


**THE INFLUENCE OF TOTAL COMPENSATION MANAGEMENT
AFFECTS ON EMPLOYEE MOTIVATION, EMPLOYEE
COMMITMENT AND EMPLOYEE PERFORMANCE
“A CASE STUDY OF ROYAL THAI ARMY”**

Major Nuchrawee Jamjumrus


**A Dissertation Submitted in Partial
Fulfillment of the Requirements for the Degree of
Doctor of Philosophy (Development Administration)
School of Public Administration
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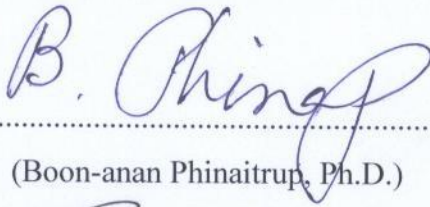
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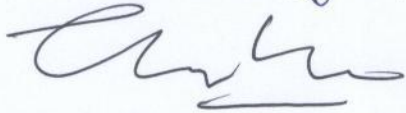
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ABSTRACT

Title of Dissertation	The Influence of Total Compensation Management Affects on Employee Motivation, Employee Commitment and Employee Performance “A Case Study of Royal Thai Army”
Author	Major Nuchrawee Jamjumrus
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The aim of this dissertation is to examine the relationship of total compensation management, employee motivation, employee commitment and employee performance. The objectives of this study are as follows: first, to determine the relationship of TCM (cash compensation and benefits), employee motivation (expectancy, instrumentally, valence, equity) employee commitment (affective, normative, continuous) and employee performance (task, contextual, adaptive, counter-productive performance) within the Royal Thai Army (RTA); second, to identify the relationship of these variables in TCM (cash compensation and benefits), employee motivation, employee commitment and employee performance within RTA; and finally, to testing a proposed model to explain the relationship between TCM (cash composition: base pay (wage), cost of living pay, merit pay, incentives and additional payment, benefits, income protection, allowances and work life balance), employee motivation (expectancy, instrumentally, valence, equity) employee commitment (affective, normative, continuous) and employee performance (task, contextual, adaptive, counter-productive performance) through an empirical examination.

The population of this research is of military officers in RTA organizations. The sample for the opinion survey is of both commissioned officers (CO) and non-commissioned officers (NCO); totaling 400 participants. The quantitative analysis applies the questionnaire for reliability tests on Cronbach’s alpha coefficient using both descriptive and inferential statistics, multiple regression and path analysis from

the equation model, and structural equation modeling (SEM), AMOS version 22 to identify the model. In addition, in supporting the study output as quantitatively, the qualitatively conducted via the in-depth interview, the relevant and non-relevant factors pertaining to total compensation management, employee motivation, employee commitment and employee performance had been listed and analyzed using Atlas.ti software. Interviewed specialist targets were divided into two groups of top executives, namely 1) Ministry of Defense Representatives and 2) Royal Thai Army Representatives.

The conclusion was made that the relationship between total compensation management in benefits, employee motivation, and employee commitment on employee performance are significant for military officers with in the RTA organization, but not significant between total compensation management in cash compensation with employee performance and employee commitment and employee motivation.

It was shown from the results of path analysis that total compensation management in benefits has a direct effect on employee commitment, employee motivation and employee performance, and has an indirect effect through employee commitment and employee motivation. On the other side, total compensation management in cash compensation does not have direct effects on employee performance, but has an indirect effect through employee commitment and employee motivation. As these relationships are developed from the causal relationship among variables, focusing on them will result in RTA Organizations being able to significantly improve the outcomes of their employee performance.

Moreover, this research provides a basic view of guidelines and frameworks that effectively fit with the RTA model. It also offers the impetus for the proposed model that allows for the planning of RTA, design, and implementation on the total compensation management, employee motivation, employee commitment, and employee performance. By analyzing the concepts and theoretical framework of these issues, it may offer the context of the broader structural initiatives for RTA development, as well as the public administration recommendations for RTA study in the future.

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Major Nuchrawee Jamjumrus

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ABBREVIATIONS

Abbreviations

Equivalence

ASC	Armed Service Committee
CAQDAS	Computer Assisted Qualitative Data Analysis Software
CFA	Confirmatory Factor Analysis
CO	Commissioned Officer
HPO	High Performance Organization
HRM	Human Resource Management
IOC	Index of Item Objective Congruence
IWP	Individual Work Performance
LISREL	Linear Structural Relationship
MOD	Ministry of Defense
NCO	Non-Commissioned Officer
OCSC	Office of the Civil Service Commission
RTA	Royal Thai Army
RTAFs	Royal Thai Armed Forces
SEM	Structural Equation Modeling
TC	Total Compensation
TCM	Total Compensation Management

CHAPTER 1

INTRODUCTION

1.1 Statement of the Problem

Recently, a higher focus on effective employee management has been observed, and this represents special importance for the organizational success and human resource management (HRM) as one of the most critical topics. Formerly, HRM has never been so crucial until recently that it is required by organizations for their goals of employee attraction, motivation and retention. Human resource is counted to be one of an organization's assets that is required to be efficiently and effectively managed. Among the tools used by organizations for employee attraction, motivational and retention is Total Compensation Management (TCM).

To achieve an organization's goals, employers must ensure that they have a competent and properly managed compensation for recruiting, motivating and retaining of the best employees within the highly global competitive surroundings. As a phenomenon, globalization has emerged with sufficiently large effects on the business industry, trade, and public and non-public organizations. For smooth working in highly competitive environments, and to achieve organizational goals, HRM has a vital role to play to enhance working effectiveness. In general, it stimulates the growth in all economic interaction facets, not minimum to which is the transferability of labor skill and knowledge. This further accelerates both physical and virtual brain drain of professionals from one place to another. Within the inconstant settings, the most qualified and seasoned employee retention can strengthen an organization. More than ever, it is crucial to place the strategies for the overarching costs as caused by employee turnover avoidance, as well as to motivate and keep the employees' with high-level of skills.

According to Rivai and Ella (2009), from the increasing business competition, the industry must have a competitive ability. Among the tools of the industry, one can

be total compensation (TC). TC offers the most powerful workplace extrinsic reward and is considered to be one of the toughest determinants for the behaviors, attitudes, and motivation of employees (Gerhart and Milkovich, 1992). Compensation as an extrinsic motivator that drawn from the external sources consists of benefits and cash that quite simply for the employers to control on such of pay, supervisory relations, flexible workplace, job security, fringe benefits, monetary rewards, and chances of promotion (Kaufman and Feters, 1980; Pinder, 1998; Walker, Tausky, and Oliver, 1982). Lawler suggested from their research that both lower-order and higher-order needs can be fulfilled with pay (Lawler, 1971, 1981a, 1981b, 1990). Ivanceikh, William and Glueck (1989) mentioned that TC seems to be one among the HRM field's most dynamic and complex issues; it is an important instrument of an organization to attract, retain and motivate employees to increase their performance. Therefore, in order for an organization to complete its goals and objectives, it requires effective TCM management. At present, TCM has become increasingly popular and has grown. As such, interest in TCM research has surged that there has been more research done on compensation/remuneration in the past two decades (Scholtz and Smit, 2012). However, the serious gaps for TCM understanding still be in the respect on the causal variables' ordering in associate with the relationship between the performance and HRM (Purcell, Kinnie, Hutchinson, Rayton, and Swart, 2003; Wright, Gardner, Moynihan and Allen, 2005). A number of gaps can be seen and require for further exploring in TCM research in both professional and academic ways.

Firstly, there is a larger amount of empirical evidence with the concern placed on the research of performance and TCM relationship. Most of the TCM and performance research has based on empirical evidence and literature reviews to prescribe best practices (Gibbs, 1989; Meyer and Smith, 1997; Mathis and Jackson, 2002; Stajkovic and Luthans, 2006; Mikolvich and Newman, 2008; Naukrihub, 2009; Mensah and Dogbe, 2011; Umar, 2011; Zaman, Shah, and Jamsheed, 2011; Niode, 2012; Yamoah, 2013; Rizar, Idrus, Djumahir and Mintarti, 2014). Locke and associates conducted a study which showed that pay was an effective employee performance motivating approach (Bartol and Locke, 2000; Locke, Feren, McCaleb, Shaw and Denny, 1980). While they suggested that accounts can enrich the sources of

hypothesis, their eminence in the literature indicates for the paucity of systematic empirical relationship study between performance and TCM since it was strongly believed by the academic and practitioner on the effectiveness of TCM. Essentially, the research should reflect this from the detailed empirical study conducting for the TCM and employee performance relationship understanding advancement.

Second, except the research in TCM and performance, additionally the concentration of TCM research is on the effects and relationship of TCM via the individual psychological mechanism. Similarly, studies have been conducted on the various psychological strategies of TCM and motivation (Igalens and Roussel, 1999; Robbins, 1991; Rasheed, Aslam and Sarwar 2010; Ghanzanfar, Shuai, Muhammad, and Mohsin 2011; Zaman, Shah and Jamsheed 2011; Khan and Mufti, 2012; Yamoah, 2013), while others concentrate on measuring TCM and commitment (Lazear and Sherwin, 1981; Greenberg, 1990; O'Driscall and Randall, 1999; Bloom and Michel, 2002; Coetzee, 2005; Vance, 2006; Paik, Parboteeah and Wonshul, 2007; Nawab and Bhatti, 2011; Miller, 2012) and TCM with satisfaction (Igalens and Roussel, 1999; Mangkuprawira, 2003; Cowin, 2002). What has been highlighted in the literature examines TCM and performance relationships via the outputs from mediator that have been conducted in the United States' industry and public sectors (Huselid, 1995; Guest, Michie, Conway and Sheehan, 2003). Most of these researchers have studied profit-making organizations, while little attention has been paid to this subject from the perspective of non-profit making organizations (Ndoro, 2012). And most of the studies were separately conducted on the role of the mediator. However, few studies have been carried out on the separately and integration in relationships between TCM, employee performance, employee motivation and employee commitment. Hence, there is the need to research thoroughly all these relationship variables for additional evidence to explore the empirical investigation study of HRM and employee performance from different sectors and contexts.

Third, despite literatures for examining the relationship between TCM and performance (Gibbs, 1989; Meyer and Smith, 1997; Stajkovic and Luthans, 2006; Zaman et al., 2011; Yamoah, 2013; Rizal, Idrus, Djumahir and Mintarti, 2014; Umar, 2014). Thus, most of the research has been at the macro level in the form of organizational context. However, in order to enhance organizational performance,

individual performance is paramount (Collings and Mellahi 2009; Hoglund 2012; Mensah, 2015) because it is individual performance that leads to organizational performance.

Mitchell (1982) additionally stated about many contributing factors toward the employee/individual performance that was seen as the top influential one. Employee/individual performance itself is a function of four variables: task, contextual, counter-productivity and adaptive performance. Therefore, research should focus on the translation of TCM to performance in specific organizational contexts at the individual level. These are the legitimate calls since the increasing popularity of TCM rising from the baby to adolescence. The question of whether does TCM contributes toward employee performance has been raised from the intellectual restlessness, and this has awakened the researcher to respond to it. Actually, this is not the very first time for the researcher to have doubt on this question; it is quite amazing that few have worked on this issue. As a result, this study aims to examine the performance of TCM and employee relationship in multi-dimensions by using the psychological mechanism.

Fourth, studies on the relationship between TCM and employee performance (Mathis and Jackson, 2002; Mikolovich and Newman, 2008; Naukrihub, 2009; Mensah and Dogbe, 2011) appear not to show how TCM relates to the various dimensions of employee performance such as task, contextual, adaptive and counter-productive, and it is not clear which of the performance dimensions have been studied previously. These research findings do not deserve to be doubted, since it appears to study on only some dimensions of employee performance. Therefore, the measures used to show that TCM impacts on employee performance appear to be less valid and reliable, as they have not captured all of the dimensions of employee performance in multi-dimensions consisting of task and contextual, adaptive, and counter-productive behaviors (Borman and Motowildo, 1997; Sonnentag and Frese, 2002; Koopmans et al., 2011). Hence, still it requires us to broaden our understanding through the research on how relevant TCM is to many of employee performance dimensions.

