size was only 150. Clearly, this was a focused group of Generation Y employees in a specific industry that have been chosen. Thus, the finding does not either represent this type of employees in other divisions of the organization or other organizations in a different industry in Thailand. In view of this limitation, the scholars are able to increase the sample size with more

time allowed to achieve more accurate result and strengthen the reliability of the study for Generation Y employees working in the dynamic service-oriented companies like EGAT.

5.6.2 Approximately 10% of total sample size is out of the age range of Generation Y employees. However, these employees have been working with the organization for a long time. According to raw data collection, their answers were not completely different from Generation Y employees. Consequently, the statistical results showed the greatest positive significance which can help to explain that this does not affect the fact that internal communication is very crucial to the employee engagement.

5.6.3 Most of statements in questionnaire were originally developed in English and translated into Thai language which possibly to have unequivalent words. In the view of comparative linguistics, different languages were developed by different ethnicity due to different cultural environment. Also, even within the same country, a word can be defined or implied into different direction depending on organizational culture and behavior. Therefore, before the questionnaire was distributed, index of consistency was validated by 2 communication experts in the university.

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APPENDIX A

Questionnaire

This questionnaire is a partially fulfillment for the course ICA701 Independent Study, Master Degree in Global Communication, Bangkok University. The objectives of the questionnaire are to examine the feeling toward the internal communication of the upper level and same level of management and to examine the Generation Y employees' engagement and their intention to continue working with the Electricity Generating Authority of Thailand. For this study, internal communication is the exchange of information both informal and formal between management and employees.

Please choose the answer that can best represent your opinion. Your response will be remained anonymous and only used for educational purposes. Thank you in advance for your valuable time and efforts that you will spend in filling out this questionnaire.

Part I: Demographic

Please respond to the following questions by placing a check mark (✓) in the answer box that corresponds to your response.

1. Gender
 - ☐ 1. Male
 - ☐ 2. Female
2. Age
 - ☐ 1. 23-27 years old
 - ☐ 2. 28-32 years old
 - ☐ 3. 33-37 years old
 - ☐ 4. Higher than 37 years old
3. Level of education
 - ☐ 1. High school diploma
 - ☐ 2. Vocational diploma
 - ☐ 3. Bachelor's degree
 - ☐ 4. Master's degree
 - ☐ 5. Higher than Master's degree
4. Marital status
 - ☐ 1. Single
 - ☐ 2. Married
 - ☐ 3. Divorced
 - ☐ 4. Separated
 - ☐ 5. Widowed
 - ☐ 6. Others

5. Monthly income
- ☐ 1. Below-20,000 Baht
 - ☐ 2. 20,001-30,000 Baht
 - ☐ 3. 30,001-40,000 Baht
 - ☐ 4. 40,001-50,001 Baht
 - ☐ 5. More than 50,001 Baht
6. How long have you been working in Electricity Generating Authority of Thailand?
- ☐ 1. Less than a year
 - ☐ 2. 1-3 years
 - ☐ 3. 4-6 years
 - ☐ 4. 7-9 years
 - ☐ 5. More than 9 years

Part II: Gen Y Employees' Feeling toward Internal Communication

You are requested to describe your feeling toward the internal communication inside the Operation and Maintenance division of EGAT. Please respond to the following statements by placing a check mark (✓) in the answer box that corresponds to your response.

2.1 Rate the following statements regarding how you feel about relationship with immediate supervisor.

Statements describing your feeling about quality of information you receive in your current position	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. You think that people in this organization say what they mean and mean what they say.					
2. People in top management say what they mean and mean what they say.					
3. People in this organization are encouraged to be really open and candid with each other.					
4. People in this organization freely exchange information and opinions.					

5. You are kept informed about how well company's goals and project's objectives are being met.					
6. Your organization succeeds in rewarding and praising good performance.					
7. Top management is providing you with the kinds of information you really want and need.					
8. You receive information from the sources available to you (e.g. from your superiors, department meetings, co-workers, newsletters).					
9. You are pleased with the management's efforts to keep employees up-to-date on recent developments that relate to the organization's welfare - such as success in competition, profitability, future growth plans, etc.					
10. Superior notified you in advance of changes that affect your job.					
11. You are satisfied with explanations you receive from top management about why things are done as they are.					
12. Your job requirements are specified in clear language.					

