

The Impact of Motivation on Commitment of Employees in Higher Education Institutions

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ABSTRACT

Abstract—This research aimed to study organizational motivation that influenced employee commitment in higher education institutions. This research uses a quantitative research approach. The sample of 385 employee in higher education institutions located in Bangkok and sample was selected using multi-stage sampling method. 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 multiple regression analysis. The results showed that work motivation in the aspect of achievement ($\beta=.287$) had the greatest influenced on organizational commitment, followed by the work itself ($\beta=.234$), responsibility ($\beta=.204$), and Recognition ($\beta =.199$, respectively. Whereas job work motivation in the aspect of advancement did not affect organizational commitment of employee in higher education institutions, where all variables could explain the variance in service satisfaction at 64.16 percent, and were able to predict organizational commitment at a statistically significant level of .05.

Keywords— Commitment, Higher Education Institutions, Motivation

INTRODUCTION

Nowadays, the socio-economic environment is changing rapidly, and organizations are faced with increasingly fierce and equitable competition. As a result, organizations have to start to create more competitive advantages in many aspects, especially "People", which is regarded as the most valuable resource of the organization and a factor for important to indicate the importance of the success or failure of the organization to achieve its goals with maximum efficiency and effectiveness (Akaraphin & Kuphimai, 2014). Many organizations promote their human resources both in quantity and quality. That 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. And 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).

The rapid growth of the business sector to keep up with the development of the country to the global community will have an impact on the business and society in Thailand in the near future. Human resources are considered an important factor for achieving success in that business is human resources where there is a fur race between each other. Especially human resources with knowledge and ability to be drawn to foreign countries or competitors. Therefore, it will be beneficial to create motivation for work and make employees to have a bond with the organization. The focus is on maintaining human resources, has expertised and created a diversified business in professional groups. or specific job characteristics, therefore, it is an interesting subject to study on motivating work and creating organizational relationships among employees.

Higher education institutions are sources of human resource development, providing multidisciplinary education according to the needs of the country. Management in higher education institutions to achieve the objective of producing high-level human resources that play a leading role in contributing to the development of Thai communities and society in a competitive world society to society of wisdom and learning. Human resources in higher education institutions is an important factor affecting the success or failure of the organization in order to human resource management to achieve the desired objectives and higher education institutions can operate with flexibility, flexibility, variety. There should be a system to motivate new generations to enter the system.

have recruited people work in accordance with the policies and goals. 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, and encourage people to increase their self-worth (Girdwichai & Sriviboon, 2020). The motivation to work in a good working environment creates the feelings of happiness and satisfaction to motivate employees to be loyal to the organization in the end.

Employee 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 while trying to maintain the membership 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.

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 corporate commitment classified according to personal data and to study the relationship between corporate motivation and commitment of employee in higher education institutions. 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 higher education institutions in the future.

LITERATURE REVIEWS

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.

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.

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.

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.

Responsibility refers to the satisfaction that comes from being assigned new responsibilities and has good authority and responsibility without close monitoring or control.

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:

Affective commitment - 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. The participation of employees in the organization arises from the nature of the job responsible for instructors and supervisors have commanded.

Continuity commitment - Continuity commitment is inversion arising from the receipt of compensation in exchange for the retention of the employee's partner. It is the perception of investment in the organization receiving rewards in exchange for staying in the organization. The employee considers what he or she will lose if he leaves the organization, which influences the decision to stay in the organization.

Normative commitment - Normative commitment is a feeling of employee obligations that he has to be in this organization because it is a proper and appropriate duty to do. It is intimacy that arises from the responsibility or the merit that makes me have to stay in the company. Employees have introversion is an expression of the idea that we should be in partnership and what should be done or appropriateness in society.

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.

The researcher conducted a study that collected literature reviewed concepts and theories and related research, study independent variables according to Herzberg's two factors of motivation (1959) and the concept of organizational commitment according to the concept of (Mowday, Streers & Porter, 1982) as a conceptual framework for the study. From the findings of past researches, it can be concluded that motivation factor consists of motivator factor and hygiene factors influenced on organizational commitment of employee in higher education institutions which are consistent with the theory of two factor theory of motivation (Herzberg, 1959) and organizational commitment (Allen & Meyer, 1990). For the hypothesis testing, the researcher analyzed the relationship between the motivation to work and the commitment to the organization of employees in higher education institutions as a whole to test the hypothesis by using the multiple regression analysis.

METHODS

This study is a quantitative research. The target population is Employees in Higher Education Institutions located in Bangkok, which the exact population is unknown. 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. However, the researchers collected 400 samples to prevent errors. Cluster sampling was used to collect data from the population because the study areas of each district were similar in that their lifestyles and economic growth within the same district.

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 was a checklist of 5 items consisted of gender, age, educational level, position type, and age of work. In Part 2: the questionnaire on motivation for work performance consisting of 30 questions. Part 3: the questionnaire on the organizational commitment of 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. For tool quality inspection, 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 .895 and organizational commitment was .753.

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 Multiple regression analysis.

RESULTS

Descriptive results

The personal information of the samples group consisted of 400 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 30,001-50,000 baht, the position was an operating level employee, and working period less than 5 years.

The sample group had a high level of overall work motivation in both aspects with an average of 3.75. When considering each side, it was found that the sample group had a high level of motivation in working on the motivation factor with an average of 3.94, followed by support factor with a mean of 3.58, respectively. The descriptive information motivating factors for working of the employees in higher education institutions, it was found that the work motivation is overall at a high level. The most important aspect of motivation at work is responsibility at a high level, followed by employee in 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 or the pride aspect of being accepted by the organization is at a high level, followed by continuity commitment or the pride feeling of being a part of the organization is at a high level, and normative commitment the desire to be a member of the organization at a high level is at a high level.

Hypothesis testing results

The results of work motivation that influenced employee commitment in higher education institutions using multiple regression analysis to test the hypothesis testing results was shown in Table 1.

Table 1
Results of Work Motivation Affecting Organizational Commitment of Employee in Higher Education Institutions Using Multiple Regression Analysis

Variables	B	β	t	Sig.
Constant	2.554		5.431	.000**
Achievement	.285	.287	4.562	.000**
Recognition	.198	.199	2.234	.025*
The work itself	.231	.234	3.524	.000**

Variables	B	β	t	Sig.
Responsibility	.201	.204	2.353	.112**
Advancement	.091	.093	1.812	.085
R ² = .5271, * p<.05, ** p<.01				

The results showed that work motivation in the aspect of achievement ($\beta=.287$) had the greatest influenced on organizational commitment, followed by the work itself ($\beta=.234$), responsibility ($\beta=.204$), and Recognition ($\beta=.199$, respectively). Whereas job work motivation in the aspect of advancement did not affect organizational commitment of employee in higher education institutions, where all variables could explain the variance in service satisfaction at 64.16 percent, and were able to predict organizational commitment at a statistically significant level of .05.

CONCLUSION AND FUTURE WORK

Conclusion and discussion

The analysis of employee motivation factor in higher education institutions revealed that the work motivation factor as a whole was high which the motivation for work on the Responsibility with the highest average, followed by Achievement, Recognition, the work itself, and Advancement 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.

Recommendations and future work

The results of this research inform the management and human resources department in higher education institutions about the effect of motivation to work and commitment to the organization of employees 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, compensation, and to study other factors affecting Generation Y employees at work from home. 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.

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