

WORK MOTIVATION AND EMPLOYEE COMMITMENT AFFECT ON EMPLOYEE RETENTION AT RAJAMANGALA UNIVERSITY OF TECHNOLOGY ISAN SAKON NAKHON CAMPUS.

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ABSTRACT

The purpose of this research is to study the relationship of work motivation, employees commitment, and job satisfaction of employees to employee retention at the Rajamangala University of Technology Isan Sakon Nakhon Campus. Respondents are personnel of the the Rajamangala University of Technology Isan Sakon Nakhon Campus. The study employs a quantitative research approach, using questionnaire to collect data. The descriptive-statistics tools used are percentage, mean score, and standard deviation. Data were analyzed by using Pearson correlation coefficient, factor analysis, and multiple regression.

The results showed that the opinions of personnel towards work motivation, employees commitment, job satisfaction and employee retention were at a high level with an average of 3.98, 4.02, 3.84, and 3.87 respectively. According to the hypothesis testing, work motivation was found not to have a significant relationship to employee retention as revealed by the coefficient (β) at 0.120. However, employees' commitment and job satisfaction were significantly related to the retention of personnel as shown by the coefficient (β) at 0.464 and 0.477 respectively.

In summary, the study revealed that work motivation did not affect employee retention in any way. On the contrary, the other two variables, employees commitment and job satisfaction, registered a positive correlation with the employee retention at the Rajamangala University of Technology Isan Sakon Nakhon Campus.

Keywords: Work motivation, Employee commitment, Employee retention

INTRODUCTION

The crisis of the so-called "empty classroom" around the world results from the impact of a decrease in school-aged population, the problem shared by the United States of America, the leader of world education, and top universities in such Asian countries as Japan and Singapore, including those in Thailand. Faced up with the state of oversupply, many public and private universities have ended up responding by cancelling curricula or merging subjects, departments, faculties or even universities. Many private universities choose to lay off many instructors and staff because no longer could they bear the burden of loss Sililuk shares [15].

Rajamangala University of Technology Isan Sakon Nakhon Campus, a campus under the supervision of Rajamangala University of Technology Isan, has also been affected by the incident of the reduction of the school-aged population, resulting in the reduction of income and change in the attitude of personnel toward the organization. Upon tracing back of the transfer and resignation of its personnel for the past 4 years, it is found to be an upward trend,

resulting in the shortage of knowledgeable personnel and, as a consequence, the lack of work efficiency due to the lack of specialists in related disciplines. The recruitment of new staff in replacement usually causes delay in work system due to the training required, resulting in the operation not corresponding to the work plan previously set. The personnel is thus considered as an important cogwheel to work against such a threat of the reduction in the number of the students that might force the university to close itself.

So as to retain the personnel of the university, it is of great necessity to emphasize on making them feel connected or committed to the organization, nurturing their confidence to embrace goal and value and put in effort for the sake of the organization, and developing in them a desire to maintain themselves as members including motivation in work. This is a process to motivate and promote behavior that would contribute to achieving the organizational goal, which can be divided into 2 factors: *Motivation factors* to encourage them to work and cultivate good perspective and feeling, and *Hygiene factors* to prevent dissatisfaction in work. According to the study by Pradubporn Kotetong, et al. [14] a relationship is found between motivation in work and employee commitment (to the organization), whereas Samita Muadtong [13] found that job satisfaction is positively correlated to employee commitment. Job satisfaction is therefore considered to play an important role for personnel to maintain or change job and also their commitment to the organization, with job satisfaction defined as a positive attitude, either expressing itself in behavior or not, resulting from the personnel's response to various factors in performing jobs that influence the success of job and organization. If the personnel are not satisfied with their work, it will be a cause for low productivity and a reduction in work quality which in turn will affect their retention.

The above reasons and background make the researcher take an interest in studying work motivation and employee commitment affect on employee retention at Rajamangala University of Technology Isan Sakon Nakhon Campus. The result of the research could be used as guideline to manage and develop its human resources with greater efficiency, and the data obtained in this research can be used to make decision in human resource management in the future.

