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A Case Study of the Northeastern Regional Office
of the National Human Rights Commission of Thailand**

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Natpatch Lasutham[1], Maria Socorro Fernando[2] Ekkachai Boonchuaymetta[3]

[1]Master of Management in Organization Development (MMOD)
Graduate School of Business and Advanced Technology Management (GS-BATM),
Assumption University, Thailand. Email: g6639061@au.edu
[2]Lecturer, and Program Director MMOD and PhDOD, Graduate School of Business and
Advanced Technology Management, Assumption University, Thailand.
Email: mlfernando@gmail.com
[3] Lecturer, Graduate School of Business and Advanced Technology Management, Assumption
University, Thailand. Email: Dr.zoo888@gmail.com

Abstract

Work engagement and retention are significantly influenced by a variety of intrinsic and extrinsic motivators, particularly in government organizations where salary structures and career paths are predetermined. In addition to monetary rewards, other motivations can be instrumental in inspiring employees to remain committed to the organization in the long term. This research aims to evaluate the intrinsic and extrinsic motivational factors that impact work engagement at the Northeastern Regional Office of the National Human Rights Commission of Thailand. Through a mixed-method approach grounded in the Appreciative Inquiry (AI) 4-D methodology, data were collected through individual and focus group discussions involving all 14 employees. Thematic analysis identified that meaningful work (intrinsic motivation) and a supportive work environment (extrinsic motivation) were the most important factors driving engagement. Employees found purpose in their contributions to society, while a physically and mentally supportive workplace further enhanced their dedication and motivation. Based on these insights, tailored recommendations were proposed to improve employee engagement by aligning organizational practices with these motivators.

Keywords**:** Work Engagement, Employee Motivation, Meaningful Work, Motivation Factors, Work Environment

Introduction

In today's fast-paced, rapidly changing, and highly competitive economic and social environment, work engagement has become more crucial than ever. This is essential for ensuring the effectiveness of both private and public organizations, as well as the well-being of employees. Employees have the option to choose from a variety of organizations or to start

their businesses. For Thai government officials, whose duties are closely linked to public service delivery and national development, promoting work engagement is especially vital.

Research shows that employee engagement not only enhances job performance but also promotes innovation (Vithayaporn & Ashton, 2019), organizational loyalty, and lower turnover rates (Swe & Lu, 2019). This is especially pertinent for Thai government officials as they tackle bureaucratic challenges and aim to align their efforts with Thailand's goal of achieving a high-income nation within the Thailand 4.0 framework.

The purpose of this research study is to assess and gain insight into work engagement among the Northeastern Regional Office of the National Human Rights Commission of Thailand (NHRCT-Northeastern Regional Office) in a diverse environment. By analyzing the motivational factors that influence engagement, the findings aim to provide key recommendations for enhancing work engagement.

Organization Background

The NHRCT - Northeastern Regional Branch officially opened its office in 2022. It is located at 555/67 Moo 13, Kasikorn Thung Sang Road, Nai Mueang, Mueang Khon Kaen District, Khon Kaen 40000. Covering 20 provinces in the northeastern region, this branch is the second regional office established by the NHRC, with the first one being in Pattani Province in 2021.

The Northeastern regional office aims to implement proactive strategies to work closely with the community. This new approach has caused a challenge in handling a high volume of cases, some of which may take a long time to resolve. Employee demotivation, resulting from excessive workload and other factors, may lead to turnover. Understanding work engagement can help the office develop methods to motivate employees for long-term success.

Organization Diagnosis

The SWOT-SOAR analyses are utilized to assess the organization and gain insight into its current state, positioning, challenges, opportunities, and how to navigate towards its envisioned future while guiding strategic planning for the long term. The study began with an individual interview with the director of the NHRCT - Northeastern Regional Office to grasp the current challenges and ensure that the study's objectives were aligned. The study employed a survey form with a 1-4 ranking system, categorizing intrinsic and extrinsic aspects into separate sections. Additionally, the AI 4-D questionnaire was administered, and both individual and focus group interviews were conducted to collect data. All 14 employees of the organization participated in these activities to gather detailed information across different demographics and perform a thorough analysis of the data.

Strengths

The NHRCT - Northeastern Regional office is located in the Northeastern region to focus on particular human rights issues and provide targeted interventions. It focuses on community engagement, collaboration opportunities, and flexible work environment initiatives that are closely tied to increased employee work engagement. A supportive work environment

can significantly enhance engagement by promoting satisfaction, emotional investment, and a sense of belonging. Flexible work arrangements, including comfortable office spaces and autonomy, can improve well-being, reduce stress, and increase job satisfaction, ultimately leading to higher engagement and retention. Community engagement and collaboration with external organizations can provide employees with a sense of purpose, pride, and fulfillment, strengthening their connection to the organization and increasing motivation and productivity.

Weaknesses

The effectiveness of regional offices within the National Human Rights Commission (NHRC) is influenced by various key factors. Government intervention often compromises the NHRC's autonomy at the national level, affecting regional operations. Limited resources, such as inadequate personnel, materials, and training opportunities, pose challenges for regional offices, hindering productivity and employee development. The bureaucratic structure of the NHRC, which requires central office approval for many decisions, results in delays and inefficiencies in policy implementation and the execution of recommendations. These factors collectively limit the regional offices' capacity to address human rights issues effectively at the local level.