Although this is a growing research field, there are only few studies about TCM that have used the mechanisms to examine how TCM contributes toward the employee performance. Thus, these mechanisms and interconnected processes are

ignored from most studies in a way that TCM directs toward performance. In actuality, the author has noticed the missing psychological contract between the relationship performance and TCM - the crucial mediators of relationship in employee motivation and employee commitment between the performance and TCM. TCM is used as a motivator to study the author's plethora (Maslow, 1943; Whyte, 1955; Rosen and Weaver, 1960; Vroom, 1964; Adams, 1965; Herzberg, 1966; McClelland, 1966; Lawler, 1971; Wofford, 1971; Weinstein and Holzbach, 1973; House et al., 1974; Terborg and Miller 1978). Disagreement yet can be seen over the efficacy of TCM and employees' performance, while few samples are shown about the commitment, motivation, and a detailed employee performance examination body of knowledge. It would be helpful to promote an understanding on the way that TCM can be applied as a tool for the enhancement of individuals' work performance. It can be said also that mechanism dealing research where TCM leads to the performance seem lacking and remain with unanswered questions on the interconnected process of mechanisms that TCM leads to performance of employees.

The perspectives of Rizal, Idrus, Djumahir and Mintarti (2014), Igalens and Roussel (1999) and Umar (2011) about the future theory driven research is required to examine the causal chain to describe the way that TCM components impact over performance both at the individual and organizational levels via the mediators. According to the HRM literature, this process suggests that common HRM systems have not directly lead to performance enhancement, but they rather influence the outcomes of intermediate employees and their behaviors that in turn result on the performance improvement (i.e., absence for clarity in regard to "what exactly results on what" (Gerhart, 2005). This is referred to as the "mediators" or "mechanisms" variables. Indeed, Hair, Anderson, Tatham, and Black (1992) and Luna-Arocas and Camps (2008) recommended research in order to understand the underlying mechanisms that mediate the TCM and performance relationship. By doing this, we can understand and explain why TCM leads to employee performance. Becker and Gerhart (1996) mentioned about the essentials of HRM considering the relationship between intervening steps and the performance or on the variables moderating at the endpoint (Becker and Gerhart, 1996). This is the crucial compensation research for the current situation since it tends for micro level processes analysis behind the

studied macro level phenomenon in TCM research. Thus, this study needs to place this gap through the relationship examining between TCM, employee performance and mediators/mechanisms to present the effect from this relationship on various employee performance dimensions.

Many literature reviews have showed the association between TCM and the largest average of productivity and performance increasing (Locke et al., 1980). And although the number of empirical studies on TCM has begun to increase, qualitative methodologies of interviews, case studies, and focus groups are still dominant as same as the quantitative studies with the exception of a few (Igalens and Roussel, 1999; Umar, 2011) which have not used complex, rigorous, or robust statistical techniques such as structural equation modeling (SEM). From the actual that the empirical data is described to represent a simply structure implies quite a strong theoretical statement which is the scientific contribution for the field researchers to debate. In testing of the placed hypotheses with the SEM methodology, framework or variables (Hair, Black, Babin, Anderson, and Totham 2005) is applied via AMOS (Jöreskog and Sörbom, 2004). The effectiveness of SEM can be noticed during model testing which is the path analysis where the mediating variables, like the latent constructs, has been used to measure by multiple items (Luna-Arocas and Camps, 2008). The researchers have applied SEM for many years, and for non-experimental research, it is a popular methodology where the theory testing methods are not well formed, and the considerations on ethical or practical make the unfeasible traditional experimental designs. Although these methodologies have contributed importantly for what we know today, the complex, robust and rigorous statistical technique should be essentially used to form the TCM research relationships. This complex relationship between employee performance and TCM is examined by SEM. SEM allows for more reliable, valid and complete model testing and validation compared to statistical techniques.

Finally, TCM could take organizations into a new dimension of management and bring about a new challenge in effective of HRM. Adversely, many organizations, especially in public sectors, fail in performance because of failures in managing human resources, as humans are regarded as one of the important organizational assets that could enhance the organization performance. This dissertation will then

study the effects of TCM with individual performance by focusing on military organizations and military servants as the units of analysis. According to the employee performance of military service in the Royal Thai Army (RTA), it is very important and strategic because the inseparable nature makes national security more challenging and the international situation more competitive and complicated. If the duties and responsibilities are properly carried out, there will be an impact on the national security and national development performance. Nowadays, military organizations face an on-going problem with employee under-performance on delivering good quality performance of service to the people and country. This issue might occur from the ineffective TCM program that has caused the problems of TCM often found in the Office of the Civil Service Commission (OCSC) reports, such as the disparity of inequality of compensation in government sectors, and compensation does not encourage knowledge and skilled employees to engage with the organization, difficulty in attracting, and motivation and retaining of employees to stay with the organization (OCSC, 2012). It is believed by TCM that the effects on productivity and propensity to seek for the other organization employment, if it can be sensed by the employees that their organization notices the hard work and superior performance, that they will offer the higher performance with hope for obtaining higher compensation (Simamora, 1997), since high employee performance means higher quality, efficiency, and effectiveness in a series of assigned tasks completed at the individual level in the firm. RTA employee performance is believed to be influenced by TC via the motivation and commitment mediating role that ultimately will affect performance. Similarly, Wibowo (2010) states about the incentive system compensation where the performance is linked with the compensation, and the compensation is granted by employees based on performance rather the amount of working hours and seniority. It is found by Gibson (1996) that a goal of the firm is to offer welfare to employees via compensation to retain them to perform good work (Gibson, 1996). On the contrary, if dissatisfaction is felt by the employees on their compensation, it may lead to the degradation of performance, and increased absenteeism and turnover of employees (Mangkuprawira, 2003). Therefore, TCM relationship study and the military performance in the RTA organization are crucial and strategic and the investigation on these could reveal HRM challenges for the military sector.

According to the above research gaps and the statement of problems in this study, there is a small amount of research on TCM in Thailand, and of simple methodologies that have limited our understanding of the complex relationship through which TCM leads to employee performance, grounded in motivation and commitment theory. Hence, this study aims to examine the employee performance and TCM relationship through the TCM mechanism's role of meditation. The study wants to contribute from the literature and knowledge by the TCM complex relationships modeling with several employee performance dimensions. Also, this will offer the best knowledge for Thailand on the broad relationship between employee performance and TCM, and this can help shape and redefine the organizations to meet with its goals and create more employee management effectiveness.

1.2 Research Questions

The two main research questions of this study are listed below:

1.2.1 How does the relationship between TCM (cash compensation and benefits), employee motivation, employee commitment and employee performance within RTA organization?

1.2.2 How does the direct and indirect effect of TCM (cash compensation and benefits), employee motivation, employee commitment and employee performance within RTA organization?

1.3 Research Objectives

This study focuses on three main research objectives:

1.3.1 To examine the relationship of TCM (cash compensation and benefits), employee motivation (expectancy, instrumentally, valence, equity), employee commitment (affective, normative, continuous) and employee performance (task, contextual, adaptive, counter-productive performance) within RTA.

1.3.2 To analyze and assess

- 1) The effect of cash compensation on employee performance.

- 2) The effect of cash compensation on employee motivation.
- 3) The effect of cash compensation on employee commitment.
- 4) The effect of benefits on employee performance.
- 5) The effect of benefits on employee motivation.
- 6) The effect of benefits on employee commitment.
- 7) The effect of employee commitment on employee motivation.
- 8) The effect of employee motivation on employee performance.
- 9) The effect of employee commitment on employee performance.

1.3.3 Testing a proposed model to explain the relationship between TCM (cash composition: base pay (wage), cost of living pay, merit pay, incentives and additional pay; benefits: income protection, allowances and work life balance), employee motivation (expectancy, instrumentally, valence, equity) employee commitment (affective, normative, continuous) and employee performance (task, contextual, adaptive, counter-productive performance) through an empirical examination.

1.4 Research Hypothesis

To study the relationship of a five structures model and measurement model in TCM (cash composition and benefits), employee motivation, and employee commitment and employee performance. These can all be created using a structural equation model (SEM) and the hypothesis of a causal variable component based on the following three assumptions:

1.4.1 Direct Effect

- 1) Cash compensation has positive and significant effect on employee motivation of military in RTA.
- 2) Benefit has positive and significant effect on employee motivation of military in RTA.
- 3) Cash compensation has positive and significant effect on employee commitment of military in RTA.
- 4) Benefit has positive and significant effect on employee commitment of military in RTA.

5) Employee commitment has positive and significant effect on employee motivation of military in RTA.

6) Cash compensation has positive and significant effect on employee performance of military in RTA.

7) Benefit has positive and significant effect on employee performance of military in RTA.

8) Employee motivation has positive and significant effect on employee performance of military in RTA.

9) Employee commitment has positive and significant effect on employee performance of military in RTA.

1.4.2 Indirect Effect;

1) Cash compensation has an effect on employee performance through employee commitment.

2) Cash compensation has an effect on employee performance through employee motivation.

3) Benefit has an effect on employee performance through employee commitment.

4) Benefit has an effect on employee performance through employee motivation.

1.5 Scope of the Study and Assumptions

In order for the research to be well manageable and more effective, the research scope is to focus on the three following main areas:

1) TCM implementation and efforts on employee motivation, employee commitment and employee performance in the Royal Thai Army context.

2) The population and samples of survey respondents targeted comprise of military servants, Commissioned Officers (CO) and Non Commissioned officers (NCO) in the Royal Thai Army.

3) The proposition of the Research model can become the guideline for the Royal Thai Army in their performance improvement where the real organization implementation here is beyond the research scope.

Regarding to this study, the author makes the following assumptions:

- 1) The instruments used to measure the TCM constructs, employee commitment, employee motivation, and employee performances are reliable and valid.
- 2) The distribution of random subjects selected are assumed to be normal and it offers a valid population representation for the study.
- 3) The respondents provided honest answers to the survey questions about their organizations.

1.6 Significance of the Study

Despite the interest and growth of TCM research in the past decades, there has been an increase in the research done on compensation (Scholtz and Smit, 2012). Even now, there are still some inquiries that remain to be discovered. This study is significant and beneficial to the author in several contexts.

The concept of TCM is very crucial for HRM as TCM has become an important instrument of HRM for the corporate success of an organization. Compensation covers to all offered from the employer for the work efforts in return from an employee. Although this term is generally related to the financial aspect, this also includes the nonmonetary benefits, for example the pension plan and health insurance too. Normally, employee compensation has a crucial role, but in different workplace areas and it could affect everything from the morale of the workforce, their motivation, and turnover rates. As, compensation is an important function of HRM, a well-designed and a solid understanding of compensation and benefits helps to attract, motivate and retain employees in an organization (Nazir, 2010). It should be realized by the organizations that compensation management is directed toward the effective TCM concept. The organization's ability to attract, motivate, and keep the employees will result in the organization's economic benefits, either for cost suppression, which is to reduce the replacement costs, and the creation of work performance via the efficient TCM application. One can, therefore, agree that a TCM study gives organization great benefits.

The concept of employee performance is also central to the existence of any organization. Gibson (1996) suggests that one individual that affects the performance of the system is very robust remuneration and wages of organization. Therefore, compensation becomes an important aspect, because the wages are effectively linked to performance. This study will benefit organizations and management in terms of understanding the impact of TCM on performance at the individual employee performance levels. Only a few studies have looked at individual performance (Luna-Arocas and Morley, 2015). This answers the calls to examining the relationship between TCM and employee performance at the individual level.

Additional, this study will help management and organizations understand the impact of TCM on the various dimensions of employee performance: task, contextual, adaptive and counter-productive behaviors. Indeed, previous studies have not attempted to relate TCM to these dimensions. And the available TCM and performance empirical literature seems to be inadequate and limited from the actual that most research has been conducted on the executive compensation of business sectors and the studies are based on anecdotes and literature reviews (Hojen, 2007). This study has added several variables (TCM, motivation, commitment and performance) at the same time and has emphasized on the employee level. Clearly, this offers a more comprehensive and holistic view of the processes than the simple and restrictive models offered in the previous research. Thus, the academic and professional community will be benefited from this study by not merely presenting existing literature, but also adding more variables from more diverse contexts on the individual performance. Hence, this study is beneficial in broadening our understanding of how TCM relates to the various dimensions of employee performance through the mechanisms/mediators.