2.2 Rate the following statements regarding how you feel about quality of information you receive in your current position

Statements describing your feeling about relationship with immediate supervisor	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. Your superior makes you feel comfortable to talk with him/her.					

2. Your superior really understands your job problems.					
3. Your superior encourages you to let him/her know when things are going wrong on the job.					
4. Your superior provide good support for you to do your best work.					
5. Your superior expresses his/her confidence with your ability to perform the job.					
6. Your superior encourages you to bring new information to his/her attention, even when that new information may be bad news.					
7. Your supervisor makes you feel that things you tell him/her are really important					
8. Your superior is willing to tolerate arguments and to give a fair hearing to all points of view.					
9. Your superior has your best interests in mind when he/she talks to his/her boss.					
10. Your superior is a really competent, expert manager.					
11. Your superior listens to you when you tell him/her about things that are bothering you.					
12. You feel safe to say what you are really thinking to your superior.					
13. Your superior is straightforward.					
14. You feel comfortable to communicate job frustrations to your superior.					

15. You feel comfortable to tell your supervisor your attitude towards his/her management.					
16. You feel comfortable to tell your superior that you disagree with him/her.					
17. You think you are safe in communicating "bad news" to your superior without fear of retaliation on his/her part.					
18. You believe that your superior thinks he/she really understands you.					
19. You believe that your superior thinks that you understand him/her.					
20. Your superior really understands you.					
21. You really understand your superior.					

2.3 Rate the following statements regarding how you feel about opportunities to communicate to upper management

Statements describing your feeling about opportunities to communicate to upper management	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. Your opinions are taken into consideration by upper management people's decision before they make a decision that affects your job situations.					
2. You believe your views have real influence in your organization.					
3. You can expect that recommendations you make will be heard and seriously considered.					

2.4 Rate the following statements regarding how you feel about reliability of information you receive at organization

Statements describing your feeling about reliability of information you receive at organization	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. You think that information received from management is reliable.					
2. You think that information received from your colleagues (co-workers) is reliable.					

2.5 Rate your satisfaction of communication channels that your organization uses. The answer choices in this section are different from the previous section. Please review the new answer choices prior to making your selection.

Statements describing your feeling about communication channels	Does Not Apply	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
1. Intranet						
2. Internet						
3. Printed Newsletters						
4. Blogs						
5. Posters, flyers, Brochures, Banners						
6. Emails						
7. Mailbox letter						
8. Employee recognition & rewards ceremonies or presentations						

9. Training Classes						
10. Meetings with Senior Management						
11. Pre-shift information or meetings						
12. Company television or videos						
13. Audio recordings or phone messages						
14. e-Newsletters						

Part III: Employee Engagement

Please respond to the following statements by placing a check mark (✓) in the answer box that corresponds to your response.

- Always means everyday
- Very Often means a few times a week
- Sometimes means once a week
- Rarely means once a month or less
- Never means 0 time a week

Statements describing your feeling about your work	Never	Rarely	Sometimes	Very Often	Always
Vigor					
1. At my work, I feel energetic.
2. At my job, I feel strong and vigorous.
3. When I get up in the morning, I feel like going to work.					
4. I can continue working for very long hours at a time.
5. At my job, I am very resilient,

mentally.					
6. At my work I always persevere, even when things do not go well.					
Dedication					
7. I find the work that I do full of meaning and purpose.					
8. I am proud of the work that I do.
9. To me, my job is challenging.					
10. I am enthusiastic about my job.
11. My job inspires me.
Absorption					
12. Time flies when I'm working.					
13. When I am working, I forget everything else around me.					
14. I feel happy when I am working intensely.					
15. I am very focused in my work.					
16. I get carried away when I'm working.					
17. It is difficult to detach myself from my job.					