Opportunities

Promoting human rights through strategic partnerships, policy influence, collaboration, and inclusive office design is key to boosting employee engagement. Partnering with local NGOs, schools, and community groups strengthens community ties and gives employees a greater sense of purpose. When employees see the Impact of their work, their pride and belonging grow. Regional offices can also shape national policies by sharing local insights, which empowers employees and increases engagement. Encouraging initiative fosters innovation, responsibility, and autonomy, leading to higher job satisfaction. Involving employees in workspace design and decision-making further enhances satisfaction, dignity, respect, and equal opportunities.

Threats

The NHRCT - Northeastern Regional Office is hindered by various threats that affect its effectiveness and independence. Government interference restricts regional autonomy and operational efficiency, while limited resources make it challenging to recruit staff for remote areas. Societal opposition from local communities complicates the implementation of human rights programs. Furthermore, burnout is a concern due to understaffing and excessive workloads, leading to employee exhaustion. Centralized decision-making also delays regional responses as approvals from the central office are required, thereby slowing down the decision-making process. Overcoming these obstacles is crucial for preserving the NHRC's credibility and operational effectiveness.

Aspirations

The NHRCT - Northeastern Regional Office wants to create an ideal workplace that prioritizes both mental and physical well-being. In pursuit of enhanced independence, with a focus on reducing government influence to ensure the organization can address human rights issues impartially. By fostering a transparent and community-oriented environment, the organization wants to empower employees, encourage open communication, and uphold the

highest standards of integrity in its operations. Workplace wellness is another key expectation, with initiatives designed to promote employee engagement, satisfaction, and a sense of belonging. The organization actively recognizes and values employees' hard work and dedication, implementing regular evaluations and acknowledgment programs to celebrate individual and team achievements. Through these efforts, the organization cultivates a culture where employees are.

Results

The NHRCT Northeastern Regional Office wants to decentralize decision-making and empower employees with greater autonomy, enabling them to actively promote human rights in local communities. As a result, employees will demonstrate increased commitment, heightened responsiveness to local needs, and greater recognition for their contributions, leading to higher motivation and well-being. By implementing comprehensive employee management strategies and nurturing a supportive, collaborative environment, the office wants to cultivate an empowered and engaged workforce that is fully aligned with its mission to advance human rights throughout the region.

Statement of the problem

As the Northeastern regional office implements proactive strategies to work closely with the community, it faces new challenges, particularly in managing a high volume of cases, some of which require extended periods to resolve. This increased workload, along with other pressures, has the potential to demotivate employees and contribute to employee turnover. Recognizing that employee engagement is crucial for organizational effectiveness and long-term success, it is important to identify the factors that impact motivation and work engagement within the office.

The study aims to gain a deeper understanding of the motivation of employees at the NHRCT Northeastern Regional Office, and propose recommendations to the organization, this study examines both intrinsic and extrinsic motivation factors to assess work engagement.

Research objectives

1. To assess the intrinsic and extrinsic motivational factors affecting work engagement at the Office of the National Human Rights Commission of Thailand - Northeastern Regional Office

2. To gain insights on employee motivation to enhance work engagement at the Office of the National Human Rights Commission of Thailand - Northeastern Regional Office

3. To propose recommendations based on the findings

Research questions

1. What are the intrinsic and extrinsic motivational factors affecting work engagement at the Office of the National Human Rights Commission of Thailand - Northeastern Regional Office?

2. How can insights on employee motivation be used to enhance work engagement at the Office of the National Human Rights Commission of Thailand - Northeastern Regional Office?

3. What recommendations can be proposed based on the findings?

Scope of the research

This study specifically targets at all employees of the Office of the National Human Rights Commission of Thailand (NHRCT) - Northeastern Regional Office, focusing on assessing the intrinsic and extrinsic factors that affect work engagement. The goal of the study is to gain insights into how motivation and employee engagement are interrelated in the NHRCT - Northeastern Regional Office. The motivation factors chosen for this research are based on Kahn's Work Engagement Theory, which connects them to three key psychological conditions: meaningfulness, safety, and availability, as well as three dimensions of engagement: physical, cognitive, and emotional. The theory also describes how these factors interact dynamically. Empirical research supports this framework, demonstrating strong connections between both intrinsic and extrinsic factors and overall employee engagement, consistent with Kahn's model.

The study involves conducting individual and focus group interviews to gain a thorough understanding of the current situation, employee preferences, and to suggest practical recommendations for enhancing work engagement and fostering long-term employee retention. The results of this study will provide valuable insights for the NHRCT - Northeastern Regional Office.

Significance of the study

This study provides a comprehensive analysis of employee motivation, offering valuable insights to enhance work engagement in organizations. It identifies key intrinsic and extrinsic motivational factors that organizations can prioritize to improve productivity and satisfaction. The organization can leverage these insights to engage with motivational drivers and foster a supportive workplace culture. The research also benefits partners, the community, and the researcher by providing a deeper understanding of how motivation influences engagement, leading to stronger relationships, better decision-making, and more effective organizational strategies.