In the public organization context, according to the National Development Strategic Plan of Thai Government Organization (2014-2018), the development of TCM motivates employees to improve work behavior which enhances employee performance. In brief, the current issue in the development of civil servants in Thailand is an emphasis on TCM, employee motivation and work behavior which are becoming increasingly important and strategic as the key in achieving organizational performance. With the impressive growth of compensation management and

organizational performance, we are now more aware of the importance of these theories. Surprisingly, there is only a small empirically number based on the attempts for compensation management and performance significance testing, and none of empirical studies found to examine employee motivation, TCM, employee commitment, and employee performance relationship in the former Thailand public organizational context. The study of TCM practices in the public sectors will raise the overall knowledge, and this could help in developing the unique compensation management model in the public sectors. Hence, there is a powerful influence of compensation on the motivation, commitment, and performance and it should be an integral component in any significantly increasing work improvement organization strategy. According to this, the fact should be applied with the theoretical insights, but with the good care for the public administration setting. After all, an absence of public compensation research and empirical testing might cast the relations doubt. This leads to the concern of the research over this management application by the public sector.

On the significance of the study on the administration and executive level, the TCM performance framework proposed in this study will be beneficial to any organization. The model shows that the TCM and employee performance relationship results from the systematic working, not a random occurrence of a myriad of influences. Therefore, this framework helps to understand the nature of TCM and the physiological mechanisms that forces and how they affect the intended results of employee performance. Hence, this model serves the purpose of enhancing the understanding and empowerment of senior executives, HR managers and others relevant persons in the organization so that they can rationally and purposefully monitor and manage TC to achieve potential performance outcomes in others to achieve the effectiveness of the organization. Therefore, researchers and leaders of the organization in HR and executive positions can be benefited from this model; the framework can be used as the theorizing and empirical work basis, as well as to set up the strategies and practices in the organization. Furthermore, this model is beneficial to both public and private sector organizations, as well as civil society organizations, as every organization now faces intense competition, and needs to attract, recruit, motivate and retain performance employees to compete successfully. Therefore, all organizations can utilize the results of this study to manage their TCM in order to maximize employee performance.

In brief, this research developed the model with the hope to simplify and facilitate effective compensation management in public organizations. The gap between the recent practices and best practices will be addressed to form up the gap reducing plan. As previously mentioned, Thai public organizations shall implement suitable effective compensation management in order to attain a higher high performance organization (HPO) level. Results will be directed toward a better understanding that will offer a new compensation management insight where employee commitment, employee motivation, and TCM are crucial for the increasing of employee performance. The aim of this study is for the comprehensive manner analysis, together with the use of employee commitment and motivation to meditate the whole compensation and RTA employee performance. This study gives the researchers and practitioners the benefits of public organization sustainable development enhancement.

1.7 Definition of Terms

1.7.1 Total Compensation Management (TCM)

Total Compensation Management (TCM) is a key instrument for an organization since it assists to retain and attract the motivated employees. Compensation means every benefit and financial return form where employees are part in the employment relationship from the direct and indirect pay. TCM classification in this study is into the benefits and cash composition; benefits here refer to the allowances, income protection, and work life balance, while cash composition refers to base pay (wage and salary), cost of living, incentive and merit pay. (Milkovich, Newman and Gerhart, 2011).

1.7.2 Cash Compensation (Direct Pay)

Included in cash compensation are two key components: fixed and variable pay in a monthly and annual basis reporting period. Fixed compensation refers to the hourly wages and base salary. Variable compensation refers to the base pay, incentives, bonuses, merit pay, and cost of living pay. It varies based on performance or other organizational aspects except the pay for cost of living.

1.7.3 Benefits (Indirect Pay)

Included as benefits are the several of non-wage compensation types given to the employees in addition to their normal salaries or wages. The employee benefits aim to boost the economic security for the employees while doing so; it can enhance the organizations employee retention rate. Included as the employee benefits are the allowances, income protection, and work-life services.

1.7.4 Base Pay (Wage and Salary)

Wage and salary or Base Pay is the cash compensation paid from the employer for the accomplishment of the employees' work. Base wage normally shows from the skills in work value, but normally neglects the attributable difference among the individual employees.

1.7.5 Reward/Bonus

Reward/Bonus is the reward or payment according to the individual performance that can either be discretionary or nondiscretionary.

1.7.6 Merit Pay

Merit Pay is the wages based on a periodic adjustment that could be made from the changing basis on what other employers received from a similar task, changes in total cost of living, or changes in skills and experiences. Merit pay are offered as increments to the base pay from the past work behavioral performance recognition (Mikolovich, Newman, and Gerhart 2011).

1.7.7 Cost of Living Pay

Cost of Living Pay is the periodic wages or salaries rising in compensation for the loss in the currency's purchasing power according to inflation to maintain an average living standard. From place to place, as well as time to time, there will be a varied cost of living.

1.7.8 Additional Pay

The additional pay is the additional financial rewards paid to employees for their position, competence, performance, skills, experience, contribution and risks.

1.7.9 Incentives Pay

Incentives can be any form of variable payment associated to the performance. The payment can be in the form of a monetary award like cash or equity, or the non-monetary award like travel and merchandise. Incentives also tie in with the pay increases for performance (Jenkins, Mitra, Gupta and Shaw 1998). The incentive reward distinction is the matter of time so it is a kind of time payments. According to Mikolvich et al. (2011), when performance declines, automatically the incentive pay will decline accordingly.

1.7.10 Income Protection

Legally, income protection requires the employer to pay into a fund to offer replacement income for the disables or unemployed employees in the form of social security insurance, health insurance, and mutual funds.

1.7.11 Work Life Balance

Work Life Balance is a program to facilitate the integration of employees to their work and life responsibilities such as accessing services to meet the particular needs; for instance, the financial planning, referrals for elderly and child care, drug counseling, time away from work to meet consultants, or for vacation, and the supple work arrangements (e.g. nonpaid time off, nontraditional schedules, and telecommuting (Mikolvich et al., 2011).

1.7.12 Allowances

Allowances normally progress from whatever in short supply as the frequently part in package of payment. In the public sector of Thailand, the allowance includes for telephone, accommodation, travelling club membership, and canteen allowance, among others.

1.7.13 Employee Commitment

Employee commitment can be termed as the belief and feelings internally formed as a set of intentions of the employee to enrich and desire to stay with the organization with the acceptance on its main values and goals (Porter, Crampton and

Smith 1976). To broadly mention, the committed employees for the organisation will feel the connection in common to their organisation, the feeling of fit and understand the organisation's objectives. The value added from such employees makes them seem more with work determined and show with strong proactive to support and high productivity.

1.7.14 Normative Commitment

Normative Commitment is defined as the motivation based attachment to conform to the attached social norms. It is a sense of obligation as part of the organization of the employees to keep with the employed status (Hartmann and Bambacas, 2000; Tan and Akhtar, 1998).

1.7.15 Affective Commitment

Affective Commitment is defined as the organizational commitment emotional attaching. It is the feeling or sense of belonging to the workplace (Hartmann and Bambacas, 2000; Tan and Akhtar, 1998).

1.7.16 Continuous Commitment

Continuous Commitment refers to the attachment from valued side bets accumulation based such as the skill transferability, self-investment, relocation, and pension co-vary among the membership of the organization. It is the cost awareness related to the resigned from the organization or the lack of choices awareness (Hartmann and Bambacas, 2000; Tan and Akhtar, 1998).

1.7.17 Employee Motivation

Employee motivation is an approach that motivates employees which has been broadly termed as the psychological forces that direct the path of an individual's act in the organization, an effort and persistence from the personal level (Gareth, Jennifer and Charles, 2008).

1.7.18 Expectation

Expectation means the different expectations among staff and their confidence levels about their capability to perform as expected where the effort will result in first order outcomes.

1.7.19 Instrumentally

Instrumentally refers to the employees' perception of whether they will truly get the things as desired, even when the manager has promised to them with the perceived link between first and second order outcomes.

1.7.20 Valence

Valence means the people's emotional orientations regarding the value of outcomes (rewards) the person attaches on the first and second order outcomes.

1.7.21 Equity

Equity based on the suggestion of equity theory means the perception of employees on things they do for the firm, what they obtain in return, and the way what they receive in turn produce the ratio compared to their internal and external organization in order to point the fairness they perceived in their relationship with the employment (Adams, 1963).

1.7.22 Employee Performance

Employee Performance can be assessed to see how a person performs their job. For the organization, performance is a crucial criterion for its outcomes and success. At the individual-level, job performance is a variable or thing done by a single person. This differentiates from the more encompassing constructs like national performance, organizational performance that are the higher-level variables (Campbell, 1999). We can separate the employee performance into four dimensions: task performance, contextual performance, adaptive performance, and counter-productive work behavior.

1.7.23 Task Performance

Task Performance covers the actions and contribution of employees in regard to the organizational performance as a part of the formal reward system where the requirements are specified or addressed in the job description (Williams and Karau, 1991)

1.7.24 Contextual Performance

Contextual performance is the behaviors that go beyond the work objectives as officially prescribed, as when performing extra tasks, to reflect the initiative, or job coach for the newcomers (Koopmans et al., 2011)

1.7.25 Adaptive Performance

Adaptive performance, according to Griffin, Neal and Parker (2007), refers to the degree to which an employee adapts to the changing work roles and systems.

1.7.26 Counter-Productive Work Behavior

Counter-productive work behavior can be seen in common as the negative consequences that come with the behavior either for the individual or the organization (Hunt, 1996). Counter-productive work behaviors that violate the norms of the organization, as stated in Mount, Ilies and Johnson (2006), are dangerous for the organization's interest since this could obstruct the goal accomplishment by the organization, thus it should be avoided to prevent pervasive and cost.

1.7.27 Military

Military or armed forces are the authorized forced assigned to work on deadly force and weapons for supporting the State and its citizens' interests. The military task is normally termed as the defense of its citizens and State, and the prosecution of war against another state. There are also additional sanctioned and non-sanctioned functions for the military in the society, including construction, emergency services, the promotion of a political agenda, protection of the interests of corporate economic, internal population control, guarding of important areas and social ceremonies.

1.7.28 Commissioned Officers (CO)

Commissioned Officers (CO) are military officers holding a commission insignia from Second Lieutenant to General.

1.7.29 Non-commissioned Officers (NCO)

Non-commissioned Officers (NCO) are military officers who have not earned a commission, an enlisted member of the armed forces, as a corporal to sergeant.

1.7.30 Ministry of Defense (MOD)

The Ministry of Defense (MOD) manages and controls the Royal Thai Armed Forces to maintain national defense, territorial integrity, and national security.

1.7.31 Royal Thai Army (RTA)

Royal Thai Army plays a major role in national defense. The RTA is responsible to maintain and develop all aspects of capabilities, namely the preparation of land forces and employment to confirm for the survival of national sovereignty, to successfully facilitate the national developments by the government, and to promote a democratic government and the King as the Head of State for supporting regional peace and stability.

1.8 Research Contribution

This study examines the relationship between TCM, employee motivation, employee commitment and employee performance in RTA. The findings of this research would contribute toward the practice and theory in military organizations, especially in Defense organizations. The academic contribution is also provided in this study where the evidence, either empirical or validation, make it generally applicable to the measuring of the employee performance in compensation management areas. In this research, the content is developed and tested to fill in the gap of the research by providing useful and reliable reference material in regard to TCM's critical factors for implementation, employee motivation, and employee commitment and employee performance in RTA.

The practitioners' contribution will also reflect the crucial guidelines for the military organizations to assess and analyze TCM with the motivation and commitment of employees in order to improve their performance. This study developed the tool of measurement that is valuable for the governmental organizations to examine and evaluate their current organizational management.

1.9 Conclusion

This chapter presented and introduced the rationale for this study. The research problem and gaps were clearly stated, emphasizing the paucity of research on the mechanisms through which TCM into employee performance. The identification of this research gaps had led to the development of study objectives and research questions. The scope and significance of the study were also discussed with the organization of the study. The next chapter will present the literature review related to the concept of TCM, employee motivation, employee commitment and employee performance, and their dimensions.

CHAPTER 2

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Introduction

To achieve a better understanding immensely of compensation management in public organizations, the author has studied the relevant literature on principals and concepts, theories and research academic papers published in country and international papers by conclusion the body of knowledge for developing of conceptual of the study. This chapter structure is divided into four major sections. The first section presents an extensive review about total compensation management (TCM). In this section, various aspects of compensation will be reviewed, including TCM definitions and components and RTA organization contexts. The second section presents the background of employee motivation and the relationships between TCM and employee motivation. The third section discusses the background of employee commitment, relationships between TCM and employee commitment, and the relationships between employee motivation and employee commitment. Lastly, the fourth section gives the extensive review of employee performance. Reviewed in this section is the employee performance definitions and performance management models, followed by a review of the relationships between TCM and employee performance, employee motivation and employee performance, employee commitment and employee performances.

