

# Motivation for Work Commitment of Government Employees

**Khajeerat Phumphruk**

*Suan Sunandha Rajabhat University, 1-U-Thong Nok, Dusit, Bangkok, Thailand,*

*E-Mail: Khajeerat.ph@ssru.ac.th*

## ABSTRACT

Abstract—This research aimed to study motivation and work commitment classified according to personal data and to study the relationship between corporate motivation and commitment of government employee. This research uses a quantitative research approach. The sample of 400 employee in private corporation selected using multi-stage sampling. The data were collected by using questionnaires tested for the validity and reliability. The statistics used in the analysis were frequency, percentage, mean, standard deviation, and correlation analysis. The results of the research revealed that work motivation was positively correlated with organizational commitment of employee in private company was a moderately positive correlation ( $r=0.587$ ) with statistical significance at the 0.01 level. When considering the relationship of overall work motivation and engagement in each aspect, it was found that work motivation was positively correlated with organizational commitment in the aspect of Continuity ( $r=0.587$ ) at the most with moderate level, followed by Affective ( $r=0.448$ ) and Normative ( $r = 0.363$ ), respectively.

Keywords— Government employees, Motivation, Work commitment

## INTRODUCTION

Nowadays, the organization will have human resources with the knowledge and capabilities that the organization needs. may encounter problems that prevent the organization from This can lead to complete organizational development, especially in terms of work motivation. Due to various work motivation factors, resulting in problems of absence from work, job change or resignation problem. From such factors influence workers to have a bad attitude towards the organization or work, such as the lack of progress, unstable work, insufficient income or caused by organizational motivation and organizational commitment (Himthong, 2019).

Government employees are key personnel who are important in the operations of the organization. It is necessary to study various environmental factors related to nature of work and operators. The government employees who have performed work will be satisfied with the work performed will result in the achievement of the work according to the goals set by the organization and incentives for government employees to have a good relationship with the organization and loyalty to the organization. But if government officials are not satisfied with the work performed. There are many impacts, including absenteeism, relocation, resignation and inattention to work which will have a negative effect on the performance of work. As well as the efficiency of the organization will be less. Therefore, satisfaction and commitment are an important basis for the personnel to work hard and have enthusiasm. This gives the organization a chance to be more successful as well. (Mongkontae, 2007).

Work commitment is therefore an important factor that the organization must always be aware of. It reflects the feelings of employees towards the organization in the long run. The organization will develop how to motivate and encourage organizational personnel to commit, to accept the goals and values of the organization and to devote their operational capacity to achieve the objectives of the organization. Commitment to the organization will create beliefs and behaviors expressed in the organization. Personnel who are confident in the organization will be able to perform their duties efficient, reduce unwanted behavior and work on the organization for a long period of time as the organization. Moreover, for an organization to be successful, it must have quality employees. The quality of employees depends on the organization's incentives which provides employees with confidence to work to the best of their ability, motivating employees to work efficiently, create behavior positive attitude towards work, encourage people to increase their self-worth, and create feelings of happiness and satisfaction to motivate employees to be loyal to the organization in the end (Girdwichai & Sriviboon, 2020).

The study to enhance work motivation in a large organization and has a variety of employees, is something that interestingly. Therefore, the researcher was interested in studying the relationship between the motivation for

working in the organization. The objectives of this research are to study motivation and work commitment classified according to personal data and to study the relationship between corporate motivation and commitment of government employee. The results of the study used as a guideline for administrators and appropriators in planning for human resource management to be consistent with the company's objectives and to contribute to the success of the company in the future.

## **LITERATURE & THEORY**

### ***Herzberg's Two Factor Theory of Motivation***

Herzberg (1959) suggested that job satisfaction consists of two concepts, comprising concepts bounded from satisfaction to dissatisfaction and influenced by motivational factors. Including the concepts that range from dissatisfaction to dissatisfaction and is influenced by sanitary factors. In other words, the two-factor theory consists of motivational factors or factors that motivate work, and hygiene factors that sustain or reduce job dissatisfaction.