Literature Review

Kahn's Work Engagement Theory

William Kahn's 1990 theory serves as the basis for employee engagement, where employees are fully committed to their work roles both physically and emotionally. According to Kahn, engagement involves actively sharing personal preferences in job tasks, leading to a strong connection and high performance. Disengagement, on the other hand, consists of withdrawing self-preferences, resulting in incomplete role performances. This means that engagement involves incorporating personal aspects in work tasks, while disengagement entails hiding one's true self during work (Montauban, 2023). Three psychological conditions drive engagement: meaningfulness, purpose in work, safety, feeling secure to express oneself,

and availability, which refers to having the physical and psychological resources to engage. Work engagement is a state of mind in which employees bring all their physical, cognitive, and emotional energies into their work. It is characterized by vigor, dedication, and absorption, leading to a positive and fulfilling work experience (Kovalchuk et al., 2019).

Self-Determination Theory (SDT)

Self-Determination Theory (SDT) is a psychological theory developed by Edward L. Deci and Richard Ryan in the 1980s that explores human motivation and personality. It emphasizes individuals' natural inclination towards personal growth, psychological well-being, and the satisfaction of fundamental psychological needs. It emphasizes what drives high-quality, lasting motivation and encourages voluntary engagement among employees and customers. SDT offers a framework for fostering engagement and growth for both individuals and organizations (Deci et al., 2017). SDT focuses on autonomous motivation, which is characterized by people being engaged in an activity with a full sense of willingness, will, and choice; furthermore, autonomously regulated activities are often intrinsically motivated. (Kovalchuk et al., 2019).

Purpose-driven Leadership Theory

Purpose-Driven Leadership aligns employees' work with both organizational values and personal goals, providing them with a clear sense of direction and meaning (Ribeiro et al., 2024). This leadership style inspires employees to be more engaged and motivated, often leading to increased productivity, innovation, and organizational success. While Purpose-Driven Leadership boosts engagement and commitment, other factors, such as organizational structure and financial management also influence outcomes.

Y Office Theory

The Y Office Theory, based on McGregor's Theory Y, views employees as naturally motivated, responsible, and capable of self-direction. Influenced by Maslow's hierarchy of needs (Maslow, 1954), this concept emphasizes that job satisfaction and productivity increase when employees have autonomy and opportunities for growth (Gannon & Boguszak, 2013). Theory Y encourages managers to create environments that foster creativity, collaboration, and well-being, offering flexibility in work arrangements and supporting continuous learning. By promoting trust, responsibility, and mutual respect, organizations can unlock employee potential and achieve better outcomes for both staff and the company.

Herzberg's Two-Factor Motivation Theory

Herzberg's Two-Factor Theory, also known as the Motivation-Hygiene Theory, is a motivation model for comprehending workplace motivation developed by psychologist Frederick Herzberg in 1959 (Ozsoy, 2019). The theory categorizes job-related factors into two groups: hygiene factors and motivators, which impact job satisfaction and dissatisfaction differently. Hygiene factors, like salary, company policies, and working conditions, are extrinsic factors that help prevent dissatisfaction but may not directly lead to satisfaction. In

contrast, motivators, such as recognition, achievement, and opportunities for personal growth, are intrinsic factors that actively boost job satisfaction and motivation (Ozsoy, 2019). Motivation comes from within and grows along by the feelings of pleasure that the individual has when carrying out his work, according to the two-factor theory, which states that individuals will feel satisfied with their current job when the individual goes through a process to fulfill a need consisting of satisfying factors and maintaining factors (Wardiansyah et al., 2024).

Appreciative Inquiry

Appreciative Inquiry (AI) is a method of exploration and uncovering aimed at uncovering the strengths in individuals, their organizations, and the environment. It is a participatory approach to organizational development that involves asking questions to enhance a system's ability to maximize its positive potential, fostering innovation and action. Through the AI process, inquiry shifts from identifying what is valued and respected to leveraging strengths and mobilizing people's innovative spirit to drive transformation. (MacCoy, 2014). It involves asking constructive questions to maximize a system's potential by highlighting its positive aspects, accomplishments, and untapped opportunities. Through harnessing collective creativity and ingenuity, AI transforms obstacles into opportunities for growth, fostering a positive connection between individuals and their shared ability to envision desired outcomes. (Cooperrider & Whitney, 2005)