2.2 Total Compensation Management (TCM)

A compensation management common theme is that the key role is played by compensations to fulfill that mission of the organization in line with the interests of the workforce and management (Larkin, Pierce and Gino, 2012; Moriarty, 2014), and keep motivating the employees in order to boost the sustainability in the production

and its competitive edge (Kanin-Lovers and Porter, 1991; Milkovich, Newman, and Gerhart 2011). We can observe the basic premise of TCM throughout the centuries from the particular dominance in the historical era. This era was credited by Taylor (1998) by providing a first management meaning approximation so called the scientific management; that offers the principles and philosophies for the management which are still prevalent until today. Using compensation systems, in particular, shows the integral part in the implementation of scientific management philosophy in an organization (Drury, 1915).

Total Compensation (TC) is one part of the systematic scientific management as the monetary value is provided to staff in exchange for their performance of work. Compensation can help the process of recruitment, commitment, motivation, performance, and satisfaction to achieve several purposes. Previously, Compensation Management (CM) was known as remuneration management and referred to wage and salary administration, and reward management, which is concerned with designing and implementing TCM package. At the present, over the passage of time, many forms of compensation entered into the organization administration field, both in business and non-business fields. The organizations necessary to consider wage and salary administration in a comprehensive way with suitable change in its compensation management.

Success in the recent competitive environment is not only about having the right goods and services, but also to have the right people with the right motivation, skills and focused toward goals on board to engage. Actually if that is the way the employees are compensated by the organization, it can have direct impacts on their performance and productivity, as well as the bottom line.

2.2.1 TCM Definitions

When mentioning the term “compensation,” we typically only think of the money we receive in our salary and wages in the paycheck each payday or monthly. However, “Total Compensation (TC)” goes beyond that; it is the employees’ full pay package. TC includes every form of financial, services, benefits, and other perks, that the employees are eligible for by the organizations. Then TC can be summarized as all of the available financial and non-financial resources for employees that the

employer uses to enhance their employees' attraction, motivation and retention with well performance. Many scholars had defined the definition of TC.

TC is defined by Hall and Goodale (1986) as the money and benefits given by the organizations to the employees in exchange for their work. In is more explicit way, it is defined as any form of payment or reward provided to the employers in exchange of work. TC is referred to by Milkovich, Newman and Gerhart (2011) as all forms of financial returns, benefits, and tangible services received by the employees from their part of the relationship in an employment. Duangrat Thammasarot (2013) defined TC as a reward represented in the organizations, including wages, salaries, bonuses, commissions, benefits, housing, medical care and vacation leave, security in work and career advancement in relation to the practical work. Aguinis (2009) termed TC as the return that is tangible such as compensation and benefits in the form of cash.

In short, compensation management means what is received by employees as an exchange in return from their organizational contribution either in terms of tangible and intangible which; Employers view: attracting quality employees, motivating employee, enhance highly performance, talented retention, consistency in compensation etc. Employees view: pay and benefits, recognition, balancing work life, planning toward better life quality. Because compensation is one of the organizational instruments that enhance the employee performance, TC is extremely important to the employment of employees, and if compensation management is properly set, it can motivate employees to work efficiently and be loyal with an organization. However, TCM has the singular philosophy in each organization where it reflects the organizational mission, vision and its core values. It is mentioned in Ugwudioha (2004) that TCM is the employee's contributions assessing process for the organization to fairly offer either direct or indirect rewards in exchange for their performance. Accordingly, TCM is an integral part of HRM with a concern on strategic and policy formulation and implementation with the aim to fairly and consistently compensate for the employee according to their value toward the organization (Armstrong, 2005). However, employers should consider compensation management, and how their compensation reflects on the employee relationship within the organization. Even though money is not everything, it is believed that it is

key in commitment and motivation in regard to buildup of performance of employees.

2.2.2 The Concept of TCM

As mentioned earlier, TCM seems to be one of the most crucial personnel management aspects that cover the economic compensation in direct payment forms, such as salaries or wages, and in several indirect compensation forms, just like the non-wage economics in terms of supplementary pay and fringe benefits. It is believed by Taylor that the link exists between pay and performance; thus, the employers are advised to pay the employees related to their productivity in order to increase their performance (Rainey, 1997). The variable is so crucial for forming a high performance organization that scholars, either from the private or public sector, are convinced by this compensation and performance relationship (Rainey, 1997). We cannot discuss the employee compensation and benefits concept in a vacuum, but many researches have proposed that there is a close relationship between salaries and benefits to job satisfaction (Tella, Ayeni and Popoola, 2007), where job satisfaction can bring about the motivation and commitment that in turn could impact on some employees' job performance.

The concept of TCM is defined by Milkovich, Newman and Gerhart (2011) as follows:

- 1) Improving the quality, performance, as well as delighting stockholders and customers
- 2) Controlling the costs of labor
- 3) Ensuring the fair treatment and concerning on the personnel and their family well being
- 4) Compliance to the states and federal compensation laws and regulations
- 5) Ethic refers to the organization concerning on the way that its results are achieved

Smriti Chand (2015) defined the concept of TCM as;

- 1) A system of rewards that can motivate the employees to perform.
- 2) A tool that is used to foster values and culture.
- 3) An instrument that enables an organization to achieve its objectives.

Office of the Service Commission (OCSC) (2013) defined the concept of TCM as;

- 1) Suitable with the responsibilities of each position.
- 2) To attract people with the skills to enter and remain in the organization.
- 3) To reward work performance.
- 4) Morale boost in work performance.
- 5) Facilitate human resource management.

Duangrat Thammasarote (2013) defined the concept of TCM as;

- 1) To attract individuals with the ability to work with the organization.
- 2) As an incentive for employees to have a better performance, if employees receive the appropriate compensation based on performance and fairness.
- 3) To maintain quality employees to work with the organization and lower rates of turnover.
- 4) To manage costs, by considering the affordability of the organization that can control costs more effectively in the future.
- 5) To create a good relationship between employers and employees and promote collaboration both with two parties by having stipulated agreement.
- 6) Organization to pay compensation according to law.

Jittima Akkaratitipong (2014) defined the concept if TCM as;

- 1) Use to motivate employees to work with maximum efficiency, by managing of incentives that are appropriate and consistent with the needs of employees.
- 2) To control costs, the employees in line with productivity, by setting policies and practices in order to keep employees costs as a mechanism in cost-effectively in line with productivity.
- 3) To have a guiding principle for employment in exploitation and promotion of employees. This is because the standard of work and evaluation of employee performance will more applicable if management of wages and salaries are effective.
- 4) To encourage the participation of employees, by creating a better understanding between employers and employees. The principle of fairness in wage is important in enhancing understanding.

The literal meaning of TCM is counter-balance. Cash compensation is divided into two groups as the direct pay paid from the employer to the work performed by their employee (base compensation), and in cash form and fringe compensation which may be associated with the employee's service to the employer such as provident fund, health insurance and other payment. In brief, it refers to every form of financial return, as well as the tangible benefits in the part of employment relationship that is received by employees (Bernadin, 2007) in motivating employees, commitment with the organization and enhancing performance.

2.2.3 Employee's Compensation Categorization

According to Dessler (2011), compensation can be divided into two categories as Direct and Indirect compensation which are discussed below.

2.2.3.1 Direct Compensation

Direct compensation or cash compensation includes base pay, incentive pay, merit pay, cost of living pay and additional pay (Milkovich, Newman and Gerhart, 2014). Base pay is something to do with the wages in an hourly or weekly basis. Incentives are any form of variable payment tied with the individual or the team performance. The payment could be in the form of a monetary reward like cash or equity, or a non-monetary reward like travel or merchandise (Jenkins et al., 1998). Merit Pay means a periodic wage adjustment that might be based on the changes of what other employers are compensated for doing a similar job, changes in the total of cost of living, or in skills or experiences that are being offered as increments for the past behavior base pay from the recognition based on the performance (Milkovich et al., 2011). The pay for cost of living is periodically increased into wages or salaries to compensate for the loss of the financial purchasing power from inflation and to keep at the average standard of living level. The cost of living is varied from time to time and place to place. Additional payment means financial rewards that might be offered related to the position, competence, contribution, skills or experiences, and performance of employees (Amstrong, 2008). Moreover, it is described from Dessler (2011) that usually the direct compensation is limited to direct cash as obtained by employees on a weekly, monthly, bi-monthly, or yearly basis from their rendering performance as the particular organization staff.

2.2.3.2 Indirect Compensation

Indirect compensation, as termed by Dessler (2011), is the non-financial or indirect financial payments received by the employees as a means to continue their employment with the firm. This is the crucial part in all employees' compensation. Additional terminology such as employee services, fringe benefits, supplementary pay and supplementary compensation are also employed. Indirect compensation as stated by Armstrong (2009), or also employee benefits, are the remuneration elements given plus in different forms of direct pay. These also include with the non-strictly remuneration items for instance the annual holidays. Management ostensibly applies this to facilitate the effort of recruitment or to influence over the employees' potential to work for the organization, enhance their stay or push for greater commitment, increasing morale, lessen the general absenteeism and improve the organizational strength by instituting an inclusive program (Noe, Hollenbeck, Gerhart and Wright 1996).

According to Chhabra (2001), supplementary or indirect compensation is associated with offered fringe benefits via many employee benefits and services such as insurance, medical aid, housing and others. It is involved with the organization's rewarding to employees as a member in the firm with the work attendance or organization participation. The basics of benefit are to attract, motivate and retain the employees in which there are two parts: legally required discretionary benefits and benefit programs. Discretionary programs consist of health benefits, paid time off, pension plans, child care, tuition reimbursement, campus accommodation, among others. (Cascio, 2003; Dessler, 2005; Bernadin, 2007). The benefit programs are included with the benefits from life insurance and social security, while it is mentioned in Byars and Rue (2008) on the following since some of the famous indirect organizational compensations at recent are for instance the protection of income into social security, insurance and retirement plan, work life balance such as vacation, paid holidays and flexible working hours), allowance in form of education fund, house renting, travel allowance and telephone bills.

In summary, compensation management is what is received in exchange by employees for their organizational contribution either in the form of tangible or intangible returns which; Employers: attracting quality employees, motivating them to

better perform, keep them stay with the firm with the consistency compensation providing etc. Employees: pay and benefits, recognition, balancing work life, planning for better life quality. In today's society TC is important tool in employment of employee if they are properly managed, it can be motivated employee to work and strengthen the loyalty of organization.

2.2.4 TCM Components

Milkovich, Newman and Gerhearts (2014) addressed the meaning of compensation as every form of tangible services and benefits and financial returns received by the employees as a part of their relationship in an employment. Figure 2.1 presents a number of returns received from jobs by people in whom they are characterized as the whole returning relation and compensation. The relational returns are in form of work challenge, status, education opportunity, and so on are psychological (Milkovich et al., 2014). Total compensation returns are more transactional including the direct paid cash received (base, long-term and short-term incentives, cost of living and merit), and indirect benefits paid in form of medical insurance, pensions, work-life balance assistance program and radiantly colored uniforms) (Milkovich et al., 2014). So pay can be given in various forms, and paying programs can be widely designed in a variety of ways.

