

# MOTIVATION FACTORS AFFECTING ORGANIZATIONAL COMMITMENT OF ACADEMIC SUPPORTING PERSONNEL

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## ABSTRACT

Abstract— The purpose of this research was to study factors of motivation that affected organizational commitment of academic supporting personnel. The sample of 200 academic supporting personnel at Suan Sunandha Rajabhat University selected using stratified sampling method. This research uses a quantitative research approach. 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 had the greatest influenced on organizational commitment, followed by responsibility, recognition, and work itself, respectively. Whereas work motivation in the aspect of advancement did not affect organizational commitment of academic supporting personnel at a statistically significant level of .05.

Keywords— Academic Supporting Personnel, Motivation, Organizational Commitment

## INTRODUCTION

Higher education institutions are human resource development centers that provide education in various fields according to the needs of the country. Administration in higher education institutions to achieve the objectives of producing high-level human resources that play a role in guiding and developing communities and Thai society. Human resources in higher education institutions is an important factor affecting the progress or failure of the organization. So that human resource management can achieve the desired objectives and higher education institutions can operate with flexibility, variety, and have a system to motivate new generations into the system. Therefore, it is an important duty that administrators of higher education institutions must perform. Planning how many people the organization will need to work in various positions, as well as adjusting the size of the manpower appropriately in order to use the workforce. (Office of the Higher Education Commission. 2010: 1)

Human resource management is not only responsible for recruiting knowledgeable and capable personnel to work in the organization, but the organization also expects its employees to be committed to the organization. Because good commitment to the organization will be reflected in the form of personnel behavior. It makes personnel proud of being a part of the organization and having a good feeling, including devotion and devotion to work to achieve the goals set by the organization. But if the personnel are not attached to the organization, it will result in the personnel not working to their full potential and performing inefficiently. As a result, the resignation of personnel is higher and eventually the operation will be disrupted and the organization will not be able to proceed smoothly (Sriworachathorn & Phasunont, 2015).

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 (Sriviboon, 2022).

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

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. 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. 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.

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.

From a literature review on the motivation for work 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 academic supporting personnel at Suan Sunandha Rajabhat University 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 200 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 academic supporting personnel 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 .898 and organizational commitment was .856.

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

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 25,001-40,000 baht, the position was an operating level employee, and working period between 5-10 years.

The descriptive information on work motivation found that the work motivation was overall at a high level. When considering in each aspect, it was found the motivation factor 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, which 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.

The result of multiple regression analysis revealed that the factor of work motivation namely, Achievement, Recognition, The Work itself, Responsibility, and Advancement, can together predict organizational commitment of academic supporting personnel at Suan Sunandha Rajabhat University with statistical significance at  $F=36.59$ . All variables can explain the variability of consumers' decision to purchase community products in Bangkok ( $R^2$ ) accounted for 67.89 percent. The results showed that work motivation in the aspect of achievement, recognition, work itself, and responsibility positively affected organizational commitment of academic supporting personnel at Suan Sunandha Rajabhat University at a statistically significant level of .05. Whereas work motivation in the aspect of advancement did not affect organizational commitment of academic supporting personnel. When considering multiple regression coefficients in the form of a standard score, the aspect of achievement had the highest multiple regression coefficients ( $\beta = .269$ ), followed by responsibility ( $\beta = .232$ ), recognition ( $\beta = .178$ ), and work itself ( $\beta = .118$ ), respectively.

## CONCLUSION AND FUTURE WORK

### *Conclusion and discussion*

The analysis of employee motivation factor of academic supporting personnel at Suan Sunandha Rajabhat University 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 commitment 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 Khempet & Pobsook (2018).

In addition, the results of the study revealed that work motivation in the aspect of achievement had the most effect on organizational commitment of academic supporting personnel in Suan Sunandha Rajabhat University. The researcher opined that success at work is a positive factor for personnel, making personnel with accomplishments feel proud and happy at work, resulting in more engagement with the organization (Kunpai, 2016). Because job achievement reflects the ability to work from the knowledge and experience accumulated from work. This is one of the incentives that drives increased commitment with the organization. Consistent with the research of Sookngam (2017) studying about factors that affect organizational commitment of employees, SSK Logistics Co., Ltd., found that motivation of employees in the aspect of achievement, work acceptance and nature of work affecting employee commitment in the organization in case study of Amor Engineering Service Co., Ltd. Including the study of Khempet & Chamchong (2018) found that from the analysis of data from key informants, most of the key informants said that the main issues affecting organizational commitment that are internal stimuli that affect organizational engagement of support employees in the "Generation Y" group are work processes, work achievements and advancement.

#### ***Recommendations and future work***

The results of this research inform the management and human resources department of academic supporting personnel 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.

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