Figure 1

AI 4-D Model of Appreciative Inquiry
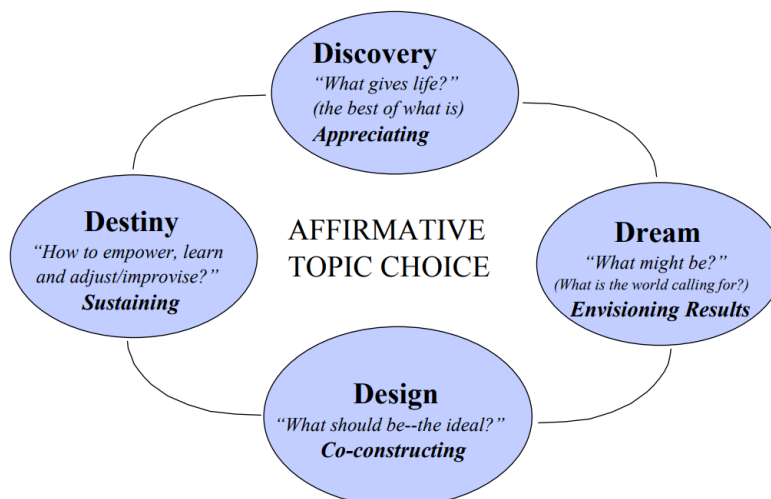
Note: AI 4-D cycle from A positive revolution in change: Appreciative inquiry, by Cooperrider and Whitney (2005)

Discussion of Variables

Work Engagement

Work engagement is a positive, fulfilling state of mind at work, marked by vigor, absorption, and dedication (Aggarwal, 2022). It boosts employee motivation and creates a positive work environment, which in turn improves employee performance (Lussa et al., 2023).

Intrinsic Motivation

Intrinsic motivation is engaging in an activity for its own satisfaction rather than for external rewards. First observed in animal behavior as curiosity-driven exploration, it is a natural human tendency that supports learning and development without outside incentives. Intrinsic motivation depends on both the individual and the activity. People are intrinsically motivated for certain tasks, while others are not (Ryan & Deci, 2000).

Empowerment

Empowerment is essential for organizational effectiveness, as it gives employees autonomy, decision-making power, and the ability to address key issues (Conger & Kanungo, 1988). It means providing the tools, authority, and support needed for independent decision-making (Fernandez & Moldogaziev, 2013). Empowerment focuses on employees' sense of role significance, capability, autonomy, and influence. It fosters internal motivation for personal fulfillment, boosts intrinsic motivation, ownership, direction, and self-confidence, and supports intrinsic motivation.

Recognition

In organizational behavior, recognition is a key factor affecting employee motivation and performance. It means positively acknowledging a person's achievements or contributions, which helps build self-confidence and self-esteem (Pierce & Gardner, 2004). Recognition involves showing appreciation and rewarding employees for their efforts and commitment. Recognition at work is more than an external reward; it enhances intrinsic motivation by fulfilling psychological needs and supporting employees' internal engagement. Genuine acknowledgment from organizations validates personal motivations and meets core psychological needs.

Sense of Belonging

A sense of belonging is crucial for human life, referring to the feeling a strong connection to groups, places, and experiences, and fulfilling a basic human need (Slavich & Cole, 2013). It is essential for mental and physical health, as it can reduce anxiety and depression, while its absence can worsen these conditions (Rokach & Goldberg, 2021). A sense of belonging significantly enhances intrinsic motivation, prompting individuals to engage in activities that bring them fulfillment. Belonging supports intrinsic motivation by meeting

fundamental psychological needs, allowing individuals to pursue their goals independently, and connecting their actions to valued social identities.

Meaningful Work

Meaningful work is when individuals believe their job is significant and valuable, reflecting its purpose and importance (Steger et al., 2012). Self-Determination Theory (SDT) identifies intrinsic motivation as a key factor, emphasizing autonomy, competence, and relatedness. Meaningful work and intrinsic motivation strongly reinforce each other to increase engagement. Meaningful work is valued for its purpose and significance, aligns with personal values, and the desire to make a difference. This mutual relationship fulfills psychological needs, matches individual values, and provides purpose and influence.

Extrinsic Motivation

Extrinsic motivation is present when an activity is carried out to achieve a specific outcome. This differs from intrinsic motivation, where the activity is done for the pleasure of the activity itself, rather than any external rewards. Further research has expanded on these results regarding different forms of extrinsic motivation, indicating that higher levels of autonomous extrinsic motivation are associated with increased involvement, improved performance, reduced attrition, enhanced learning quality, and improved psychological well-being, among other outcomes (Ryan & Deci, 2000).

Leadership

Effective leadership requires skills like problem-solving, social judgment, and expertise to address complex organizational issues. Leadership has a significant influence on employee engagement; without supervisor support, employees may feel helpless and isolated when facing challenges alone (Yang & Chungviwatanant, 2022). Leadership is crucial for providing extrinsic motivation to enhance performance, particularly when tasks are repetitive, measurable, or require prompt results. Effective leaders create fair and transparent reward systems, use recognition strategically, and stay mindful of potential downsides.

Training & Development

Training enhances employees' current job performance with targeted skills and knowledge, while development prepares them for future roles and career growth (Rodriguez & Walters, 2017). Training and development programs serve as external motivators, encouraging employees to participate and align their efforts with organizational goals. These initiatives boost extrinsic motivation by offering rewards, public recognition, and opportunities for career advancement within the learning process.

Work Environment

The work environment refers to the overall atmosphere and setting in which employees perform their tasks, including physical, cultural, social, and operational elements. This environment has significant Impact on productivity and job satisfaction (Chandrasekar, 2011; Van Der Voordt, 2004). The work environment is classified as extrinsic motivation, which

includes creating a positive external work atmosphere and supportive systems in daily tasks to inspire employees to perform well and remain dedicated to the organization's goals.