Motivational factors or factors that motivate work. It is an internal factor or internal needs of personnel that influences job satisfaction. It is a group of factors that is directly related to the job and motivate workers to work with satisfaction and it is a factor that leads to a positive attitude and a true motivation. It consists of 5 factors: achievement, recognition, the work itself, responsibility and advancement. (1) Achievement means success in a person's work that a person is able to complete a task and accomplishment. Person should know how to prevent hair problems when the work is done. There is a feeling of satisfaction and forgetfulness in the success of that work. (2) Recognition may be in the form of laudation, admiration, encouragement, or any other expression that imply. It is a recognition of one's ability to accomplish any task, and to be respected will also be hidden in the success of the job. (3) The work itself refers to the nature of the work performed that is interesting, the work that takes creativity and challenges that must be done, or is the nature of work that can be done from start to finish alone. (4) Responsibility refers to the satisfaction that comes from being assigned new responsibilities and has good authority and responsibility without close monitoring or control. (5) Advancement means being promoted to a higher position of a person in the organization. as well as having the opportunity to study for additional knowledge or to receive training.

Hygiene factors or factors that reduce dissatisfaction at work. It is a factor that is not directly related to the job. It's just something that prevents employees from becoming dissatisfied, but can't motivate them to happen. Most of these are fundamental factors that need to be met because if they are not provided or are insufficient, the personnel will be dissatisfied with their work. These will then make the personnel satisfaction at work. which consists of factors namely company policies, supervision, relationships, work conditions, remuneration, salary and security at work.

### ***Organizational commitment***

Allen & Meyer (1990) argue that organizational commitment is how employees feel about the organization by being a sticky thing for a person to stay in the partner. Steers & Porter (1974) describes corporate engagement as the strength of self-expression and dedication and devotion to the organization by believing in its goals and its values. When employees see the goals of the organization and their goals are consistent, employees will show themselves in the same direction as the organization, feel good for the organization, get involved and proud to be a member of the organization. Employees will strive to do their best for the success of the organization and join to solve problems when the organization encounters obstacles. Employees will be honest and loyal to the organization and does not think of quitting the job, regardless of receiving a salary increase better position or professional independence. Allen & Meyer (1990) suggested that organizational commitment is the mental state of individuals who are attached to three types of organizations: 1) affective commitment 2) continuity attachment and 3) normative attachment. Affective commitment is the intrinsic emotion of the job or the future and has a part. It is the need to remain in the organization by devoting the ability and effort to work as a representative of the organization with loyalty and unity with the organization.

## RELATED WORKS OR DISCUSSION

From a literature review on the motivation for work performance and commitments within the organization, it was found that the two variables were closely related, whether it was a research by Thepsamut (2011) studied the motivation for working that has an influence on the organization's commitment of employees of the private management organization sub-district in Phetchaburi province. The result was found that work motivations that influence organizational commitment of sub-district employees in Phetchaburi province include work progress, stability in work, responsibility and relationships between person. Khamthaiklang & Wongchavalitkul (2018) study of The Relationship Between Working Motivation Organizational Commitment Government Savings Bank was found that the supported factor of the motivation related to the organizational commitment more than the motivation factor. It can be concluded that each employee in the organization will show their own skills and abilities to the fullest for that organization. Organizations must build trust and motivation or needs of employees in a variety of ways. When the organization provides those things to its own employees. Employee engagement within the organization will also be noticeably stronger. If the organization does not pay attention to this point, there is a neglect of employees in the organization, there will be resistance. Therefore, the organization should develop knowledge and competence, along with the development of organizational commitment of employees in the organization on a regular basis for stability and a step towards the success of the organization.

## METHODS

This study is a quantitative research. The target population is government employee in the government organizations which located in Bangkok. The sample size was calculated using Taro Yamane's formula with the confidence level was 95 percent and there was a 5 percent of error. The sample size was 385 people with Multi-stage sampling method.