Cash composition from Milkovich et al.(2014) are categorized as mentioned above, which are based on the compensation form of western region and suitable for business section rather than non-business organization. Therefore, this research focusing on the study of TCM in public or non-business sector in the Asian region; Thailand. Then, the author adjusted the types of cash compensation to be more cover and properly to Thailand public context is illustrated in Figure 2.1;

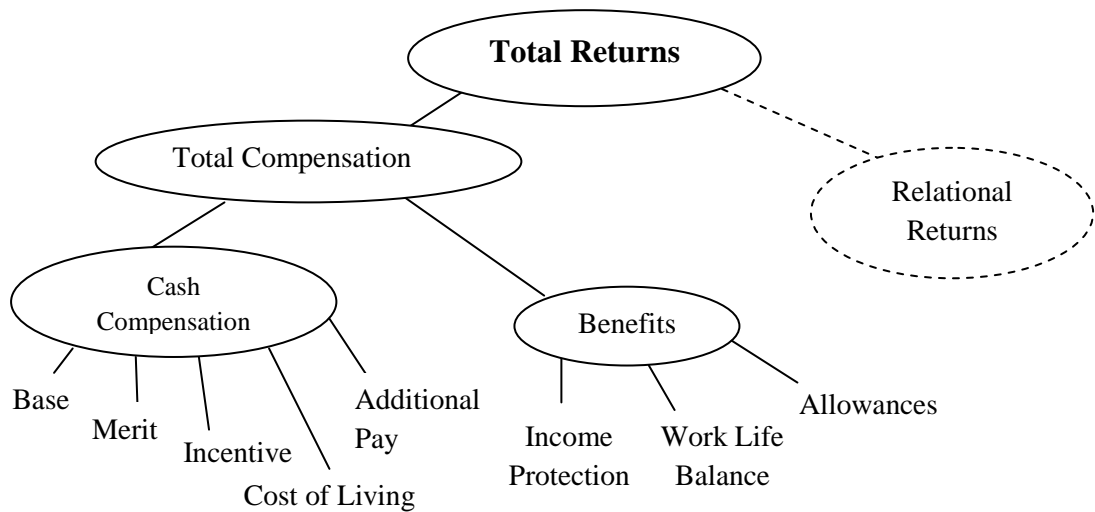


Figure 2.1 Total Returns for Work

Source: Milkovich, Newman and Gerhart, 2014.

Although, compensation has long been a topic of interest (Herzberg, 1987), the scholars and pundits have debated the importance of total compensation in various aspects of benefit and cash as motivation and commitment relative to meet performance of employees. Hence, this research indicated that both types of rewards are important and that it is usually not terribly productive to debate which is more important (Fang and Gerhart, 2012). Hence, this research will focus on both types of total compensation in deep detail in the relationship of total compensation (TC) which is cash compensation and benefits that is provided in RTA organization in relationship with performance.

2.2.4.1 Compensation in form of Cash: Base/Wage Pay

Refer to cash compensation that paid from the employer on their job performed. Base wage interests on the work or skills value and normally neglect the attributable of differences of each employee. In Thai public sector, the term “salary” is defined as personnel working for the government, which is defined for “official” for the funds received as compensation for work each month. The term “wages” is the definition of permanent workers, temporary workers and university staff, which depends on the definition of the public sector or government requirements. Typically, base pay in RTA depends on the determination rate according to the military

regulation of compensation. As the military organization is a strong bureaucratic and unique public organization, the base salary of military servants depend on the regulation of military compensation; it is divided into two parts of CO and NCO separately, and the person who are held the same rank receive the same of initial payment.

2.2.4.2 Cash Composition: Merit Pay

Adjusting of periodic base wages could be done on the basic of changes as the other employers also get paid from the similar job, changes in the total cost of living, or changes of skills and experiences (Milkovich et al., 2014). Merit pay will be given in the form of base pay increments from the past work behavioral recognition on a performance basis (Milkovich et al., 2014). On the contrary with the merit pay, the adjusting of the cost of living offers a similar increase to everyone without depending on performance. At last, merit bonuses can also be used by the organizations. As with the increasing of merit, merit bonuses are based on the rating of performance unlike the lump sum form of merit increasing paid rather than the permanent part from the base salary (Milkovich et al., 2014). Whereas merit bonuses pay are based on performance, in public organizations merit bonuses by add up money on base pay which considers a performance rating scale between 0-2. In public organizations the consideration of work performance is done twice annually, in April and October. The extra money starts from 0, 0.5, 1, 1.5 and 2 additional steps of salary-2 means very good, 1.5 means good, 1 means fair, 0.5 means perform under-estimates and 0 means worth no increase in base pay.

2.2.4.3 Cash Composition: Cost of Living Adjustments

The adjustment in cost of living offers a similar raise for all without regard to performance (Milkovich et al., 2014). Cost of living pay is a periodic wage or salary increase to compensate the loss of financial purchasing power from inflation in order to keep on the average standard of living level. Cost of living varies from place to place, and from time to time. In the military organization, an employee who receives a base salary less than 15,000 baht per month will get an extra cost of living pay and will vary with the base salary.

2.2.4.4 Cash Compensation: Incentives

Incentives are also tied with the increasing of performance based pay (Jenkins, Mitra, Gupta, and Shaw 1998). However, incentives are not the same with

the merit changes. Firstly, incentives will not increase from the base wage but it should be re-earned for each pay period. Secondly, the possible size of incentive payment will be known in advance in general (commission). Third, an incentive program relies on an objective measure of performance (sales). Incentives explicitly try to influence future behavior. Incentive is paid once and will not permanently increase with the labor costs; once the performance declines, it will also automatically decline accordingly. Sometimes, we frequently refer to incentives as “variably pay” (Milkovich et al., 2014). Incentives can be either in the form of short or long term where the focus of the long term incentives is on the employees’ efforts on multiyear, and typically it comes from the stock ownership or stock buying choices from fixed prices (thus results in monetary gain from the degree that the stock price that goes up later on), while short term incentive as rewards and bonuses are received based on performance (Milkovich et al., 2014). Public organizations do not pay much attention to incentive pay as much as private, but there is some evident that in military servant they used to be received the reward in term of bonus but it is not gain much interest as much as business sectors.

2.2.4.5 Cash Compensation: Additional Payment

Additional Payment means the possible financial rewards given in relation to the employees’ skills, experiences, competence, and contribution (Amstrong, Christopher, Christopher and David, 2008). This type of pay is relatively similar to the same concept of Skill-based pay (SBP); this is a compensation system that offers the additional pay to employee in exchange for a formal certification for their mastery of knowledge, skills and/or competencies. In performing tasks, employees acquire skills and the observable expertise where knowledge is acquired from the information used in performing the tasks. Competencies seem to refer to the more skills or traits in common as needed in tasks performance, usually with multiple jobs or roles. Dransfield (2000) states that this kind of pay is automatically raised with the fixed pay bands by trending toward experiences, positioning and performance associated pay as favored approach. In military, the additional payment consists of risk allowance, specialist allowance, senior professional allowance and position allowance.

2.2.4.6 Benefit: Income Protection

Employee benefits; including allowances, work-life services, and income protection as part of the whole compensation while it may legally require by some income protection programs in United State and Thailand. That the employer should assign the fund to give the workers with income replacement if they are unemployed or become disable. According to the Social Security act B.E. 2533, government and employees make the contributions to the social security fund; the amount of pay depends on the option that the employees have chosen, and the government makes contribution in the social security fund according to the amount that is set in the ministry law. In sum, income protection can give the protection on financial risk inherent in employee's routine life; in military organization, the income protection includes retirement plan, mutual fund, life insurance, health care insurance, cremation program, saving plans, retirement program, loan program, pension plan, and other.

2.2.4.7 Benefit: Work Life Balance

Work life balance refers to employee assistance program for better integration of their work and life responsibilities, plus their time away from work for vacation or jury duty, services accessing to serve for their particular needs such as referrals for child and elder care, drug counseling, financial planning, and nontraditional schedules flexible work arrangements, vacations paid, nonpaid time off and telecommuting (Milkovich et al., 2014). In brief, work life balance is a total well-being program that aims to give the “growth in mind, spirit, body, and heart of the resources” for their health and wellness, individual and family well-being and work environment fulfillment as part of the total well-being program (Milkovich et al., 2014). In military, the work life balance in spirit, body, health, wellness and family well-being include permission for leave of absence (medical/sick leave, pregnancy leave, personal leave, vacation leave, parental leave, Hajj leave, ordination leave, accompany spouse leave, overseas mission leave, etc.), club membership and another part of work life balance of mind growth and worthiness in life is royal insignias and others worthiness.

2.2.4.8 Benefit: Allowances

Allowances normally progress out of whatever from short supply. The allowances for housing (dormitories and apartments) and transportation are normally

included in the Korean and Japanese pay packages. The firm where these allowances are resisted should present with other ways for talented employees to be attracted and retained. In military organization, there is allowance in terms of receive by direct pay are being graded in terms of the degree of the disturbance, risk or skill involved; position allowance, skill, experience and knowledge. In this study, the author takes these allowances to be one part of the cash compensation in additional payment because the employees receive in cash add up on base wage every month. Indirect pay allowance is the expense that organizations pay for their employees in indirect ways by supporting in other forms and that they do not receive in cash. Then the allowances in this study will be in the form of indirect pay in military organization including education allowance, travelling allowance, telephone bills, canteen allowance, accommodation allowance, and subsidy allowance.

Due to the total return from work, especially cash compensation and benefits which are different from place to place, RTA, as one of the most powerful bureaucratic organizations, provides various types of total compensation for employees as in Table 2.1.

Table 2.1 The Direct Financial and Indirect Financial Compensation in RTA

Direct Financial Payment	Indirect Financial Payment
Salary (Base Pay)	Income Protection 1) Life Insurance 2) Health Care Plan 3) Pension Plan 4) Mutual Fund 5) Loan Program 6) Saving Program 7) Retirement Plan 8) Cremation Program
Cost of Living Pay	Allowances 1) Education Allowance 2) Travel Allowance 3) Accommodation Allowance 4) Subsidy Allowance 5) Telephone Allowance 6) Canteen Allowance

Table 2.1 (Continued)

Direct Financial Payment	Indirect Financial Payment
Merit Pay (refer on performance) 1) 0 step 2) 0.5 step 3) 1 step 4) 1.5 step 5) 2 step Additional Pay 1) Risk Allowance 2) Specialist Allowance 3) Senior Professional Level Allowance 4) Position Allowance Incentive Pay 1) Bonus 2) Reward	Work Life Balance 1) Leave of Absence (Medical/Sick Leave, Pregnancy Leave, Personal Leave, Vacation Leave, Parental Leave, Hajj Leave, Ordination Leave, Accompany Spouse Leave, Overseas Mission Leave) 2) Royal Insignia and others worthiness 3) Club Membership

According to Naukrihub (2009), compensation directly received by employees in financial or non-financial forms with the effective management could lead to high productivity and performance of the organization. As above mentioned, well-designed compensation and benefits helps to attract, motivate and retain employees in organizations. Martocchio (1998) described that money is the motivation's indicator in employees' performance that will rise when they get highly paid. As suggested from Barton (2002), the organization must consider the financial rewards, for instance salary, since there is a strong influence over the motivation and retention of employees. According to this, it has long been considered on the compensation impacts on the performance of employees and this is a considerable evidenced that the plan for individual incentive can contribute toward increasing substantial performance (Gerhart and Rynes, 2003; Guzzo et al., 1985; Jenkins et al., 1998; Judiesch, 1994; Locke et al., 1980; Stajkovic and Luthans, 1997).

In contrast, compensation can cause the problems to the organization performance as well. Many scholars had found in their study such as pay is indicated by Cowin (2002) as the crucial component for nurse retention since if the inequality is

sensed in regard of pay between them and others profession, they could be disappointed or dissatisfied with their occupation. Adjusting compensation is one of the potential problem forms that can cause the employees to perceive about the mistreatment and lessen their responding performance. In addition, less pay in comparison with the job done is one of an extrinsic factor in response to dissatisfaction of the job (Robbins, 2003). It is suggested from Yang et al. (2008) that the forces of Chinese think that pay and satisfaction influences mean the direct influence of pay over the level of employee satisfaction. It is described in NL (2012) that pay is among the satisfying variables hindered for the employees; lower dissatisfaction level, if they get the amount of compensation as needed, it is easily for them to manage on the overload work. Furthermore, as suggested in a theoretical paper by Allen and Griffeth (1999), job performance could have influence on the need to leave the firm since greater rewards are normally given to high performers. This is particularly for the case that rewards are dependent on performance, such as sales. Conversely, a study conducted by Bloom and Michel (2002) shows that lower level performance employees may have feelings of inequity due to comparatively low pay; changes in employees' performance may result from feelings of unjust treatment. Feelings of unfair treatment can be extensively linked to the declining in work attitudes and desirable behaviors in common (Greenberg, 1990). The basis for why an individual may engage in withdrawal behaviors can be found in the equity theory of motivation. As claimed by the equity theory, the ratios from their own perceived work outcomes (rewards) will be compared with the contribution or their own work inputs as perceived in another person's corresponding ratios. It means that employees are always seeking for both increasing better job outcomes and decreasing work output to match with the perceived compensation from work inputs (Adams, 1965; Kanungo and Mendonca, 1997).