Job Satisfaction

Job satisfaction is the positive emotional state that results when employees' work experiences align with their personal needs, wants, and expectations, shaped by past experiences (Locke & Latham, 1990). Job satisfaction is closely linked to extrinsic motivation. When organizations offer appropriate extrinsic rewards such as fair pay, supportive supervision, good working conditions, and recognition, employees tend to be more satisfied, perform better, and are less likely to leave. These external factors act as both direct motivators and as safeguards against dissatisfaction.

Conceptual Framework

The conceptual framework below illustrates that work engagement is shaped by two primary motivational elements: intrinsic factors (such as empowerment, recognition, belonging, and meaningful work) and extrinsic factors (including leadership, training, work environment, and job satisfaction).

Figure 2

Conceptual Framework of Work Engagement
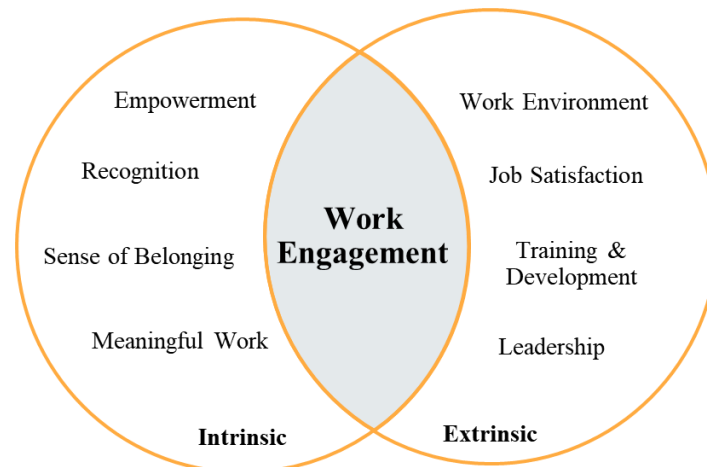
Note: Developed for this research study by the researcher, 2025.

Figure 2 illustrates this conceptual framework, which shows the emergence of employee engagement when internal drivers and external incentives align effectively. It demonstrates how the interaction of these motivational factors creates the conditions for work engagement, providing organizations with a holistic approach to promoting engaged employees through intrinsic and extrinsic motivational strategies. The Self-Determination Theory (SDT) serves as a solid foundation for this framework. Studies have established a clear link between autonomous motivational regulation and work engagement. SDT underscores the importance

of fulfilling basic psychological needs (autonomy, competence, and relatedness) to cultivate autonomous motivation in employees, highlighting a positive correlation between basic needs satisfaction and work engagement (Vaessen, 2021).

Research Methodology

This study employed a mixed-methods approach that included both quantitative and qualitative methods. Quantitative methods, specifically descriptive statistics, were used to present the demographic characteristics of the informants through percentages. Qualitative methods involved analyzing interview transcripts and open-ended survey responses using thematic coding to explore the experiences and perspectives of the informants, aiming to gain a more comprehensive understanding of their viewpoints.

Research Instruments

A survey form with a ranking system from 1 to 4 was given to all 14 employees of the organization, separating intrinsic and extrinsic aspects into two parts. Employee interviews were conducted to identify the factors most affecting work motivation. The questions for individual and focus group discussions were derived from the AI 4-D questions method (Discovery, Dream, Design, and Destiny), with a preference for selecting the top-ranked option from the ranking form. This instrument was used to assess the current, ideal, and future states of the variables in the study.

Intrinsic Motivation

Intrinsic motivation refers to internal factors that drive individuals to act or pursue goals, including a sense of accountability, independence, engaging work, personal accomplishment, and positive recognition, which have a positive impact on behavior, well-being, and productivity. In this survey, four factors were mentioned: Empowerment, Recognition, Sense of Belonging, and Meaningful Work.

Extrinsic Motivation

Extrinsic motivation is the drive to perform actions based on external factors rather than internal satisfaction. It involves engaging in activities to obtain separable outcomes, such as tangible rewards or avoiding punishments. While extrinsic motivation can have a powerful and immediate impact on behavior, its effects may not be as long-lasting as those of intrinsic motivation. In this survey, four factors were mentioned: Leadership, Training & Development, Work Environment, and Job Satisfaction.

Table 1

AI 4-D Questionnaire

AI 4-D	Questions
Discovery	1. What is the primary positive motivation that propels you to pursue your goals and be actively involved in your work considering intrinsic/extrinsic?

AI 4-D	Questions
Dream	2. Based on Question 1 What would an ideal workplace look like in which every employee feels deeply motivated by intrinsic/extrinsic motivation factors and how would this affect your culture and productivity?
Design	3. What innovative practices or systems can organization implement to ensure employees feel engaging work that aligns with their values and strengths?
Destiny	4. How can organization sustain a culture that continuously nurtures intrinsic/extrinsic to drive long-term success in 5 years?

Overall, the questionnaire consisted of three distinct sections: the first section included demographic inquiries, the second section focused on top-ranked motivation factors, and the final section provided insight into these factors. The inter-coding method was used to analyze the data from this qualitative research instrument.