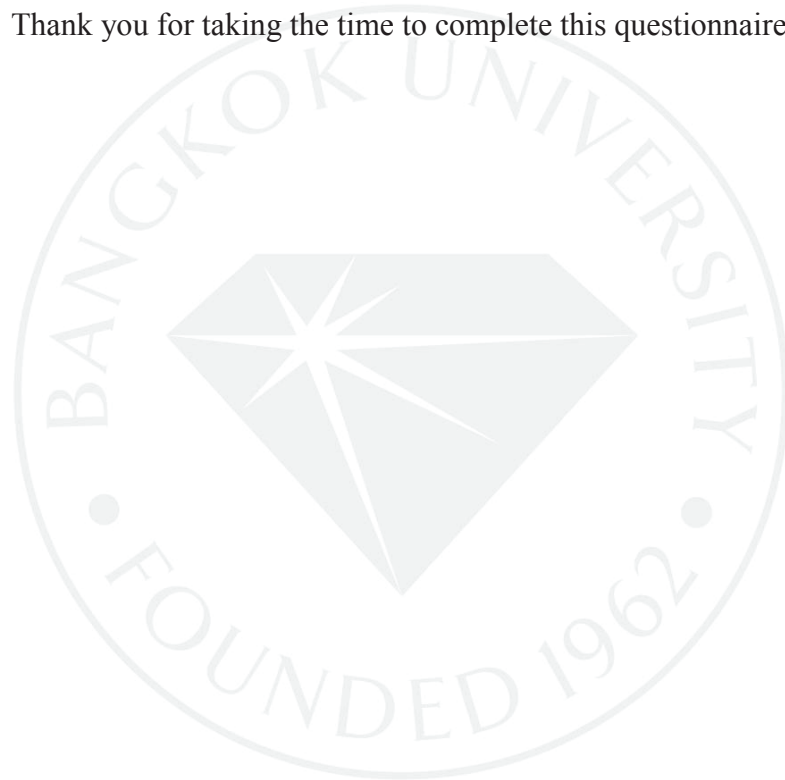
Part IV: Intention to stay

Please respond to the following statements by placing a check mark (✓) in the answer box that corresponds to your response.

Statements describing your intention to stay	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. You have an intention to work here until retirement.					

2. If other organizations offer job position with higher salary, you will refuse the offer.					
3. This organization is the best place to work for you.					
4. You try to persuade colleagues to work for organization development.					
5. You are proud to be employee of this organization.					

Thank you for taking the time to complete this questionnaire.



APPENDIX B

แบบสอบถาม

แบบสอบถามนี้เป็นส่วนหนึ่งของวิชา ICA701 Independent Study ซึ่งเป็นส่วนหนึ่งของหลักสูตรนิเทศศาสตรมหาบัณฑิตหลักสูตรนานาชาติสาขาวิชาการสื่อสารสากลมหาวิทยาลัยกรุงเทพโดยมีวัตถุประสงค์เพื่อศึกษาความรู้สึกรู้สึกต่อการสื่อสารภายในของผู้บริหารระดับสูงและระดับเดียวกันและความผูกพันของพนักงานยุคเจนเนอเรชั่นวายรวมถึงความตั้งใจในการทำงานต่อการภายในการไฟฟ้าฝ่ายผลิตแห่งประเทศไทยการสื่อสารภายในของการวิจัยนี้คือการแลกเปลี่ยนข้อมูลทั้งแบบทางการและไม่ทางการระหว่างผู้บริหารและพนักงาน

กรุณาเลือกคำตอบที่ตรงกับความคิดเห็นของท่านมากที่สุด โดยคำตอบของท่านจะถือเป็นความลับเพื่อนำไปใช้สำหรับการศึกษาเท่านั้นขอกราบขอบพระคุณเวลาของท่านในการทำแบบสอบถามนี้

ส่วนที่ 1: ข้อมูลทั่วไป

กรุณาใส่เครื่องหมาย (✓) ลงในช่องที่ตรงกับข้อมูลทั่วไปของท่านอย่างเหมาะสม

1. เพศ

- ☐ 1. ชาย
☐ 2. หญิง

2. อายุ

- ☐ 1. 23-27 ปี
☐ 2. 28-32 ปี
☐ 3. 33-37 ปี
☐ 4. มากกว่า 37 ปี

3. ระดับการศึกษา

- ☐ 1. มัธยมศึกษา
☐ 2. ประกาศนียบัตรวิชาชีพ
☐ 3.ปริญญาตรี
☐ 4. ปริญญาโท
☐ 5. สูงกว่าปริญญาโท