2.2.5 Conclusion of the TCM Concept

Compensation, as stated in Barnat (1995), is "equal" in the opposite sense from the impacts of things to others or providing or making the profit for any damage caused compensation, either definition can be seen from the key element, the returning and exchanging idea. If transferring this idea into the field of organization,

immediately, it appears with the relationship between organization and person, relationship from resource sharing give the reciprocal feeling are the elements to offer and get some in return (Chiavenato, 2000). The establishment of this relationship is when people are brought to work in exchange to receive something in return; here the compensation concept has appeared. This is far more than assuming an instrumental role and it becomes the key factor of determination for the organization's existence (Fern, 2002).

The concern of compensation is when the satisfaction of employees in their work included with all direct and indirect payment forms that they receive (Dessler, 1996), and contributing toward their motivation and commitment help the organization in retaining employee performance. Thus, as previously mentioned, as a tool, compensation is a sword with double edges that could bring the organization with performance, while it can also generate negative effects to the organization.

2.3 Employee Motivation

The topic of employee motivation is among one of the most intensive social sciences for study. Motivation can move us from the boredom to interest; it represents those psychological processes that lead to the aroused, directed, and persistent voluntary activities which are the oriented-goal (Mitchell, 1982). Motivation, according to Bartol and Martin (1998), refers to the force that energizes the behavior, directs it and underlies for the persistence trend. It is recognized by the definition that for the achievement of the objectives, they must have sufficiently energized and stimulated individuals; however, the clear focus is required on the aim to be achieved, and it should have to exercise the long period of energy in order to realize their goal. Management leading function involves influential over others in work toward the goals of the organization where the crucial aspect of the function is the motivation.

2.3.1 The Definition of Motivation

The research is interested in general motivation and employee motivation in a more specific way. Motivation is a term that was being raised during the early 1880's, while the term "will" was formerly used by the social theorists and philosophers

during the effortful, directed and motivated discussion on human behavior (Forgas, Williams and Laham, 2005). Various motivation definitions were defined in the past years; for example, Herzberg et al. (1959) said that employee motivation is the work performing action as needed, while various researchers have lately proposed on different employee motivation definitions as shown in Table 2.2.

Table 2.2 Definitions of Employee Motivation

The Authors	Definitions
Kelly, 1974	Employee motivation is something to do with the forces to alter or remain on the quality, direction and behavioral intensity.
Mitchell, 1982	The concern of employee motivation is on the internal and external forces as well as the actions that influence on the choice of action of person. It is the degree that an individual requires to or chooses to act in particular behaviors.
Baron, 1983	Employee motivation refers to the set of process about the kind of stimulating forces on the behavior toward particular goals achievement.
Hoy, Wayne and Cecil, 1987	Employee motivation can be seen as the drivers, needs and the complex forces, states of tension or other mechanisms that keep and energize for the voluntary activity toward the achievement in personal goals.
Higgins, 1994 and Bedeian, 1993	Employee motivation refers to the internal driven for need satisfying or unsatisfied as well as the will to achieve it.
Kreitner, 1995	Employee motivation is termed as the purpose and behavioral direction placed in psychological process.
Buford, Bedeian and Lindner, 1995	Employee motivation is a predisposition of purposive manner behaving to reach to the particular need that is unmet.

Table 2.2 (Continued)

The Authors	Definitions
Keitner and Kinicki, 2001	Employee motivation refers to the psychological processes that lead to the stimulation, the persistence of intended actions as directed by goal.
Rajput, Bakar and Ahmad, 2011	Employee motivation is defined as the desire of individual to reflect the intention or present the behavior in effort expending.
Dessler, 2011	Employee motivation is the intensity degree an individual's desire for some activity engagement.

Related to this, motivation is also termed by Golembiewski (1973) as the organizational readiness degree to pursue some designated goal and indicate the determination forces' nature and locus that induce the degree of readiness. From the definitions above, the author has in mind some issues to deal with what initiates and energizes the behavior of humans, how to shape those forces and sustain them and the outcomes of performance.

Every organization's concerns are one thing to be done to achieve their sustainable levels of people performance. This refers to close attention paid on the way that individuals can be best motivated through such incentives, job security, and reward means while the work they do within the organization's context are crucial. Then the organization intends to form the tool to process and motivate, as well as the work setting that will confirm the results of individual work that shall be in accordance with the management anticipations in multi-individual work performance dimensions to complete the performance.

2.3.2 The Important of Motivation

Many evidences are given on the need of organizations for their employee's motivation toward the desirable performance results of the organization. This can be said also that the consensus is seen from the actual that motivation is an individual phenomenon being explained in the form of intentional that results from multifaceted.

The motivational theories aim at behavior prediction. In human resource management and organizational behavior fields, usually we describe the motivation as a naturally “intrinsic” or “extrinsic” (Sansone and Harackiewicz, 2000). Extrinsic motivation occurs when personnel can indirectly fulfill their own desires, most essentially through financial compensation such as salary, promotion, benefits and disciplinary action (Osterloh, Frost and Frey, 2002). Extrinsic motivators can present with sudden and powerful impacts; however, they may not last long, while most public organizations pay attention to these factors. Intrinsic motivation is on the contrary apparently shown when the person has the behavior oriented towards satisfying needs on the psychological innate aspect rather than to obtain the material rewards (Ryan and Deci, 2000). This is referred to as the internal factors like responsibility, freedom to act, job satisfaction, using scope, skills and abilities development, work challenge, and chances for development.

When the specific goals to be achieved are known to the motivated employee, he/she will direct the effort to reach to the goals in particular specific ways (Nel et al., 2001). It is indicated in the study by Mullins (2006) that the motivation research concerns is normally on the reason that the individual acts in a particular way. The reason that people do what they do seems to be the basic underlying question to find out the answer. Motivation in common can be explained as the persistence of action and direction. The concern is on the reason that people select a specific course of action by others preference, and the reason to continue on the action as chosen, normally in the long period, and during the time of encountering problems and difficulties. To sum up, motivation is a key among the individual work performance and productivity ingredients. According to Mullins (2006), though with the clear objectives to work with the right skills, and supportive work environment, the job may not be done without enough motivation toward the achievement of those work objectives. Thus for the organizations to have the high performance, employees interesting such as satisfaction, commitment and motivation should be taken into consideration. Frimpong and Fan (2009) offer the definition for employee performance management as the process confirmed by managers that those employees' activities and outputs are congruent to the organization goals. Thus, for the firm, their priority is to ensure that its tools for motivation can promote for the

initiative, as well as stimulate the employees to put their efforts in place for the service quality deliverance and better performance. The motivation of employee can affect the performance and productivity where it is the part of the responsibility of the leader and executive to channel motivation towards the execution of either the organizational or personal goals.

The goal accomplishment of individuals and organization are not dependent on the process that is connected to the work motivation of employees. Individuals motivate themselves for satisfying personal goals, thus their efforts are directed and invested toward the achievement of organizational objectives to meet with those goals. It refers to that the organizational goals are the direct proportion of an individual's goals. The research has been conducted and investigated by Daschler and Ninemeier (1989) on what employees may seek from their work setting. According to the reviews, there is some of employees' concerns discussion on the motivation strategies venue.

1) Employees mean a person from various backgrounds in education, family classes and experiences which all are the factors that locate their needs.

2) Employees have the primary interest to satisfy their own goals, ambitions, and desires.

3) An employee aims to serve the basic needs in connection to be survive and concerning on their own security with the needs to belong to and generate from within the positive feelings and for self-fulfillment.

In brief, motivation is a psychology area that gains a great deal of attention, especially in the recent years as psychological theories of motivation to increase performance. Since it is not possible for us to cover all of them, the reviews in this part are only on the most prominent motivation theories that repeatedly appear in books about organizational behavior and are relevant with the public organizations. The theories are Expectancy theory and Equity theory.

2.3.3 Theory of Motivation

Regardless of the legislation impacts on salaries in common, there still be the ongoing influences of compensation from several factors that lead to the essential trend in compensation given to workers. Such trend is in line with the wage goals of the organization, while others also include the employees' compensation that better

salary and fair pay is needed (Fisk, 2001). Many theories are shown to support this argument and one of such as identified is the Expectancy theory that is propounded by Victor Vroom. Another relevant theory to consider is the Equity Theory according to John Stacey Adams.

2.3.3.1 Expectancy Theory

Different with the content theories of Maslow, Vroom's expectancy theory, according to Alderfer, Herzberg, and McClelland, the particular suggestion has not been given from the expectancy theory on the factors that the members of the organization are motivated. Instead, the theory of Vroom gives the cognitive process variables that show the differences in the individual's work motivation.

Based on four assumptions, Vroom (1964) stated on expectancy theory. The first assumption is it is decided by an individual to join in the organization with some expectations from their past experiences, needs and some motivation where these can influence the ways they react toward the organization. The second assumption is the behavior of an individual is a conscious choice influenced so it is free for people to select the behaviors as suggested from their own expectancy estimation. Third, the assumption is different offerings required from people from the organization (e.g., good wage, job security, advancement and challenge). A fourth assumption is personal outcomes optimizing that people can choose from the choices.

In regard to these assumptions, consisting in expectancy theory are the three key elements: instrumentality, expectancy, and valence (Figure 2.2). An individual is motivated toward the degree that they believe that they can reach the acceptable performance (expectancy) through the effort, (b) performance will be rewarded (instrumentality), and (c) with the high rewards positive value (valence).

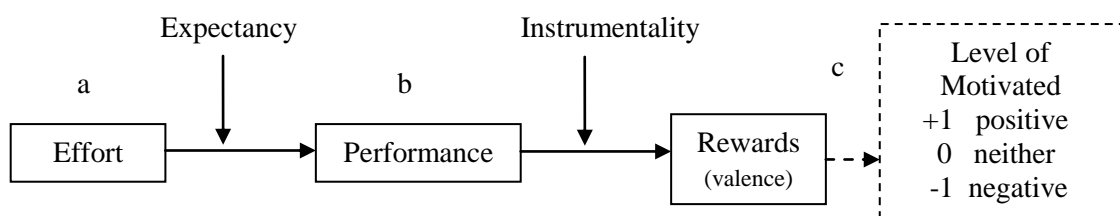


Figure 2.2 Basic Expectancy Model

Source: Vroom, 1994.

1) Expectancy is an estimation of a person on the probability that the effort on the job will lead to a given performance level. Based on probabilities, the expectancy ranges from 0 to 1. If no chance is detected by an employee that they will direct toward the desired level of performance, there will be 0 expectancy, while in contrast, if it is completely sure by the employee about the task, the value of expectancy is 1. In common, expectancy is estimated by employees based somewhere around these two extremes.

2) Instrumentality is the estimation of an individual on the probability that a level of achievement in task performance as provided will direct toward different work outcomes. Instrumentality, as with expectancy, will range from 0 to 1; for instance, if it is seen by an employee that the salary always increases with good performance, instrumentality will have a value of 1. If no relationship is perceived between the increasing salary and good performance rating, then there will be 0 instrumentalities.

3) Valence: is the preference strength in employees for a specific reward. Thus, increasing salary, promotion, acceptance from peers, recognition from supervisor, and any other reward could more or less be obtained as each employee's value. A valence is dissimilar to expectancy and instrumentality as it can be both positive and negative. Valence is positive if there is strong preference of the employee to attain the reward. The valence is negative at the other extreme, and if there is no difference on a reward for the employee, valence is 0; then the total range is from -1 to +1. Theoretically, the reward is with valence since it is related to the demand of the employee. Then, valence offers the connection to the requirements in theories of motivation (Alderfer, Herzberg, Maslow, and McClelland). This is suggested from Vroom that expectancy, instrumentality, and valence and the motivation by the equation are associated with one another.

$$\text{Motivation} = \text{Expectancy} \times \text{Instrumentality} \times \text{Valence}$$

The effect of the equation multiplier is crucial since it means the higher levels of motivation that lead to all high instrumentality, expectancy, and valence. It is also implied from the multiplier assumption of the theory that if there is a zero result from any one among the three factors, the overall motivation level is also

at zero. Thus, if it is believed by an employee that their effort can lead to a reward for their performance, motivation will be zero, while if the expected valence of the reward is zero (i.e. if they sensed that the reward as received from the input effort has no value to them.)

