

Influence of motivation on organizational commitment. Case study of Ratchaburi Provincial Administrative Organization

**Pichaya U- THAIRATANA¹, Wisit RITTIBOONCHAI², Latthana INTHAVICHIT³
Pipat PUKLORD and Sangdaw DETCHIT⁴**

Graduate School, Western University, Thailand¹; Faculty of Management Sciences, Nakhon Pathom Rajabhat University, Thailand²

Department of Finance and Banking, Faculty of Economic and Tourism, Souphanouvong University. Lao PDR³

Faculty of Management Science, (General Management) Nakhon Pathom Rajabhat University, Thailand 73000^{4-5d}

¹Correspondence:

*Dr. Pichaya U- THAIRATAN
Graduate School,
Western University, Thailand,
Tel:088-0001853,
Email: pichaya.ut@gmail.com*

Abstract

The purposes of this research are to 1. Study of organizational commitment: a case study of Ratchaburi Provincial Administrative Organization When classified by personal factors; and 2. Studying the influence of motivation on organizational commitment. Case study of Ratchaburi Provincial Administrative Organization. Researchers collected a sample of 138 people using a simple random sampling method. The statistics used in data analysis consisted of percentage, mean, standard deviation, t-test, one-way analysis of variance, and multiple regression analysis.

The research results showed that: 1. Organizational commitment: The case study of the Ratchaburi Provincial Administrative Organization was different according to age, education, work age, and salary. 2. Influence of motivation on organizational commitment, case study Ratchaburi Provincial Administrative Organization can be composed with Physical needs and The need for praise. The multiple regression analysis equations is; organizational commitment (Y) = 1.60 + 0.25. Physical needs (X₁) ** + 0.07 The need for safety and stability (X₂) + 0. 09 Acceptance requirement (X₃) + 0. 29 The need for praise (X₄) **+ 0. 04 The need for success in life (X₅) With the prediction accuracy of the said equation at 59 percent.

Keywords: *motivation, organizational commitment, Provincial Administrative, Organization*

1. Introduction

From the current changes both inside and outside the organization, including social, environmental, and technological advancements. As a result, organizations need to adjust more human resource management practices. It is imperative to continue and develop continuously. The organization is a

Social system formed by the integration of human beings where activities are organized together to achieve the defined goals. In organizational management, whether it is planning, organizing, personnel management (Staffing) all require personnel to set goals, plan and execute the use of the organization's resources for maximum effectiveness. And

achieve the goals set by the organization. Under the success and efficiency of the organization is due to the quality of personnel. Which need to be operated and developed continuously to improve work efficiency build a good relationship. Cooperation Reduce conflicts (Moon 2000)

In addition, the organization that will be successful must have qualified employees. Which employees will have quality? It depends on the organization can create incentives for employees to make employees encouraged to perform their work to the best of their abilities. Motivation for employees to work more efficiently, create behavior, Positive attitude to work, encourage individuals to add value for themselves, Motivation also highlights a good working environment for practitioners. The feeling of happiness, satisfaction and ultimately motivates employees to be loyal to the organization.

Promoting organizational engagement is therefore a valuable thing, generating benefits as the personnel is an important force of the organization. Therefore, it is necessary to find a way to promote personnel to have a sense of security in order to promote effective organization management and achieve its objectives. Several studies have found that job motivation influences the performance of people. (Boonmeesuwan 2020; Rungwareepaisarn 2019) can be said that in addition to salary. Or wages received normally by human nature, when it comes to a response, it causes satisfaction. And show positive If behavior If is motivated to work well and appropriately, it will motivate the work to be effective, have a commitment to the organization, and a willingness to work with the organization. The organization will benefit from personnel in terms of quality of performance and be able to develop the organization as well. In the opposite direction, if personnel is given improper and sufficient work incentives, they can cause dissatisfaction, discouragement, and lack of morale. Feeling bored or hopeless or

inefficient. Resulting in the illegal pursuit of income corruption or work for personal gain, resulting in damage to the public and the organization. if personnel is motivated to do the job right Personnel will devote their energy and intelligence sacrificing physical energy, dedicating time to work, making organizational practices more efficient. It is considered that the motivation of work affects the organization's engagement.