4. สถานภาพ

- ☐ 1. โสด
☐ 2. สมรส

- ☐ 3. หย่า
- ☐ 4. แยกกันอยู่
- ☐ 5. หม้าย
- ☐ 6. อื่นๆ

5. รายได้ต่อเดือน

- ☐ 1. ต่ำกว่า 20,000 บาท
- ☐ 2. 20,001-30,000 บาท
- ☐ 3. 30,001-40,000 บาท
- ☐ 4. 40,001-50,001 บาท
- ☐ 5. มากกว่า 50,001 บาท

6. ระยะเวลาการทำงานในองค์กร

- ☐ 1. น้อยกว่า 1 ปี
- ☐ 2. 1-3 ปี
- ☐ 3. 4-6 ปี
- ☐ 4. 7-9 ปี
- ☐ 5. มากกว่า 9 ปี

ส่วนที่ 2: ความรู้สึกของพนักงานเจนเอเรชั่นวายต่อการสื่อสารภายใน

โปรดอธิบายความรู้สึกของคุณต่อการสื่อสารภายในฝ่ายบำรุงรักษาเครื่องกลของการไฟฟ้าฝ่ายผลิตแห่งประเทศไทยกรุณาใส่เครื่องหมาย (✓) ลงในช่องที่ตรงกับข้อมูลทั่วไปของท่านอย่างเหมาะสม

2.1 กรุณาประเมินความรู้สึกของท่านต่อหัวหน้างานสายตรง

ข้อความอธิบายความรู้สึกเกี่ยวกับคุณภาพของข้อมูลที่ได้รับในตำแหน่งงานปัจจุบันของท่าน	ไม่เห็นด้วยมาก	ไม่เห็นด้วย	เฉยๆ	เห็นด้วย	เห็นด้วยมาก
1. ท่านคิดว่าคนในองค์กรพูดในสิ่งที่เขาต้องการสื่อ					
2. ผู้บริหารพูดในสิ่งที่เขาต้องการสื่อ					
3. คนในองค์กรถูกสนับสนุนให้พูดกันอย่างเปิดเผย					
4. คนในองค์กรแลกเปลี่ยนข้อมูลและความเห็นอย่างมีอิสระ					

5. ท่านได้การแจ้งข้อมูลว่าองค์กรได้บรรลุเป้าหมายและวัตถุประสงค์ของกิจกรรมมากน้อยเพียงใด					
6. องค์กรของท่านประสบความสำเร็จในการให้รางวัลและชื่นชมผลงาน					
7. ผู้บริหารระดับสูงให้ข้อมูลที่คุณต้องการ					
8. ท่านได้รับข้อมูลจากแหล่งที่มีอยู่ เช่น หัวหน้าสายตรง, ประชุมแผนก, เพื่อนร่วมงาน, สื่อสิ่งพิมพ์)					
9. ท่านพอใจกับความพยายามของผู้บริหารในการแจ้งถึงการพัฒนาสวัสดิการองค์กร เช่น ความสำเร็จในด้านการแข่งขัน, ผลกำไร, แผนการเติบโต, อื่นๆ					
10. ผู้บังคับบัญชาจะแจ้งล่วงหน้าว่าจะมีการเปลี่ยนแปลงที่เกี่ยวข้องกับงานของท่าน					
11. ท่านพอใจกับการอธิบายจากผู้บริหารในเหตุผลของการกระทำนั้นๆ					
12. คุณสมบัติของงานท่านถูกเขียนไว้อย่างชัดเจน					

2.2 กรุณาประเมินความรู้สึกเกี่ยวกับคุณภาพของข้อมูลที่ได้รับในตำแหน่งงานปัจจุบันของท่าน

ข้อความอธิบายความรู้สึกเกี่ยวกับความสัมพันธ์กับหัวหน้างานสายตรง	ไม่เห็นด้วยมาก	ไม่เห็นด้วย	เฉยๆ	เห็นด้วย	เห็นด้วยมาก
1. หัวหน้าของท่านทำให้ท่านรู้สึกสบายที่จะคุยด้วย					
2. หัวหน้าของท่านเข้าใจปัญหางานของท่าน					
3. หัวหน้าของท่านรับฟังข้อบกพร่องในงาน					
4. หัวหน้าของท่านสนับสนุนให้ท่านทำงานได้ดีที่สุด					
5. หัวหน้าของท่านให้ความมั่นใจในความสามารถทำงานของท่าน					
6. หัวหน้าของท่านรับฟัง ถึงแม้ว่าข้อมูลนั้นจะเป็นข่าวร้าย					