Data Collection

The on-site interviews were conducted at the NHRCT-Northeastern Regional Office on February 14, 2025, with 14 informants participating in the study. The interviews were conducted both individually and in groups, with groups separated by employment type, level, and year of service for government positions: government officer, government employee and permanent employee. Each session lasted between 20 to 40 minutes. Informants were asked to rate motivation factors, both intrinsic and extrinsic, on a scale from 1 to 4. The interviews aimed to identify the most significant factor affecting their work motivation.

Results and Discussion

The findings are organized into three principal sections: demographic characteristics, the ranking of motivational factors influencing work engagement (encompassing both intrinsic and extrinsic dimensions), and qualitative data analysis. The demographic section encompasses variables such as informants' gender, generational group, departmental association, length of service, employment classification, local versus non-local status, and educational background. The ranking section provides a quantitative assessment of motivational factors, while the qualitative analysis section synthesizes recurring themes identified through both individual interviews and group discussions.

Table 2

Findings of Demographic Data versus Intrinsic Motivation

Categories	Grouping	Meaningful Work (1)	Recognition (2)	Sense of Belonging (3)	Empowerment (4)
Gender	Female	3	1	0	0
	Male	7	2	1	0
Age	Less than 28 years	2	0	0	0
	29-46 years	8	2	1	0

Categories	Grouping	Meaningful Work (1)	Recognition (2)	Sense of Belonging (3)	Empowerment (4)
	47-60 years	0	1	0	0
Year of Service	Less than 1 year	3	0	1	0
	1-5 years	3	3	0	0
	6-10 years	1	0	0	0
	11-15 years	2	0	0	0
	20Y and above	1	0	0	0
Unit	General Administration Unit	3	3	0	0
	Human Rights Promotion and Monitoring Unit	3	0	0	0
	Human Rights Protection Unit	4	0	1	0
Employment Type	Government Officer	7	2	0	0
	Government Employee	2	0	1	0
	Permanent Employee	1	1	0	0
Education	Graduate	1	0	0	0
	Undergraduate	8	2	1	0
	High School	1	0	0	0
	Vocational	0	1	0	0
Local Northeastern	Yes	8	3	1	0
	No	2	0	0	0

The demographic analysis indicates that meaningful work (n=10) emerges as the most salient intrinsic motivator among informants. This factor is consistently prioritized across various demographic segments, suggesting its overarching significance within the organizational context. Recognition (n=3) is identified as the second most influential motivator, followed by a sense of belonging (n=1), which, although important, is selected by a comparatively smaller proportion of informants. Notably, no informant cited empowerment as a motivating factor.

The largest subgroup based on gender is male. The most common age group is 29-46 years, indicating a majority of mid-career professionals. A significant number of informants are government officers. The majority of informants possess an undergraduate degree. The local northeastern region accounts for the highest regional representation. These results suggest that meaningful work is particularly valued among employees who are in their mid-career stage, employed in a government officer position, and hold an undergraduate degree. The prominence of this motivator within these groups may be attributed to factors such as a desire

for career stability, a strong sense of professional purpose, and the alignment of work with personal values. The lower emphasis on sense of belonging and empowerment as motivators could be a result of the organizational culture or specific contextual factors that impact how employees view these aspects.

Table 3

Finding of Demographic Data versus Extrinsic Motivation

Categories	Grouping	Work Environment (1)	Job Satisfaction (2)	Leadership (3)	Training & Development (4)
Gender	Female	2	1	1	0
	Male	7	3	0	0
Age	Less than 28 years	2	0	0	0
	29-46 years	6	4	1	0
	47-60 years	1	0	0	0
Year of Service	Less than 1 year	2	2	0	0
	1-5 years	5	0	1	0
	6-10 years	1	0	0	0
	11-15 years	0	2	0	0
	20 years and above	1	0	0	0
Unit	General Administration Unit	4	1	1	0
	Human Rights Promotion and Monitoring Unit	1	2	0	0
	Human Rights Protection Unit	4	1	0	0
Employment Type	Government Officer	5	3	1	0
	Government Employee	2	1	0	0
	Permanent Employee	2	0	0	0
Education	Graduate	0	1	0	0
	Undergraduate	7	3	1	0
	High School	1	0	0	0
	Vocational	1	0	0	0
Local Northeastern	Yes	7	4	1	0
	No	2	0	0	0

The demographic data indicates that the work environment (n=9) is the most significant extrinsic motivator for employees, followed by job satisfaction (n=4), with leadership (n=1) and training and development (n=0) having considerably less Impact. Specifically, nine individuals cited the work environment as their primary motivator, while four identified job satisfaction, and only two mentioned leadership. Notably, no respondents viewed training and

development as a motivating factor. Job satisfaction has a significant impact on employees aged 29-46, while the work environment is the primary motivator for all demographic groups. These findings highlight the critical role of the work environment in employee motivation and suggest that organizations should prioritize improvements in this area to enhance overall engagement and performance.

Data Analysis

The data collected from this instrument was examined to identify common themes through content analysis from MMOD graduates.