LITERATURE REVIEW

Work motivation

Dubrin, & Ireland [7] Work motivation refers to mind condition as a process to drive or stimulate a person to perform tasks which result in striving to meet the goal of the organization which corresponds to the concept of Herzberg, Mausner and Snyderman [1] that the researcher uses in this research.

From this concept, motivation theory is developed based on 2 groups of factors, namely (1) Motivation Factors which stimulates personnel to perform tasks to their fulfillment, such as Achievement, Recognition, Work Itself, Responsibility and Advancement, and (2) Hygiene Factors helps prevent job dissatisfaction, such as Policy and Administration, Supervision-Technical, Work Condition, Salary, Job Security and Interpersonal Relationship.

Employee commitment

Allen, & Meyer [4] Employee commitment means attachment or bonding the personnel have toward the organization, making them feel connected to it. It is a psychological state that bind ones to the organization, showing what type of relationship they have which has an influence on the decision whether to maintain their membership which corresponds to the concept of Richard [8] the researcher uses for this study.

According to Richard [8], employee commitment is an expression of common feeling. It is different from general bonding to the organization in that it entails determination and commitment to perform tasks to meet the goal of the organization, consisting of 3 features below:

- (1) Confidence to embrace goal and value of the organization
- (2) Willingness to dedicate and strive to perform tasks for the organization
- (3) Strong desire to maintain membership to the organization

Job satisfaction

Reilly, Chatman, & Caldwell [6] Job satisfaction refers to the response the personnel have to the work performed or general attitude towards it which is influenced by the work perception which is in accordance with the concept of Smerek and Peterson [11] the researcher uses for this study.

Smerek and Peterson [11] examines the theory developed by Herzberg to improve work satisfaction by using a set of 4 questions as follows:

1. What satisfaction do you gain from the current job as compared to that of the ideal one?
2. How much satisfaction do you generally have on the current job?
3. What is the expectation you have towards the work performed when starting work?
4. Is the current job better than what you expected?

Employee Retention

Mathis, & Jackson [9] Employee Retention means the personnel are dedicated both physically and psychologically to performing the work with an intention to maintain their status as members to consistently carry out the work in the organization which is in accordance with the concept of McCloskey [5] the researcher uses for this study.

McCloskey [5] developed measuring scale for employee retention from McCain Behavioral Commitment Scale in the form of 5 non-questions with 5 rating scale to measure determination to maintain employment, consisting of the following:

1. Personals plan to maintain doing the job.
2. Personals plan to maintain performing the current work as long as possible.
3. Although the job you are doing does not meet your expectation, you will not quit the job.
4. Personals would continue to complete the remaining tasks overtime.
5. No situation will cause workers to resign or leave the organization.

CONCEPTUAL MODEL AND HYPOTHESES

Objective

1. To study work motivation, employee commitment, job satisfaction and employee retention at Rajamangala University of Technology Isan Sakon Nakhon Campus.
2. To study a relationship between job motivation and commitment of the personnel of Rajamangala University of Technology Isan Sakon Nakhon Campus.
3. To study a relationship between job motivation and job satisfaction of the personnel of Rajamangala University of Technology Isan Sakon Nakhon Campus.
4. To study a relationship between employee commitment and job satisfaction of the personnel of Rajamangala University of Technology Isan Sakon Nakhon Campus.
5. To study a relationship between job satisfaction and employee retention at Rajamangala University of Technology Isan Sakon Nakhon Campus.

Hypotheses

H1: There is a relationship between job motivation and commitment of the personnel of Rajamangala University of Technology Isan Sakon Nakhon Campus.