7. หัวหน้าของท่านทำให้คุณรู้สึกว่าคุณพูดเป็นเรื่องสำคัญ					
8. หัวหน้าของท่านอดทนต่อการถกเถียงและให้ความยุติธรรมกับทุกความเห็นต่าง					
9. หัวหน้าของท่านรู้สึกสิ่งที่ท่านสนใจเวลาพูดคุยกับหัวหน้าของเขา					
10. หัวหน้าของท่านมีความสามารถและความชำนาญ					
11. หัวหน้าของท่านรับฟังเวลาที่มีเรื่องรบกวนท่าน					
12. ท่านสะดวกใจที่จะพูดสิ่งที่ท่านคิดกับหัวหน้า					
13. หัวหน้าของท่านซื่อสัตย์และตรงไปตรงมา					
14. ท่านสามารถพูดคุยถึงความหงุดหงิดในงานกับหัวหน้าของท่าน					
15. ท่านสามารถบอกหัวหน้าของท่านเกี่ยวกับการบริหารงานของเขา					
16. ท่านสามารถบอกหัวหน้าของท่านว่าไม่เห็นด้วย					
17. ท่านสบายใจที่จะแจ้งข่าวร้ายกับหัวหน้าโดยไม่รู้สึกลัวกับผลลัพธ์					
18. ท่านเชื่อว่าหัวหน้าของท่านคิดว่าเขาเข้าใจท่าน					
19. ท่านเชื่อว่าหัวหน้าของท่านเข้าใจท่าน					
20. หัวหน้าของท่านเข้าใจท่าน					
21. ท่านเข้าใจหัวหน้าของท่าน					

2.3 กรุณาประเมินความรู้สึกเกี่ยวกับโอกาสในการสื่อสารกับผู้บริหารระดับสูง

ข้อความอธิบายความรู้สึกเกี่ยวกับโอกาสในการสื่อสารกับผู้บริหารระดับสูง	ไม่เห็นด้วย มาก	ไม่เห็น ด้วย	เฉยๆ	เห็น ด้วย	เห็นด้วย มาก
1. ความคิดเห็นของท่านสร้างความแตกต่างในการ ชีวิตประจำวันที่มีผลต่อการทำงาน					
2. ท่านเชื่อว่าความคิดเห็นของท่านมีผลต่อองค์กร					
3. ท่านสามารถคาดหวังว่าสิ่งที่ท่านแนะนำจะถูกได้ยินและ พิจารณา					

2.4 กรุณาประเมินความน่าเชื่อถือของข้อมูลที่ท่านได้รับจากองค์กร

ข้อความอธิบายความรู้สึกต่อความน่าเชื่อถือของข้อมูล ที่ได้จากองค์กร	ไม่เห็นด้วย มาก	ไม่เห็น ด้วย	เฉยๆ	เห็น ด้วย	เห็นด้วย มาก
1. ท่านคิดว่าข้อมูลที่ได้จากฝ่ายบริหารน่าเชื่อถือ					
2. ท่านคิดว่าข้อมูลที่ได้จากเพื่อนร่วมงานน่าเชื่อถือ					

2.5 กรุณาให้คะแนนความพึงพอใจต่อคุณภาพของข้อมูลที่ได้รับผ่านช่องทางการสื่อสารภายในองค์กรดังต่อไปนี้
อนึ่งคำตอบมีความแตกต่างจากส่วนที่แล้วกรุณาพิจารณาตัวเลือกก่อนตอบ

ช่องทางการสื่อสาร	ไม่มี	ไม่พอใจมาก	ไม่พอใจ	เฉยๆ	พอใจ	พอใจมาก
1. อินทราเน็ต						
2. อินเทอร์เน็ต						
3. สื่อสิ่งพิมพ์						
4. บล็อก						
5. โพสต์เตอร์, ใบปลิว, โบรชัวร์, แบนเนอร์						
6. อีเมลล์						
7. จดหมายทางไปรษณีย์						
8. พิธีการยกย่องและให้รางวัลพนักงาน						

