

Discussions

Work engagement of the volunteer rangers is at a high level. This result is consistent with the result from qualitative analysis. All rangers who participated in the focus group discussions emphasized the facet of dedication because they wanted to be volunteer rangers with no compulsion from anybody. So, they have willingness to invest their effort to work and are happy to work in order to achieve the security's mission. Differences based on demographic factors showed no differences in the level of work engagement. These results are consistent with the results from the focus group discussions. It is also consistent with published work which reported that none of the demographic characteristics were significant predictors of work engagement (Xanthopoulou, Bakker, Demerouti & Schaufeli, 2009). It can be explained that although the volunteer rangers have differences in demographics, but they are resolved to do the same mission, they have the same goal, help solve the problems and keep security for the southernmost provinces of Thailand, so their work engagement is alike.

Furthermore, career commitment and work motivation had a statistically significant positive correlation with work engagement ($p < .01$). Two out of three facets of career commitment, affective and normative, and both facets of work motivation which are motivator and hygiene explained 47.40 % of the rangers' work engagement. Other factors might influence work engagement of volunteer rangers as the focus groups' discussions found more factors, i.e. organizational commitment and military ideology for work. These results are also consistent with previous findings that reported the relationship and influence of career commitment on work engagement (Crutchfield, 2010), including the studies that indicated the relationship and influence of work motivation on work engagement (Bakker, Schaufeli, Leiter, & Taris, 2008; Vandenberg, Bakker, & Cate, 2013). Career commitment shows the bonds which tie individuals to their career and this attachment may lead them to engage to do their work. In addition, work motivation is a set of energetic forces to initiate work-related behavior and to determine its form, direction, intensity and duration (Pinder, 2008). So, if the volunteer rangers have work motivation, this strong effort may lead them to engage to do their work until the goal is achieved.

Recommendations

Understanding the context of work engagement for the security mission of the volunteer rangers as well as the factors that influence it are imperative to support the management of senior commanders. From this current study the recommendations to the senior commanders in the Fourth Royal Thai Army Area for enhancing volunteer rangers' work engagement are as follow:

1. Make every effort to reinforce affective career commitment in order to make volunteer rangers commit and value a deep sense of involvement with their work and desire to remain in their career. By instilling the value and positive attitude as well as the sense of maintaining and protecting the dignity of the volunteer rangers profession.

2. Reinforce normative career commitment to make volunteer rangers have a sense of obligation to their security duties in the southernmost provinces. By giving knowledge and signifying that their career is valued and important toward the country. In addition they can instill positive attitude for developing themselves to be professional volunteer rangers.

3. Emphasize and focus on both factors, motivator and hygiene, of work motivation which can lead to the rangers' deeper engagement and satisfaction in their work. The hygiene factor can be enhanced by making the volunteer rangers' employment permanent instead of temporary and extending the retirement age; and giving the rangers room for advancement strengthens the motivator

4. Improve organizational commitment of their volunteer rangers. In the selection process ranger regiments need to scan applicants with organizational commitment in view and gauge the potential volunteer rangers' attitude toward the ranger organization. In addition constantly communicate about the mission and goals of ranger regiment to the volunteer ranger, simultaneously promoting unity and loyalty to the organization.

5. Strengthen the ranger' military ideology for their work as part of their core competence and for the rangers to realize the sacrificial nature of their works and its utmost importance for the country's security and sovereignty.

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