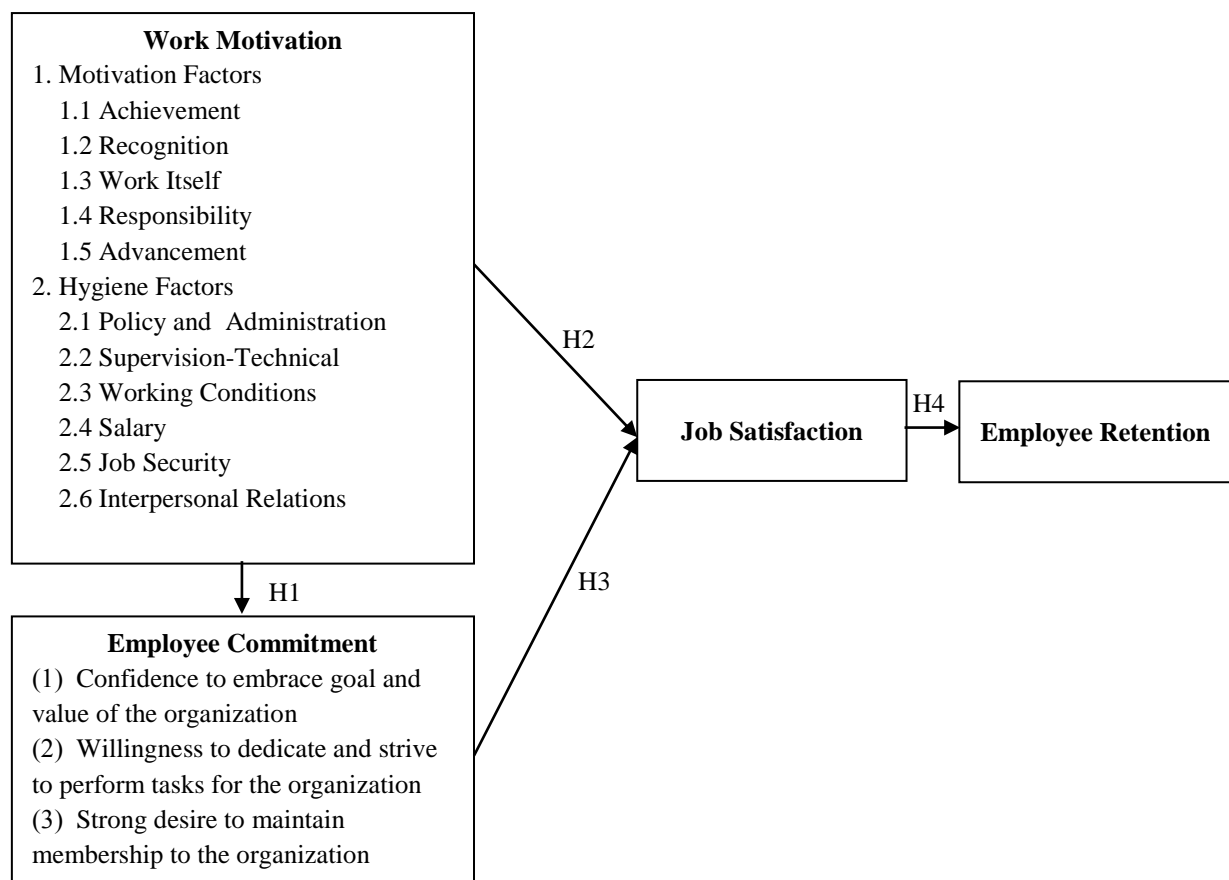
H2: There is a relationship between work motivation and job satisfaction of the personnel of Rajamangala University of Technology Isan Sakon Nakhon Campus.

H3: There is a relationship between employee commitment and job satisfaction of the personnel of Rajamangala University of Technology Isan Sakon Nakhon Campus.

H4: There is a relationship between job satisfaction and retention of the personnel of Rajamangala University of Technology Isan Sakon Nakhon Campus.

Conceptual Model

The research conceptual framework is composed of independent variables (work motivation and employee commitment), Intervening variables (job satisfaction), and dependent variable (employee retention); the details are reported in Figure 1.