The tool used in this study was a questionnaire based on concepts and related research divided into 3 parts. Part 1: the questionnaire on general information and organizational information of the respondents. In Part 2: the questionnaire on motivation for work performance consisting of 30 questions. Part 3: the questionnaire on the organizational commitment of government employee consisting of 15 questions. The questionnaire characteristics in parts 2 and 3 were a rating scale with the following scores for positive questions: 1 = strongly disagree, 2 = disagree, 3 = not sure, 4 = agree, 5 = strongly agree. The questionnaire was tested with a sample of close to 30 sets to determine the reliability of question. It was found that the Cronbach's Alpha value of motivation for work was .885 and organizational commitment was .823.

For data analysis, the researcher analyzed the data by descriptive statistics to describe the general characteristics of the data, performance motivation and commitment to the organization and to determine the relationship between work motivation and organizational commitment by Pearson Correlation Coefficient.

## RESULTS

### *Descriptive results*

The personal information of the samples group consisted of 385 samples found that most of the respondents were female, single, aged between 31-40 years of age, education level was Bachelor's degree, salary level between 30,001-40,000 baht, the position was an operating level employee, and working period between 5-10 years.

The sample group had a high level of overall work motivation. When considering in each aspect, it was found the motivation factor and support had a high level. The most important aspect of motivation at work is responsibility at a high level, followed by work achievements, recognition, the work itself, and advancement. All aspects were at a high level.

The descriptive information on organizational commitment, it was found that the organizational commitment is overall at a high level. The most important aspect of commitment is affective commitment was at a high level, followed by continuity commitment is at a high level, and normative commitment was at a high level.

### *Hypothesis testing results*

An analyzing of the relationship between the work motivation and the commitment to the organization of government employee as a whole to test the hypothesis by using the correlation coefficient Pearson's coefficient.

The results of a study on the relationship between job motivation and organizational commitment, it was found that work motivation was positively correlated with organizational commitment of government employee was a moderately positive correlation ( $r=0.652$ ) with statistical significance at the 0.01 level. When considering the relationship of overall work motivation and engagement in each aspect, it was found that work motivation was positively correlated with organizational commitment in the aspect of Continuity ( $r=0.564$ ) at the most with moderate level, followed by Affective ( $r=0.458$ ) and Normative ( $r = 0.402$ ), respectively. Moreover, the relationship of overall organizational commitment and motivation in each aspect, it was found that organizational commitment was positively correlated with work motivation in the aspect of Achievement motivation ( $r=0.702$ ) at the most with high level, followed by Advancement ( $r = 0.521$ ), The Work itself ( $r = 0.485$ ), Responsibility ( $r = 0.430$ ) and Recognition ( $r = 0.352$ ), respectively.

## CONCLUSION AND FUTURE WORK

### *Conclusion and discussion*

The analysis of employee motivation factor in a government organization revealed that the motivation factor for working as a whole was high which the motivation for work on the responsibility with the highest average, followed by success at work, to be respected and the nature of the work performed at a high level in all aspects. This is consistent with Herzberg's 2-factor theory (1959) which consists of 1) motivational factors or factors that motivate work. It is an internal factor or internal needs of personnel that influences job satisfaction. It is directly related to the job motivates the employee to work with satisfaction and thus leads to a positive attitude and true motivation. In addition, the results showed that the motivation to work on responsibility was the most average where employees use knowledge full ability in the job, responsible work is work that the organization pays attention to, responsible work requires full knowledge and competence, supervisors pay attention, and the importance of responsible work is the work that leads to the development of the organization. Therefore, the responsibility is at the highest level. This is consistent with the research of Bangsaeng (2013) studying the relationship between employee motivation and organizational commitment of Berli Jucker Public Company Limited. The employees found that the overall motivation factor for working was at a high level. The mean of the highest motivation for working was responsibility at a high level, followed by success in work, being respected and the least is the nature of the work performed.