Vroom's (1994) expectancy theory implied that people change their effort levels in accordance with their value placed on the bonus received from the process and on their perception of strength from their effort and outcome relationship. It is suggested from Vroom's expectancy theory that there will be no motivation of individual. Even if the two out of three are achieved by the organization, for those still non-motivated employees, all positive motivation is required. This means a balance must be created between valence, which means the people with emotional orientations that held with outcomes respect such as money, benefits, promotion, and time-off, expectancy as employees have different expectations and confidence levels on things they can do and management should seek what are the required resources, supervision of employees and training, and instrumentality as the employee's perception to whether they will truly obtain things they need or not if the manager has promised. TCM should confirm the the rewards as promised are fulfilled and aware by the employees.

As proposed by Victor Vroom, the focuses of expectancy theory are on the link between rewards and behavior to stress on the rewards as expected rather than experienced rewards; the main concern is on the impacts of TCM. It emphasized that behaviors (job performance) can be described as the functional ability and motivation, while motivation refers to the perception of expectancy, instrumentality, and valence function, and the performance will come after with the particular outcome and on the outcomes appeal to individual. Though, there is general support from expectancy theory via the empirical evidence and one is more largely accepted as the motivation theories.

2.3.3.2 Equity Theory

It is suggested from Adams (1965) that individuals are motivated to seek for their social equity from rewards they received according to the high performance. The outcomes from the job, according to him, include recognition, social relationship pay, promotion and intrinsic reward. Various inputs are required to

be used in order for employees to get these rewards from the job; for instance, efforts, time, education, experience, and loyalty. This is suggested from him that the inputs and outcomes are seen from people as a ratio that will be compared to others and will be motivated in turn if the ratio is high.

Equity theory suggests about the perceptions of employees on things they do for the organization and things offered in return to them, and the contribution ratio from their return in comparison with others from the external or the organization to determine on the fairness they receive from the relationship of their employment (Adams, 1963). Perceptions of inequity are likely to lead to some actions taken by employees for restoring equity. Unfortunately, such actions (lack of cooperation or quit) could result negatively to the organization. An underlying premise of Adams (1963) is that human resource decisions must be considered within the context of a social environment. Furthermore, Adams (1963) assumes that employee compensation is not a private exchange between employer and employee but a basis for discourse between colleagues, and workers take steps to limit stress by first comparing their inputs and outcomes to the inputs and outcomes of others, and he also suggests that pay comparisons between workers are a potential source of individual stress that is mitigated by individual actions (Adams, 1963).

Workers minimize inequity through their own behavior relative to their perception of others' behavior and outcomes. Equity theory dictates two possible salary administration paths. If workers perceive they are paid higher than others relative to their contribution, they will increase their inputs such as productivity level (Adams, 1963). Conversely, workers will decrease inputs if they perceive they are contributing more than others earning the same or higher rates of pay (Adams, 1963). It may be considered by an individual that he/she will receive fair treatment if the inputs ratio and the outcomes are perceived as equivalent to people around them. Therefore, all else being equal, they could accept for the higher seniority colleague to have more compensation because they value on higher input or experience. In order to base job satisfaction with experience, people will make comparisons between others they work with and themselves. If it is noticed by the employee that more recognition is gained by another person and the reward to those contributions, though at the same quality and amount of work done, it would create some dissatisfaction in the

employees. This dissatisfaction would then lead to the under-appreciated feeling of employees or feeling like worthless for sometimes. This is an indirect contrast to the idea of equity theory; the idea is directly associated with the rewards (outcomes) and the quantity and quality contribution of employees' inputs. Perhaps if the firm offers both employees with the same rewards, it would push the workforce to realize the fairness, appreciativeness and observations of the organization.

This can be demonstrated via the following equation:

$$\frac{\text{Individual's outcomes}}{\text{Individual's own inputs}} = \frac{\text{Relational partner's outcome}}{\text{Relational partner's input}}$$

Adam's employment benefits and rewards categorized as outputs and work efforts of employees as inputs in Table 2.3;

Table 2.3 Input and Output of Employees as Equity Components

Input Components	Output Components
1) The number of employee's working hours	1) Salary/Wage
2) Work responsibilities of employees	2) Bonus/Incentive
3) Work duties of employees	3) Prizes/Reward
4) The work commitment shows from the employee	4) Recognition for the contribution of employee
5) An employee's loyalty	5) Positive work appraisals
6) An employee's flexibility for task undertaking in short notice	6) Work promotions
7) The employees' support provided to the colleagues, line managers and organization.	7) Pension
8) etc.	8) Employer flexibility
	9) Annual leave
	10) etc.

Source: Adam, 1963.

We can break the equity theory down into four basic propositions (Huseman, Hatfield, and Miles, 1987).

1) The fairness perception is developed by individuals through the inputs and outcomes ratio calculation then compared to other ratios (Huseman et. al., 1987). Inputs are the value proposition of individuals; for instance, education, time, and productivity, while additional examples are knowledge, qualifications, ability, experience and individual ambition (Cory, 2006). Outcomes mean the rewards as received by an individual; either it can be the tangible rewards like financial compensation, or intangible such as job security and recognition. The comparable other could be a relative, industry norm, a friend, a co-worker, even a group of individuals or someone from the past job (Adams, 1963).

2) If individual perceived on the comparison as unequal, the inequity then exists (Huseman et. al., 1987). In reference to the theory of equity, it requires an individual to perceive on the fair weight over their contribution ratios which can be determined by equal ratios. Equity refers to balance (Spector, 2008) where it presents when there is the feeling of a person that they receive the proper amount of outcomes in return to their inputs after compared with others. Inequity presents when the differences in the inputs and outcomes ratios are perceived. Underpayment inequity and overpayment inequity are the two specific inequity types which exist. Underpayment inequity takes place if the individual perceives a lesser ratio compared to others as they are receiving less from their inputs. For instance, if someone puts more efforts and feels that he/she is working harder than others but earning the same or less compensation; that is they perceive the different ratio so this refers to the person experiencing underpayment inequity. On the other hand, overpayment inequity tips the diverse directions scale; for example, someone senses that they get too much pay from their work comparing with the compensation and their co-worker's work. This could result on guilty feeling, while the comparison ratios are based on the individual perception, and the objective is not to measure for the outcomes and inputs. In addition, the comparison choices to others are also the individual's subjective selection.

3) As the increasing of differences in inequity, the distress and tension as the individual felt will increase (Huseman, et. al., 1987). Little of

differences in inequity are more tolerable compared to the significant inequity differences. Not all that has similar experience on equity or inequity since there are varying levels of tolerance in people and their sensitivity in the perception of inequity events. Huseman, et al., (1987) identified three types of individuals along with the sensitivity spectrum of equity: benevolent, equity sensitive, and entitled. Benevolent are more tolerant by those with under-reward according to Huseman et al., (1987), while the equity sensitive conforms to the equity theory norm and favors on their ratios that are similar with others from the comparison (Huseman, et al., 1987). Entitled favor on the over-reward events and intend that their ratio should exceed if compared to others (Huseman, et. al., 1987). Normally, it is the attitude of entitlement that the world owes them a favor, so for them it is free to accept and find out for the over-reward.

4) The perception of inequity results on the greater tension in an individual, and they will work harder to lessen the tension and to increase the perception of equity level (Huseman, et. al., 1987). It is attempted by most individuals to reach to the equity by adjusting their own outcomes and inputs, or aiming to shift the comparison of inputs or outcomes to the other. The behavioral processes or cognitive processes can be applied by them in their attempt to restore equity; for example, decreasing work productivity, seeking for new job, asking for more salary, changing the way to compare to other, or trying to justify and distort changes in their inputs and/or outcomes perceptions (Adams, 1963). There are various means in inequity reduction up to the events and all are not equally satisfying by individuals (Adams, 1963).

Moreover, in comparison to others, fair compensation is required by individuals in their contributions (the outcomes that experienced are met with their inputs). If compares to other people, fair compensation is required by persons in their contributions (the received outcomes and the provided inputs). The person's belief about what is fair and unfair can have impacts on their attitude, behavior and motivation as illustrated in Figure 2.3.

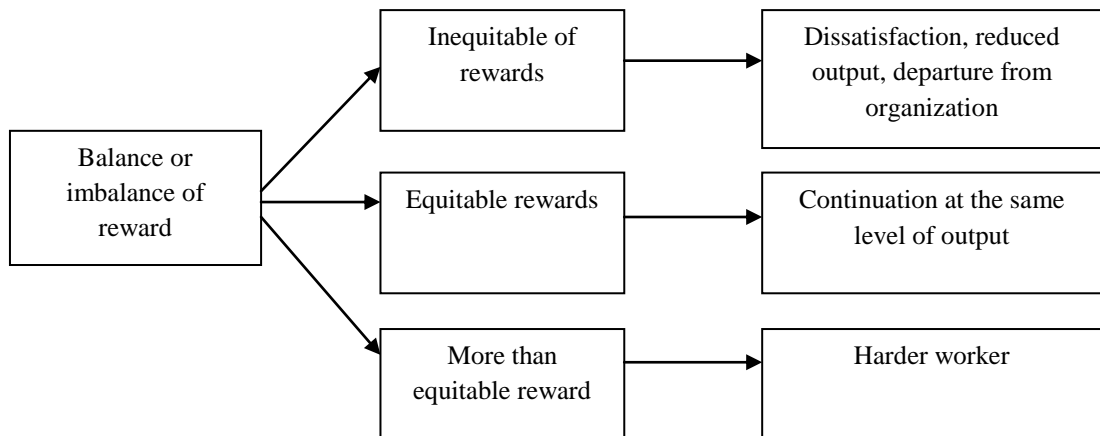


Figure 2.3 Summarized of Equity Theory

Source: Adam, 1963.

An equity theory revival research was initiated 20 years ago since the organizational justice area expansion (Greenberg; 1986, 1987a, 1987b, 1990, 2001; Greenberg and Colquitt, 2005). Adams (1963) identifies several case studies that buttress the equity theory in practice. An important element of equity theory, as constructed and tested, is an assumption of freedom to choose an individual path of behavior. According to Wayne F. Cascio (2010), fairness or equity is the most important objective of any pay system. It was found by Lewis, Goodman and Fandt (1995) that equity and fairness is the key factor for employee motivation and job satisfaction (Lewis et al. 1995). This is indicated from various reviews in equity research with the strong theoretical support (Ambrose and Kulik, 1999; Greenberg, 1990; Miner, 2005; Mowday, 1996), however, still with some limitations. Consistently, the research supports the prediction of equity theory in regard to the impact from the under-compensation and under-reward on the decreasing of effort, increasing of absenteeism, diminishing of performance, and turnover (Bartol and Durham, 2000; Greenberg, 1982; Summers and Hendrix, 1991). However, according to Mowday (1991), there is less consistency from the findings related to the overcompensation effects. Moreover, equity theory is considered as vague and it is for the behavioral types are the most likely to take place in the specific context (Greenberg, 1990). Since the limitations, it is failure by the theory for a while to favor the literature of organizational behavior (Ambrose and Kulik, 1999).

Justice framework is applied in the current research on organizational behavior in which it suggests the influence of employees' behavior, either in the process (procedural justice) or outcomes (distributive justice) within the office (Greenberg, 1990). Further research studies on whether there are more sensitivity toward equity or the issues of justice from some employees than others or not (Huseman, Hatfield and Miles, 1987; Miles, Hatfield and Huseman, 1994; Sauley and Bedein, 2000). Overall, equity theory is focused on the key fairness and social comparisons perception with the motivation the behavior related to work (Gerhart and Rynes, 2003; Heneman and Werner, 2005). As such, the assumption is that one crucial cognitive process involves people to observe on the other people's efforts put in the job and what are rewarded after those efforts. This social comparison process is driven by the concerns of equity and fairness. McKenna (2000) and Sweeney (1990) confirmed that equity theory is one of the very useful frameworks for the role play to understand work motivation.

The individual achievements and organization's goal and performance are the independent processes that are associated with the motivation of employees. As individuals motivate themselves to satisfy their own goals, they invest and direct all efforts toward the goal of the organization in order to achieve their personal goals as well. It means to share direct proportion of the organizational goals and their own goals. Motivation could also enhance the work willingness degree as well as the workplace happiness which will lead toward the creative worker, positive work, innovation, flexibility and employee loyalty for approaching organization performance.