The study on work motivation and employee commitment affect on employee retention at Rajamangala University of Technology Isan Sakon Nakhon Campus is a quantitative research conducted by survey with the information as follows:

Population and sample group

Population and sample group used in this research is the personnel of Rajamangala University of Technology Isan Sakon Nakhon Campus, consisting of 3 offices, namely the Office of Sakon Nakon Cmpus, the Faculty of Natural Resources and the Faculty of Industry and Technology by determining that all the population is the sample group of this research.

Tool used in the research

Tool used in the research is questionnaire the researcher developed from reviewing concepts, theories and related documents which can be divided into 6 sections.

Section 1 General information, put in the form of checklist, namely gender, office, line of work, age, education, average monthly income.

Section 2-5 is the form of questionnaire on work motivation, employee commitment, job satisfaction and employee retention with questions in Likert Scale of 5 levels. Likert [2]

Section 6 Opinion and recommendation in the form of open-ended response.

Tool testing

The tool is tested by doing a pre-test with 40 sets of questionnaire conducted with sample group with characteristics similar to those of the population studied to determine Cronbach's alpha coefficient (α) of which the reliability shall not be less than 0.7 Hair et.al [10]. The alpha coefficients obtained for work motivation, employee commitment, job satisfaction and employee retention are 0.975, 0.956, 0.853 and 0.923 respectively.

Data analysis

The data obtained by using questionnaire are analyzed by using Descriptive Statistics to determine frequency, percentage, mean and standard deviation.

The test is done by means of Inferential Statistics to determine work motivation, employee commitment and job satisfaction that would influence the retention of the personnel of Rajamangala University of Technology Isan Sakon Nakhon Campus by using Pearson's Product Moment Correlation and Multiple Regression Analysis.

RESULT

1. According to the analysis of the data of the sample groups, it is found that most respondents are female 60.3%, working under the supervision of the Faculty of Industry and Technology 38.7%, supportive staff 55%, aged between 31-40 years 39.7%, holding bachelor's degree 35.3% and earning an average monthly income between 5,001-15,000 baht (THB) 35%.

2. According to the study, the opinion of the personnel of Rajamangala University of Technology Isan Sakon Nakhon Campus, towards work motivation, employee commitment, job satisfaction and employee retention are 3.985, 4.020, 3.844 and 3.871 respectively.

The statistical analysis used to test the hypotheses to study the impact of variables is Pearson's product-moment correlation coefficient to determine the relationship of independent variables. The analysis of structural equation modeling and test of relationship between variables show it is in a significance level by determining validity with Factor Analysis. According to the test of factor loading of variables by using Varimax method, it is found that every variable is loaded as one component, showing that all variables has construct validity with the test of the hypotheses summarized as follows:

Table 1
Analysis of correlation of variables

	Work Motivation	Employee Commitment	Job Satisfaction	Employee Retention
MEAN	3.985	4.020	3.844	3.871
S.D.	0.532	0.650	0.635	0.782
Work Motivation	1			
Employee Commitment	0.799**	1		
Job Satisfaction	0.758**	0.691**	1	
Employee Retention	0.770**	0.794**	0.798**	1

** P value <0.01 (Correlation is significant at the 0.01 level)

The result of the analysis of correlation between variables which shall not exceed 0.80 Hair et.al [12] is shown in table1. It is found that correlations between variables of work motivation, employee commitment, job satisfaction and employee retention are between 0.691-0.799, and relationship between variables does not exceed 0.80, not causing Multicollinearity. Since there is no problem in relationship between independent variables, it is thus possible to analyze structural equation in accordance with the hypotheses by using linear regression method.