The ranking results on intrinsic motivators highlight the dominance of the work environment (10, 71%) as a crucial motivator, the recognition (3, 21%) and the sense of belonging (1, 7%) are the second and the third important motivators.

The extrinsic motivator indicates that the work environment (9, 64%) is the primary motivator, while the job satisfaction (4, 29%), and the leadership (1,7%) are the second and the third important motivators.

Table 4

Summary of Common Themes from Content Analysis - Intrinsic Motivation

AI 4-D	Key Points by 3 Coders	Common Themes
Discover	• Experiencing satisfaction and fulfillment by engaging in valuable work • Making a positive difference by helping those in need • Finding purpose and meaning in one's work • Taking ownership and feeling personally fulfilled • Feeling appreciated and recognized for contributions • Creating positive change and making an impact • Knowing that work benefits others and the community • Deriving a sense of fulfillment from helping people • Valuing the impact and significance of efforts • Working with the intention to serve and uplift others	1. Purpose Driving 2. Meaningful Work
Dream	• Encourage open-mindedness by listening to others' opinions. • Leaders should provide coaching, guidance, and act as positive role models. • Foster a convenient, friendly, and supportive workplace environment. • Promote understanding of each team member's role and the value of their work. • Ensure leadership is proactive, fair, supportive, and purpose	1. Supportive Environment 2. Positive Workplace
Design	• Empowering Local Decision-Making • Decentralized Performance Metrics • Operational Efficiency through Decentralization. • Performance-Based Evaluation • Reflective Closure Meetings • Building Relationships with External Parties • Formalizing Partnerships through MOUs • Focusing on Meaningful Work through Partnerships	1. Empowerment 2. Decentralization and Autonomy

AI 4-D	Key Points by 3 Coders	Common Themes
Destiny	• Employee Development and Recognition • Leadership and Example Setting • Teamwork and Collaboration • Communication and Transparency • Goal Alignment and Performance Measurement	1. Collaboration 2. Positive Workplace

In the discover stage, the focus is on finding fulfillment through meaningful work, making a positive impact, receiving recognition, having a sense of purpose, and serving others, all of which contribute to a purpose-driven work environment supported by a strong sense of community. The dream stage emphasizes open-mindedness, leadership as coaching, creating a supportive workplace, valuing each team member's role, and proactive leadership, reinforcing the importance of a positive workplace culture. The design stage, empowerment, decentralization, operational efficiency, partnerships, and meaningful collaboration are prioritized, highlighting the need for a supportive environment and personalized approaches. Ultimately, the destiny stage focuses on employee development, recognition, leadership, teamwork, effective communication, and goal alignment, emphasizing the importance of a supportive environment and a positive workplace.

Table 5

Summary of Common Themes from Content Analysis - Extrinsic Motivation

AI 4-D	Key Points by 3 Coders	Common Themes
Discover	• Positive and Supportive Work Environment • Facilities and Accommodation • Supportive and Collaboration	1. Supportive Environment 2. Positive Workplace
Dream	• Physical Environment & Office Design • Leadership & Culture • Growth & Development	1. Leadership 2. Development 3. Office Facilities
Design	• Team Building & Collaboration • Work-Life Balance & Well-being • Technology & Resources	1. Collaboration 2. Work-Life Balance
Destiny	• Flexible and Hybrid Work Arrangements • Leadership Accessibility and Open Communication • Collaboration and Support • Workplace Quality and Employee Well-being	1. Flexible Working Hours 2. Workplace Quality 3. Open Communication

The discovery stage highlights the importance of a positive environment, quality facilities, and strong collaboration and support among team members. In the dream stage, they emphasize the value of an inspiring physical workspace, effective leadership, and an organizational culture that fosters opportunities for employee growth and development. The

design stage focuses on fostering team building, promoting work-life balance, and providing access to modern technology and resources. Finally, in the destiny stage, key points include implementing flexible and hybrid work arrangements, ensuring leadership is accessible, encouraging open communication, and prioritizing employee well-being. Across all phases, the common themes identified are the need for a supportive environment and a positive workplace.

Recommendation

According to these results, the research developed a framework to help facilitate improvement in work engagement.

Table 6

Key points from ranking and interviewing

Motivation	Factors	Motivation Ranking	Key Points	Implications for Organizations
Intrinsic	Meaningful Work	(1) 10 employees	Perception that job roles are valuable purposeful and important	Align work tasks with broader organizational goals to enhance sense of meaningful work
	Recognition	(2) 3 employees	Acknowledgement and appreciation of employees' efforts	Implement systems for regular recognition and appreciation
	Sense of Belonging	(3) 1 employee	Feeling of being part of the organization and its community	Foster an inclusive culture where employees feel valued
	Empowerment	(4) None	Granting employees autonomy and responsibility	Continuous enhance self-directed action autonomy in line with their values
Extrinsic	Work Environment	(1) 9 Employees	Overall atmosphere and climate within the organization	Create a supportive environment that encourages collaboration and growth
	Job Satisfaction	(2) 4 Employees	Contentment with job roles and responsibilities	Regularly assess and address factors affecting job satisfaction
	Leadership	(3) 1 Employee	Quality of guidance coaching and mentoring provided by leaders	Prioritize coaching and mentoring to empower employees
	Training & Development	(4) None	Opportunities for learning and professional growth	Create continuous learning for skill development

Based on the findings, meaningful work and the work environment are the primary motivators, with intrinsic and extrinsic factors, respectively. Recognition and a sense of belonging are also mentioned as important aspects of intrinsic motivation, while job satisfaction and leadership are followed in extrinsic motivation. Although empowerment,

training, and development are not ranked as priorities, employees mentioned their importance during interviews.