Employee engagement in being part of the organization is important for management in the present day to create success for the organization and to be the driving force for sustainable growth forward. However, employees within the organization feel obligated to be motivated to meet the needs of each member which will differ in both thinking and behavior of each person. Employee engagement surveys are essential in order to know the majority of employees' feelings about the organization. There are several factors that contribute to the engagement within the organization. But the most important factor is to make employees feel that they are an integral part of the organization which is a human psychological and natural feeling that needs to be admired. Management needs to create positive attitudes toward employees within the organization. To be happy at work and to have a feeling of being part of the organization (Boonmeesuwan 2020)

Provincial Administrative Organization (PAO) is a form of local government in Thailand. Founded in 1933, the Provincial Administrative Organization Act 1997 establishes the structure and composition of the Provincial Administrative Organization. Consists of the Provincial Administrative Organization Council (Legislative branch) and the president of the provincial administrative organization (executive) has assigned the authority of the provincial administrative organization 9 points, namely. (1) Enacting the provisions without conflict with the law. (2) Preparing the provincial development plan

according to the regulations set by the Cabinet. (3) Supporting the Tambon Council and local government in other local development. (4) Coordinate and cooperate in the performance of duties of the Tambon Council and other local government agencies. (5) Allocation of money which according to the law must be allocated to the Tambon Council. And other local governments. (6) Provincial authorities according to Provincial Administrative Regulations Act, B.E. 2498, only in the Tambon Council area. (7) To protect, maintain and maintain natural resources and environment. (8) do any business which is the powers and duties of other local government to jointly operate or allow the sub-district administrative organization province Prepared as prescribed in the Ministerial Regulations and. (9) Establish other activities prescribed by law to be the powers and duties of the Provincial Administrative Organization, such as the Act establishing plans and procedures for decentralization for the Local Government Organization B.E. 1999 (Kidsoongnoen and Kamnuansilpa 2019) providing services quality people inevitably arise directly from the quality of government officials in the temple administration organization.

Subject education Influence of motivation on organizational affiliations in this selection Ratchaburi Provincial Administrative Organization. Come as a case study the aim of research results is to know the motivation affecting the performance of employees. This will benefit management in setting strategies and responsive policies. ,The employee needs to create incentives for performance and result in better performance. It is also the information to suggest useful ways to develop personnel to have quality, able to work efficiently, resulting in the potential of Ratchaburi Provincial Administrative Organization. And maintain quality human resources for the organization it should also be a good example for those who are interested in furthering such research.

1.1 Research Objectives

1. To compare the engagement in the Provincial Administrative Organization of Ratchaburi When classified by personal factors
2. To study the influence of work motivation on engagement in Ratchaburi Provincial Administrative Organization.

1.2 Literature Review

The researcher studies research related to work motivation (Klinmueang et al.2020; Chienwattanasook, Pamornpathomkul, and Pholmamuang 2019; Phongzitthiganna 2019 Pinder.2008), work commitments (Bunyong, Kitiyanan, Bamrungkhet and Pitakchuchok 2020; Siangfung 2019; Meyer and Allen 1997) included. The influence of work motivation on engagement (Moon 2000; Altindis 2011) in both the public and private sectors can be developed into a conceptual framework as follows:

2. Material and Methods

The population used in this study was: 210 employees working in Ratchaburi Provincial Administrative Organization using Yamane's formula sampling (1973). 138 samples were obtained using simple sampling. The statistics used for analysis were percentage, mean, standard deviation. One-way analysis of variance and multiple regression analysis data were collected with questionnaires that were tested for content validity.

3. Results

3.1 Personal information of respondents.

The results showed that most of the respondents were female (70.30%), aged 31-40 years (38.40%), graduated with a bachelor's degree (68.10%), under the Office of the Council Affairs Division. Most of the work experience is less than 5 years (52.20%) and the salary is 10,000 - 15,000 baht (45.70%).

Employee motivation analysis results Ratchaburi Provincial Administrative Organization. It was found to be at a high level (3.85), with the top three being assessed as: Aspects of success in life. Requirements for safety and stability and acceptance requirements, respectively.