Table 2
Hypothetical Analysis with Simple Linear Regression Method

Hypothesis (Independent → Dependent)	Unstandardized Coefficients		Standardiz ed Coefficient s Beta (β)	Adjuste d R2	S.E.E	F	t	Sig.
	B	Std. Error						
H1: Work Motivation → Employee Commitment	1.005	0.118	0.811	0.649	0.391	73.033	8.546	0.000
H2: Work Motivation → Job Satisfaction	0.904	0.126	0.758	0.563	0.419	51.326	7.164	0.000
H3: Employee Commitment → Job Satisfaction	0.665	0.113	0.691	0.464	0.465	34.735	5.894	0.000
H4: Job Satisfaction → Employee Retention	0.983	0.121	0.798	0.627	0.478	66.442	8.151	0.000

** P<0.05

From table 2 showing the result of the hypothetical analysis with Simple Linear Regression, work motivation is found to have a relationship with employee commitment with coefficient value at 1.005, and both work motivation and employee commitment there is a related with job satisfaction with coefficient value at 0.904 and 0.665 respectively. Lastly job satisfaction is in relationship with retention of personnel of Rajamangala University of Technology Isan Sakon Nakhon Campus with coefficient value at 0.983. It is thus concluded that work motivation, employee commitment, job satisfaction and employee retention are positively related in statistically significance level.

Table 3
Analysis of independent variables and employee retention with
Multiple Linear Regression Method.

Independent variables	Employee Retention				
	B	S.E.	Beta (β)	t	Sig.
Constant	-0.600	0.431		-1.394	0.172
Work Motivation	0.177	0.236	0.120	0.751	0.458
Employee Commitment	0.550	0.135	0.464	4.071	0.000
Job Satisfaction	0.588	0.141	0.477	4.182	0.000
Adjusted R Square = .735		S.E.E = 0.40254		F =	
55.125					

Dependent: Employee Retention

** P<0.05

According to table 3 showing the result of the analysis with Multiple Linear Regression Method, the three variables of work motivation, commitment to organization and job satisfaction jointly predict employee retention at 73.50% with tolerance of 0.402 and F value at 55.125. It was found that work motivation has no relationship with employee retention with coefficient (β) at 0.120. Commitment to organization and job satisfaction are the only 2 variables related to employee retention with significant level at 0.05 and coefficient (β) at 0.464 and 0.477 respectively.

The objective of this research is to study work motivation and organizational commitment that influence retention of personnel of Rajamangala University of Technology Isan Sakon Nakhon Campus. According to the research, variables are positively related at significance level when tested corresponding to hypotheses. However, if variables are tested in pair or in group, there are only 2 variables related i.e. commitment to organization and job satisfaction that will affect employee retention which overall is in the high level. If considered in each respect according to order of importance, it is found that willingness to put in effort for the organization or job engagement is of top priority, followed by trust, acceptance of organizational goal and value and strong desire to maintain membership to the organization respectively. In respect of job satisfaction, overall it is in the high level, ranking highest in order of importance by respondents i.e. overall how much satisfaction gained in the current job, followed by expectation from work performed when starting, satisfaction towards current job when compared with its ideal counterpart and the current job surpassing expectation respectively.

According to the research, commitment to organization and job satisfaction are found to be factors influencing retention of personnel of Rajamangala University of Technology Isan Sakon Nakhon Campus. The management thus should give due important to organizational commitment and job satisfaction by creating organizational culture to make employees recognize value of being a part of the university or sense of belonging and promote employee participation by giving them an opportunity to express their opinion and team working allowing them to work together. If succeeding in performing their task, they should be commended. They should be promoted in their job or given an opportunity in education and skill building to perform higher tasks to nurture in them the feeling to become fully engaged in their task and the sense of pride of being a member of the organization. Though work motivation is not related to the employee retention, it not only helps promote job satisfaction among employees but also retain them to remain their employment with Rajamangala University of Technology Isan Sakon Nakhon Campus.

CONCLUSIONS

1. Some other factors that impact the retention of the personnel of Rajamangala University of Technology Isan Sakon Nakhon Campus should be studied such as human resource management, leadership of the supervisor, etc.

2. Comparative study should be conducted between sample groups of the personnel of Rajamangala University of Technology Isan Sakon Nakhon Campus, the result of which might be different.

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