To enhance meaningful work, the northeastern regional office should align job tasks with broader goals. Implementing regular recognition systems can help acknowledge employee efforts and boost motivation. Cultivating an inclusive culture will strengthen employees' sense of belonging, while promoting autonomy and self-direction can empower staff. Creating a supportive work environment that encourages collaboration and growth is crucial, as is regularly assessing and addressing factors affecting job satisfaction. Prioritizing leadership development through coaching and mentoring and offering continuous learning opportunities for ongoing skill development are also important.

Figure 3

Recommendation for Enhancing Work Engagement at NHRCT - Northeastern Region Office

By promoting meaningful work, acknowledging valued contributions, and nurturing a supportive environment, organizations can boost employee engagement, satisfaction, and productivity.

1. Purpose-Driven Work - Meaningful Work: Align work tasks with broader organizational goals to foster a sense of meaningful work. Acknowledgement and appreciation of employees' efforts. Purpose and Impact: by adopting a holistic employee management strategy involving the establishment of personalized growth plans, frequent performance assessments, and opportunities for self-reflection. The aim is to enable employees to recognize the Impact of their work on larger societal outcomes, thereby enhancing job satisfaction and motivation. By linking individual development with company objectives, businesses can cultivate a more engaged workforce capable of propelling the organization forward and experiencing significant professional development.

2. Process Excellence - Supportive Environment: Create a supportive environment that fosters collaboration and growth. A collaborative culture, fostering a community-oriented workplace, is essential for ensuring that all individuals feel valued and encouraged. This can be accomplished by participating in cross-functional initiatives that facilitate the development of strong connections among team members. By promoting collaboration across various departments, companies can cultivate a spirit of togetherness and teamwork, resulting in a more unified and supportive work atmosphere. This approach not only improves employee morale but also enhances efficiency and innovation, as diverse perspectives and skills come together to drive progress and success.

3. Positive Work Life Harmony - Work Environment: Promote relaxation and wellness by offering amenities such as relaxation areas to support employee well-being. Additionally, work-life harmony should be prioritized by encouraging flexible work schedules and ensuring an equitable distribution of work. Relaxation and wellness, such as providing amenities like relaxation areas to support employee well-being. Organizations can create a more positive and productive work environment, which not only attracts and retains top talent but also boosts overall employee engagement and satisfaction.

4. Personalization - Decentralization and Autonomy: Customized key performance indicators can significantly enhance local decision-making autonomy, leading to improved service efficiency and faster delivery by enabling teams to promptly address challenges and seize opportunities. Tailored key performance indicators (KPIs), to enhance local decision-making autonomy, can greatly improve service efficiency and speed up delivery by allowing teams to quickly address challenges and opportunities. Moreover, aligning employee KPI with organizational goals ensures that individual efforts are strategically directed, leading to better overall performance and progress towards the organization's objectives. These approaches help create a more agile and goal-driven workforce, maximizing operational efficiency and employee engagement.

Conclusion

The study emphasizes that meaningful work, recognition, a sense of belonging, work environment, and leadership all play significant roles in influencing work engagement. Particularly, the perception of work as valuable and purposeful, along with a positive work environment, was found to strongly impact engagement and productivity. However, intrinsic and extrinsic motivation, empowerment, and training were not highlighted as areas needing improvement in the NHRCT-Northeastern regional office. The results suggest that the organization should align tasks with goals, promote a supportive and collaborative environment, and prioritize leadership development through coaching and mentoring to enhance employee engagement. By implementing these strategies, organizations like the NHRCT-Northeastern regional office can create a more meaningful and fulfilling workplace, ultimately increasing engagement and productivity.

Implication for Further Research

The main objective of this study was to assess employee motivation factors, with a focus on understanding the underlying reasons for employee needs in order to develop effective strategies to enhance work engagement.

The findings of this research are significant for organizational leaders seeking to enhance work engagement. The study underscores that prioritizing meaningful work and cultivating a positive work environment are central to driving engagement. When employees perceive their roles as purposeful and aligned with organizational goals, they are more likely to feel invested in their work and contribute at higher levels. Furthermore, a supportive work environment that fosters collaboration and provides opportunities for personal and professional growth can reinforce this sense of engagement.

The absence of empowerment, training, and development in this context suggests that these motivations are not currently top priorities for employees in the NHRCT Northeastern region. This highlights the need for organizations to regularly assess what factors matter most to their workforce, as these priorities can shift over time and may differ across regions or organizational cultures. Therefore, future studies should explore additional factors that influence motivation.

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