Employee organizational Engagement Ratchaburi Provincial Administrative Organization was at the high level (Mean = 3.89), with the highest level assessed as Willingness to devote great efforts to the good of the organization.

3.2 Results of the comparison of ties in the Provincial Administrative Organization of Ratchaburi When classified by personal factors

The results of the research showed that the engagement in the Provincial Administrative Organization of Ratchaburi When classified by personal factors there will be differences in age,

$$Y = 1.60 + 0.25. (X_1) ** + 0.07 (X_2) + 0. 09 (X_3) + 0. 29 (X_4) **+ 0. 04 (X_5)$$

4. Discussion

1. Results of employee motivation analysis Ratchaburi Provincial Administrative Organization Found to be at a high level The top three areas of the list were: Aspects of success in life he need for safety and security and the need for acceptance respectively were consistent with the research of Oranathammarat (2003) that found that the level of motivation in the environment, the compensation of work and the progress in the work of the employees of Adinop Company Limited. There are quite a lot. Increasing job motivation with simultaneous training and development of employees in terms of job knowledge and leadership. This is consistent with the research of Suksla (2009), which found that the overall level of motivation for the transportation company employees was high. Jobs in respectful growth advancement. They have a high level of operational motivation while Responsibility is the highest. And research by Bunyong, Kitiyanan, Bamrungkhet, and Pitakchuchok (2020) found that the overall participation of the personnel operating in the Kanchanaburi Road Construction Center, Department of Highways, was at a high level. When considering each aspect, it was found that the operational aspects and benefits are at a high level. The evaluation

education level. Work experience and salary levels With statistical significance at the .01 level.

3.3 The results of the study on the influence of work motivation on the engagement in the Ratchaburi Provincial Administrative Organization.

Influence of work motivation on engagement in Ratchaburi Provincial Administrative Organization. It consists of the physical needs and The need for praise, with the equation having 59% predictive power and the equation can be written as follows:

and the decision-making aspect were at a moderate level.

2. Engagement in Ratchaburi Provincial Administrative Organization. When classified by personal factors. There will be differences in age, education level. Work experience and salary levels. Statistically significant consistent with the research of Thianthai, Thongrawd, Tirawatdachochai and Pan-in (2019) proposed that the engagement of auto repair workers in Nakhon Pathom Province varies with age. And education level with statistical significance at the .05 level.

3. Influence of work motivation on engagement in Ratchaburi Provincial Administrative Organization. It consists of the physical and the praising needs, respectively, in line with the research of moon (2000) proposed that internal motivation was significantly more correlated with organizational engagement than external motive. For the government administration, Thunsamai and Charoendee, (2019) proposed that work incentives influence the engagement of the Hua Chiew Hospital medical staff. Were statistically significant in all areas, with predictive power in equation 44.

5. Conclusion

5.1 Policy Suggestions

1. Engagement in Ratchaburi Provincial Administrative Organization when classified by personal factors. There will be differences in age, education level, work experience, and salary level. These differences also make the fundamental level of individual needs different. Therefore, giving an understanding and meeting the different needs of each person is something that executives need to understand responding to the right people and at the right time

2. The study of the influence of work motivation on organizational engagement. It was found that motivation influenced only two aspects of attachment: physical demand. And the need for praise. Therefore, management should promote incentives in these two areas in accordance with the needs of the employees in order to maximize organizational efficiency.

5.2 Suggestions for Conducting Future Research

1. The focus of the research is on quantitative research. If qualitative research is conducted or research integrating methods would have made a clearer finding.

2. The above research only studied the Provincial Administrative Organization of Ratchaburi. Only one place interested person may further study to the provincial administration organization in the western region or other provinces for a comparative study and can be extended.

3. Although the study of organizational engagement is influenced by a relatively high incentive with a predictive power of 59%, there are likely other factors that may affect organizational engagement such as organizational culture, status leader or organizational atmosphere, etc.

4. The aforementioned study was conducted for government agencies only. A comparative study in the private sector would have come up with some more interesting findings.

6. Conflict of Interest

We certify that there is no conflict of interest with any financial organization regarding the material discussed in the manuscript.