9. ห้องเรียน						
10. ประชุมกับผู้บริหาร						
11. การประชุมก่อนเริ่มกะ						
12. สื่อโทรทัศน์และวีดิทัศน์ขององค์กร						
13. ข้อความโทรศัพท์หรือเสียงบันทึก						
14. จดหมายข่าวออนไลน์						

ส่วนที่ 3: ความผูกพันของพนักงาน

กรุณาใส่เครื่องหมาย (✓) ลงในช่องที่ตรงกับข้อมูลของท่านอย่างเหมาะสม

- เป็นประจำหมายถึงทุกวัน
- บ่อยครั้งหมายถึง 3-4 ครั้งต่อสัปดาห์
- บางครั้งหมายถึง 1-2 ครั้งต่อสัปดาห์
- นานๆครั้งหมายถึง 1 ครั้งต่อเดือนหรือน้อยกว่านั้น
- ไม่เคยหมายถึง 0 ครั้งต่อสัปดาห์

ข้อความอธิบายความรู้สึกต่องาน	ไม่เคย	นานๆครั้ง	บางครั้ง	บ่อยครั้ง	เป็นประจำ
ความกระตือรือร้นในการทำงาน					
1. ในที่ทำงานท่านรู้สึกเปี่ยมไปด้วยพลังงาน
2. ในงานของท่าน ท่านรู้สึกแข็งแรงและแข็งแกร่ง
3. เมื่อท่านตื่นนอนในตอนเช้าท่านรู้สึกอยากไปทำงาน					
4. ท่านสามารถทำงานต่อเนื่องเป็นระยะเวลานานๆ
5. ในงานของท่าน ท่านรู้สึกมีอิสระทางด้านจิตใจ
6. ในที่ทำงานของท่าน ท่านมักจะอดทนเสมอๆแม้มีเหตุการณ์ไม่ราบรื่นก็ตาม					

การอุทิศตนเองให้กับงาน					
7. ท่านพบว่างานที่ท่านทำเต็มไปด้วยความหมายและความมีเป้าหมาย					
8. ท่านภูมิใจในงานที่ท่านทำ
9. สำหรับท่านงานของท่านเป็นงานที่ทำท่าย					
10. ท่านมีความกระตือรือร้นในงานของท่าน
11. งานของท่านคือแรงบันดาลใจ
ความผูกพันกับงาน					
12. เวลาผ่านไปอย่างรวดเร็วเมื่อท่านทำงาน					
13. เมื่อท่านกำลังทำงาน ท่านลืมทุกๆ สิ่งรอบตัวท่าน					
14. ท่านรู้สึกมีความสุข แม้ท่านต้องทำงานอย่างหนัก					
15. ท่านใช้เวลาส่วนใหญ่อยู่กับงาน					
16. เมื่อท่านทำงาน ท่านจะตั้งใจทำงานอย่างหนักจนลืมตัว					
17. มันเป็นเรื่องยากที่จะแยกตัวเองออกจากงานท่าน					

ส่วนที่ 4: ความตั้งใจในการทำงานต่อในอนาคต

กรุณาใส่เครื่องหมาย (✓) ลงในช่องที่ตรงกับข้อมูลของท่านอย่างเหมาะสม

ข้อมูลอธิบายความตั้งใจในการทำงานต่อในอนาคต	ไม่เห็นด้วย มาก	ไม่เห็น ด้วย	เฉยๆ	เห็น ด้วย	เห็นด้วย มาก
1. ท่านมีความตั้งใจที่จะทำงานที่นี้จนเกษียณ					
2. ท่านจะปฏิเสธหากองค์กรอื่นเสนอตำแหน่งที่ได้เงินเดือนสูงกว่า					
3. องค์กรนี้เป็นสถานที่ทำงานที่ดีที่สุดของท่าน					

4. ท่านพยายามชักชวนเพื่อนร่วมงานทำงานเพื่อพัฒนาองค์กร					
5. ท่านภูมิใจที่เป็นพนักงานขององค์กรนี้					

ขอขอบพระคุณในการกรอกแบบสอบถามฉบับนี้



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