The analysis of employee commitment factors revealed that the organizational engagement was at a high level. The commitment to the organization of pride that has been accepted by the organization is of the utmost importance, followed by the pride of feeling part of the organization and least of all is the desire to be member of the organization. This is consistent with the concept of Allen & Meyer (1990) proposed that organizational commitment is the mental state of individuals who are attached to the organization in 3 forms: 1) Emotional attachment is the need to stay in the organization by devoting the ability and effort to work as a representative of the organization that is loyal to the one with the organization; 2) Commitment to persistence is to recognize the investment in the organization to receive returns in exchange for working in the organization. Employees will consider what they will have to lose if they leave the organization which influences the decision to stay in the organization; 3) Normative commitment is the feeling of the employee's obligation that he must stay in this organization because it is a proper duty and should be done. In this research, it was found that the organizational commitment of employees overall, it was at a high level, consistent with Suksa & Kraisomsuk (2015).

### *Recommendations and future work*

The results of this research inform the management and human resources department of a government organization about the effect of motivation to work and commitment to the organization in order to develop the working system and policies. This will build morale in the work of employees and build loyalty to the organization in which they operate by giving employees the opportunity to participate in making suggestions, develop a policy working system and various activities to make employees feel that they are important to the organization and is part of the growth of the organization including building labor relations by making employees feel part of the organization, creativity and learning together as a team. This causes executives to have to adjust to new leadership roles, such as increasing the role of power and create more capacity for employees. In addition to promoting corporate values and corporate culture by encouraging employees to interact. The need for friendship and

supporting each other along with creating clear goals that result in members within the organization, feeling successful in their work and aims to satisfy the individual with regard to the need for success at work.

Suggestions for next research, the factors that influence employees during working from home can also be studied, such as development of work potential, job characteristics and compensation. Including the future research should study with a qualitative approach to gain insights into how each factor affects organizational commitment and can find more specific suggestions. In addition, factors influencing the organizational commitment of work-from-home employees should be studied in order to study trends that have shifted from the changing environment in the coming years.

## REFERENCES

- Allen, N., & Meyer, J. 1990. The Measurement and Antecedents of Affective, Continuance and Normative Commitment to the Organization. *The Journal of Occupational Psychology* 63: 1-18.
- Bangsaeng, S. (2013). *Relation between Motivation in work and Organization Engagement of the Employees in the BerliJucker Public Company Limited*. An Independent Study for Master of Arts Program of Public and Private Management. Silpakorn University.
- Girdwichai, L., & Sriviboon, C. (2020). Employee Motivation and Performance: Do the Work Environment and The Training Matter? *Journal of Security & Sustainability Issues*, Jan2020, Vol. 9 Issue J, p. 42-54.
- Herzberg, F. (1959). *The Motivation to Work*. New York: John Wiley and Sons.
- Herzberg, F., Mausner, B., and Snyderman, B. B. (1959). *The Motivation to Work* (2nd ed.). New York: John Wiley and Sons.
- Himthong, N. (2019). The Relationship between Job Motivations and Organization Commitment of Personnel in Office of the Basic Education Commission. *Journal of Interdisciplinary: Graduate Studies* 1 Year 8 No. 2 (July-December 2019)
- Khamthaiklang, T., & Wongchavalitkul, B. (2018). The Relationship Between Working Motivation Organizational Commitment Government Savings Bank Region 13. *Educational Journal Vongchavalitkul University*, 9(3), 81-89.
- Mowday, R. T., Porter, L. W. & Steers, R. W. (1982). *Employee - Organizational Linkage: The Psychology of Commitment Absenteeism and Turnover*.
- Steers, R. M., & Porter, L. W. (1983). *Motivation and Work Behavior* (3rd ed.). New York: McGraw – Hill.
- Suksa, J. (2015). *The Relationship of Motivation Towards Employee Engagement Towards the Organization: Case study of Transport Company Limited*. Master of Business Administration Thesis. Business Administration, Valaya Alongkorn Rajabhat University.
- Thepsamut. W. (2011). *The Influence of Work Motivation on Organizational Commitment of Subdistrict Administrative Organization Employees in Phetchaburi Province*.
- Yamane, T. (1973). *Statistics: An Introductory Analysis* (3<sup>rd</sup> Ed.). New York. Harper and Row Publications.