7. References

Altindis,S. (2011). Job motivation and organizational commitment among the health professionals: A questionnaire survey. African Journal of Business Management. 5 (2 1) ,8 6 0 1 - 8609.<https://doi.org/10.5897/AJBM11.1086>

Boonmeesuwan, C. (2020). Engagement to the organization of employee: The way to success. Business Review Journal, 12(1), 197-207.

Bunyong, D., Kitiyanan, S., Bamrungkhet, R., & Pitakchuchok, M. (2020). Commitment and participation affecting the effectiveness of personnel performance at Kanchanaburi highway construction center department of highway. Journal of Management Science Nakhon Pathom Rajabhat University, 7(2), 136-149. <https://doi.org/10.14456/jmsnpru.2020.36>

Chienwattanasook, K., Pamornpathomkul, S., & Pholmamuang, V. (2019). Motivation and organizational climate associating with employee performance: A case of Sony Technology (Thailand) Co., Ltd. Journal of Management Science Nakhon Pathom Rajabhat University, 6(2), 36-49. <https://doi.org/10.14456/jmsnpru.2019.3>

Kidsoongnoen, J., & Kamnuansilpa, P. (2019). Preparedness in transferring educational management of provincial administration organizations. Academic Journal of Mahamakut Buddhist University Roi Et Campus, 9(1), 333-344.

Klinmueang et al.(2020). Job motivation in the performance of employees, NC Coconut Co., Ltd. at Pha Phuang Sub-district, Damnoen Saduak District, Ratchaburi Province. Journal of Management Science Nakhon Pathom Rajabhat University,

7 (1) , 2 6 1 -2 7 4 .
<https://doi.org/10.14456/jmsnpru.2020.20>

Meyer,J.P. and Allen,N.J.(1997).Commitment in the workplace: Theory, Research, and Application.New Delhi:SAGE.

Moon,M.J. (2000). Organizational commitment revisited in new public management: Motivation, Organizational Culture, Sector, and Managerial Level. Public Performance & Management Review.24(2),177-194.

Oranathammarat,S. (2003) Enhancing motivation in work: a case study of Adin Ph Company Limited. Burapha University,: PSU.

Phongzitthiganna, D. (2019). Operational motivation of low cost airlines' pilots in Thailand. Journal of Management Science Nakhon Pathom Rajabhat University, 5 (2) , 1 1 6 -1 2 9 .
<https://doi.org/10.14456/jmsnpru.2018.26>

Pinder,C.C. (2008).Work Motivation in organizational behavior.(2nd ed.).New York: Psychology press.

Rungwareepaisarn, P. (2019). A structural equation model of factors influencing employee retention in accounting audit's firms as approved by the securities and exchange commission (SEC), Thailand . Journal of Management Science Nakhon Pathom Rajabhat University, 6(1), 168-185.

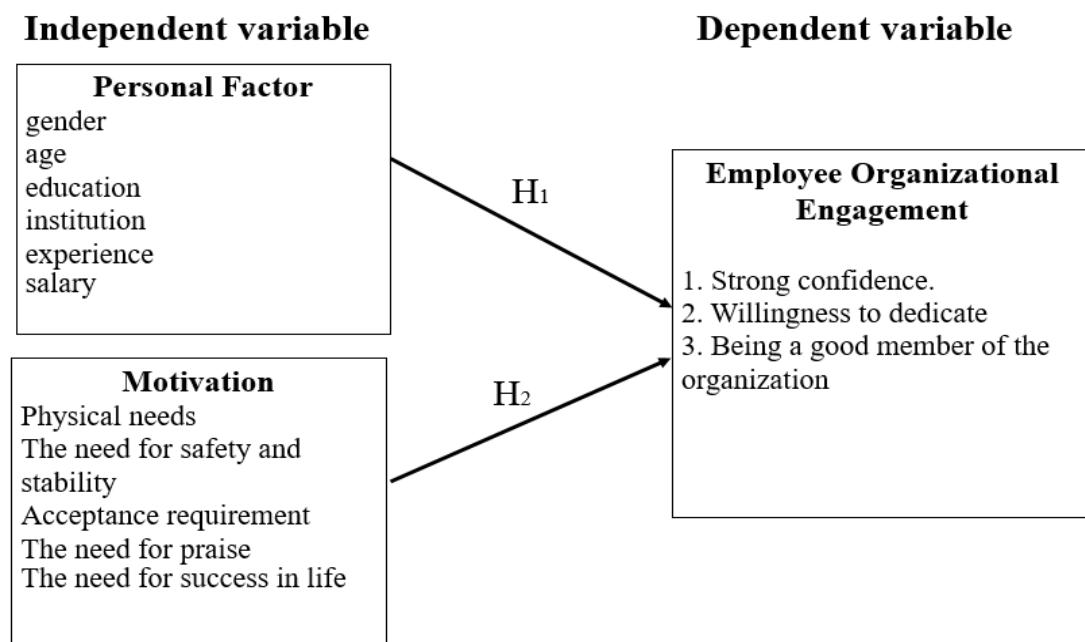
1 8 2 .
<https://doi.org/10.14456/jmsnpru.2019.35>

Siangfung, S. (2019). Culture and commitment affecting organizational happiness of staffs of Mae Klong Dam Operation and Maintenance Project. Journal of Management Science Nakhon Pathom Rajabhat University, 5(2), 45-58.
<https://doi.org/10.14456/jmsnpru.2018.20>

Suksala,J.(2009).How motivation affects employees' organizational commitment : a case study of the transport company limited . Master of Business Administration Valaya Alongkorn Rajabhat University Under Royal Patronage

Thiantha, C., Thongrawd, C., Tirawatdachochai, B., & Pan-in, C. (2019). Employee-centered climate and organizational citizenship behaviors Affecting the commitment of car repair staff in Nakhon Pathom Province. Journal of Management Science Nakhon Pathom Rajabhat University, 6(1), 109-120.
<https://doi.org/10.14456/jmsnpru.2019.31>

Thunsamai,P and Charoendee,T. (2019).Work motivation affecting Organizational commitment of medical employees at Huachiew Hospital.Journal of Business Administration and Social Sciences Ramkhamhaeng University.2 (3).115-128.



Picture 1: Conceptual framework of research

Table 1. Employee motivation Ratchaburi Provincial Administrative Organization

Motivation	Mean	SD	Rate
Physical needs	3.57	0.68	high level
The need for safety and stability	4.03	0.50	high level
Acceptance requirement	3.98	0.53	high level
The need for praise	3.64	0.60	high level
The need for success in life	4.09	0.47	high level
Total	3.85	0.46	high level

Table 2. Employee Organizational Engagement Ratchaburi Provincial Administrative Organization

Employee Organizational Engagement	Mean	SD	Rate
1. Strong confidence. In accepting organizational goals and values in the organization	3.76	0.66	high level
2. Willingness to devote great efforts to the benefit of the organization.	4.08	0.44	high level
3. A strong desire to continue to maintain the status of good members of the organization.	3.84	0.54	high level
Total	3.89	0.46	high level

Table 3. Engagement in Ratchaburi Provincial Administrative Organization When classified by personal factors

Employee Organizational Engagement	gender	age	education	institution	experience	salary
1. Strong confidence.	1.74	20.72**	7.52**	1.06	19.47**	5.49**
2. Willingness to dedicate	1.16	12.24**	10.98**	1.26	10.03**	7.57**
3. Being a good member of the organization	1.60	8.76**	4.41*	1.53	9.52**	3.91*
Total	1.91	22.13**	10.91**	1.42	22.89**	7.14**

* sig < 0.05 and ** sig < 0.01

Table 4. Influence of working motivation on engagement in Ratchaburi Provincial Administrative Organization

	B	SE	Beta	t	sig
(Constant)	1.60	0.28		5.79**	0.00
Physical needs (X ₁)	0.25	0.06	0.38	4.37**	0.00
The need for safety and stability (X ₂)	0.07	0.07	0.08	0.53	0.60
Acceptance requirement (X ₃)	0.09	0.06	0.14	0.86	0.39
The need for praise (X ₄)	0.29	0.06	0.38	4.59**	0.00
The need for success in life(X ₅)	0.04	0.07	0.05	0.33	0.98

(R² = 0.59)