2.3.3.3 What is the Relationship of Equity and Expectancy Theory?

During the equity theory discussion, it is crucial to separate between this motivational theory and that from the expectancy theory because both normally have the interlink to discuss around the motivation. The emphasis of the expectancy theory is on that if people believe that their efforts will lead to their desired outcome, they will be motivated. Both theories represent the cognitive approach to motivation and explain the way that people will adjust themselves (motivation) if they notice that their efforts could result on the consistent outcomes as they expected. The assumption is that the costs and benefits are calculated by people when determining their course

of action (Stecher and Rosse, 2007). We are dealing with motivated people in both instances, since the perception that their efforts would result on the expected reward in the form of money, benefits and recognition. We look at the rewards valence in both cases; if the efforts are not perceived by the employees that it will be paid off (effort-reward relationship), then the behavioral change will be less inclined. Though, the equity theory keeps evaluating the process to compare the outcome-to-input ratio and the cognitive and behavioral mechanisms for equity restoration perceptions (Stecher and Rosse, 2007). It also considers on the ways to lessen the inequity by such means when the level of inputs are shifted by the employee to the level that matches with their outcomes and trying to shift it to match with their input levels. Evidently, this supports the prediction of theory that people reduce their work efforts in response to inequity or boost their efforts in outcome matching (Stecher and Rosse, 2007). Discussed below is the employee motivation relationship with TCM.

2.3.4 The Relationship of Cash Compensation on Employee Motivation

It is crucial to generate an effective and proper compensation system as part of the process of human resources. This would enhance the compensation system to attract and retain talented and competent staff that is important to the organization in its goals and mission accomplishment (Dessler, 2005). Compensation, according to Ivancevich, William and Glueck (1989), is known as the key employee motivator. As far as the motivation issue is concerned, compensation systems for staff have been found with the general technique adopting among the organizations. In actuality, many factors have been addressed with the influences over the employee's productivity including what is involved in the production process such as managerial factors, interpersonal communication, employees' motivation, and employees' health. There could be a strong effect from compensation on the productivity of employees in some organizations (Stajkovic and Luthans, 2006). It is stated by Mohrman and Odden (1996) that, for employees, good compensation should be capable to stimulate their fresh ideas initiative as well as innovation. With so many employees' ideas, the company will get the useful benefits. The same research by Mohrman and Odden (1996) observed the good employee's compensation existed which resulted in the health of employees as well from the health maintenance that will provide to them

with maximum opportunities in their performance. Also, the length of working hours or their present hours can help them work with the maximum performance; consequently, the good production can be accomplished by the good planning process. A note is made that employees with low compensation can be triggered to attempt to get a side job or business of their own, and this side business can disrupt their work quality and concentration. Low concentrations of particular staff can have the negative effects of the production quality and quality of the firm. According to this, it is apparent that the compensation impact on the productivity of employees is so strong. If the compensation to employees is more reasonable, it can lead to the higher employee's productivity. On the contrary, if the employee is given with the lower compensation, the employees would contribute to lower the productivity (Stajkovic and Luthans, 2006).

Vroom (1964) states in his Expectancy theory that employee is motivated toward high level effort to work with the confidence that if their efforts will result on good performance appraisal in which will result on the organizational rewards such as in form of bonuses, and boost up the benefits for employee as well as the promotion to satisfy the employee's personal goals. The motivation level of employee, energetic behavior and enthusiasm towards task fulfillment play the main role in the organization success by relying on the actual that all individual requires for the fair compensation. Along with the definition of Anthony, Perrewe and Kacmar (2002) that compensation is the mechanism to motivate and encourage the employees to reach to the goals of the organization. Motivation means the strong willingness to effort toward the goals of the organization conditioned by the capacity to satisfy the needs of individual. It is shown in the result by the study of Ghazanfar et al. (2011); Khan and Mufti (2012); Igalens and Rousell (1999); Rasheet et al. (2010) on the crucial effect of compensation on motivation. Then there was the development of various models to improve the formulation of Vroom in which the motivation is explained as the individual voluntarily driven process to put the efforts into their job (Campbell and Pritchard, 1976; Graen, 1969; Lawler, 1964; Porter and Lawler, 1968). The explanation is given on the motivated behavior that can be observed from the work reflected efforts. Among these models, Lawler firstly developed them in collaboration with Porter (Porter and Lawler, 1968), and then with Nadler and Lawler (1977), and

are well adjusted with the research concerning the interaction between compensation, work motivation, and job satisfaction. In reference to the theory of equity, it is expected by employees to be adequately compensated for their efforts. Also, they would expect for the equal reward just like other employees. It means a potential offered reward to one particular employee for their productivity level and the same should be received by any other employees who make the required level of effort to earn it. Reward inequalities can result toward the lower job satisfaction levels, deviant workplace behavior and low morale in employees in which can result in the problems in performance which can negatively influence the whole organization. It is stated by Gomez-Mejia, David and Robert (2012) that it is believed by most employees that reward should be given from the recognition of their performance; they term pay-for-performance or incentive system as a system that employees received the rewards from the assumptions that how differ the employee and work teams contribute to the company, while the over-all performance of the company to a large extent depends on groups and people in the firm. The argument was also made that for the firm to motivate, attract, and keep the employees with them, the firm must reward them on the equality basis related to performance.

It is argued by Eisenberger, Fasolo and Davis-LaMastro (1990) that those employees who sense about the organization caring on them and not only for the managers to carry on the higher levels of commitment but with the strong conscious on their responsibilities with the greater organization involvement. They must be more innovative and productive as it is suggested that the reward and support should be assigned to the employees on the work they performed since the perceived support would result on more trust and higher motivation with the organization. These observations come up with the relevance of employee motivation in ensuring performance. It cannot be denied that the fact of organizational productivity and performance is dependent on the level of workforce satisfaction and motivation, and moreover on the employees' compensation (McCollum, 2001). As a result, the great interest is on the employees' compensation variables assessment as there are the impacts on throughput (Perry, 1997), non-free work and people should not work for free; the negative motives while pursuing money can result toward the poor psychological well-being unlike pursuing money for the comfort of oneself and

security to the family. Obviously, the fair wage is wanted to earn by the employees while the employers need them to feel that what they are getting at the end will logically consider the same by both that money is the fundamental incentive to satisfy the job performance (Hoerr, 2000). However, Held (2001) acknowledges that the concern of the employees is not only on the money, but it is not that higher salaries can make staff feel happier, but never “buy” the better performance. Diener and Biswas-Diener (2002) conducted another research on the employers who give less than 7% of merit raised from base pay considers being harmful. According to this, small raises would truly lead to the dysfunctional motivation because of the irritation of employees when they can yield a little from hard work. As a result, the employers are advised to give the small raises and be careful to link them with the results and to be dependable on fairness. Among the productivity affecting factors, compensation is one of the issues that concerns both employees and employers. The compensation type and the relevance benefits of the compensation for employee are so crucial. It is noted in Odden and Kelley (2002) that for all firms, it is the challenge of their managers to motivate individual employees with their personal demands. Included in the needs as indicated are 1) need of belonging (involvement), 2) need of recognition (rewards and feedback), and 3) need of growth.

Richardson (1999), on the contrary, indicated the lack of incentive systems in most organizations. In reference with this, the greatest motivation impact can be achieved if there is the sudden reward and frequently in which it can associate with the contribution from individuals and are significantly valued by employees. It is noted by Richardson (1999) that the plan for profit sharing and plan for merit salary increasing are normally ineffective to apply as the motivators in employees, since they seem to fall short in all of these areas. It is explained that there might be the great difficulty for employee to see the link between the payout amount with employee performance while the payout may be too small and insignificant. Compared to the real differences in recognition of effort and skill as needed in the achievement of high performance levels, this is more symbolic.

In brief, motivation could be concluded as one important of the psychological contracts of employees to organizations, as Robbins and Judge (2007) tells that motivation means the process for direction, individual assiduity and intensity of processes in the effort toward the target of the organization.

Therefore, hypothesis can be stated as follows:

H1: Cash compensation positive and significant effect on employee motivation of military in RTA.

2.3.5 The Relationship of Benefits on Employee Motivation

According to Armstrong, (2008), compensation and rewarding employee can give more than just throwing the money at them. Clegg and Birch (2002) echo on this point that compensation and reward is not only a money thing. It is stated by Decenzo and Stephen (2007) that employees at recent are looking forward to more than just a wage or salary, but additional considerations are required on enriching their lives. The non-financial is also described as the benefit - the extras desirable in the organization without direct increasing in the financial position of the employees, but rather increase the job attraction. And indirect financial rewards result from the subsidized benefits like the plans for retirement, paid sick leaves and purchasing discounts (Decenzo and Stephen, 2007). The other payments are classified by Dessler (2008) as the employer-paid insurance and vacations as the financial benefit forms such as health care insurance, job security, and other benefits. Suitably “fringe” benefits administration is an effective, though potentially affluent, way to attract and employ employees (Messmer, 2006).

Benefit is defined by Dessler (2008) as the indirect payment, either financial or non-financial, to the employees for them to continue with the firm employment. It is also stated by Gomez-Mejia et al. (2012) that sometimes we call benefits as the indirect compensation given as a plan to the employees rather than cash to offer them and family members with security. An employee benefit as defined by Decenzo and Stephen (2007) is the non-financial rewards offered for employees’ attraction and retention. This was added with the higher variety and importance when it is realized by employers that such benefits can have impact on the discretion of applicants when there is the offering of declining or accepting employment. Benefits as defined by De Nisi and Griffins (2001) are various incentives, rewards, and other valuable things provided by the organization to the employees plus from salaries, wages and other direct financial compensation forms. Benefits are defined in Bernardin (2003) as an indirect compensation form that intends to motivate and keep employees to work with

the better quality of life provided to them. According to Patrick Mwangi in 2014, the relationship of the benefits impact on the motivation of employees in which it is shown from the results that the respondents have the high level of awareness on benefits. The benefits are valued by respondents with the consensus in common that they are motivated by the benefits. It also agreed by most respondents that there was the staff recognizing system and rewarded performance that is used to motivate them.

Most of the basic needs, such as the physiological needs (e.g. air, water, food, sex), are classed in the first of Maslow's hierarchy level of needs in which it is stated that it is the attempt of people to fulfill their own physiological needs prior to others; for instance, a hungry person has the primary motivation to get food rather than to get attention from their achievements. Thus, people put their work efforts to get paid to meet with their first basic needs. Security needs are also included with the need to be safe and stable, without illness and pain. People are deprived with the aim to serve their needs of security and become pre-occupied to obtain it. It is expressed by many workforces that their security needs are the job security with good benefits, medical insurance, and after supports after retirement and unemployment. Organizations that can offer them with such benefits and stability seem to have the low rate of turnover and found with small dissatisfaction among the employees who are working to satisfy their needs. To attract and keep the motivated and highest qualified employees, the firm should allow their employees to develop the balance between work and non-work life commitments. On the part of organizations, family-friendly policies/initiatives are from the maternity leave policies/benefits from the family care responsibilities regard, flexible working hours, and alternative work arrangement, employee compensation packages and assistance program have now become the crucial parts in the HRM packages of most organization for commitment, motivation and satisfaction retaining in employee job (Netemeyer, Boles and McMurrian, 1996). Managers who notice that the motivation in employees can facilitate them to seek for the chances to grow as available in their jobs, or to help them create the special opportunities to progress.

Leaders should attempt to raise the rewards expected value as a result from the required performance. Valence measures the degrees that are required by the individual as the consequences of their task completion. If task completion leads to

the individual's desired outcome, then the valence is positive. For example, the positive valence can be the promotion, praise, recognition and options of benefit. On the other hand, if it is believed by individuals that task completion will lead to something they do not expect for, then the task valence is negative; for instance, boredom, tiredness and redundancies. To do so, this consists of distributing the rewards that are valued by employees, and individualize rewards. From the difference in workforce demographics, it can mislead the believing that every employee wants the similar rewards. Some employees may value to the pay raise or promotion, whereas others might love the additional days off for vacation, day care, or elder-care facilities, and improved insurance benefits. The cafeteria-style benefit plans for incentive systems are introduced by many firms to allow the staff to choose for their own fringe benefits from the available alternatives menu. Another issue in the expectancy theory surface is the leaders' requirement to lessen the counter valence rewards and performance rewards presence with the negative valences, such as group norms (see, e.g. the classic Hawthorne Studies, Mayo, 1933; Roethlisberger and Dickson, 1939) may direct some staff to work at the minimum level though the formal rewards are provided and the job itself also promotes toward the higher performance levels. Furthermore, the two factors theory by Herzberg (motivation and hygiene) presented that the hygiene factor can affect on the work motivation of employees, as well as productivity (Hong et al., 1995).

The impact is found in various ways from the benefits in the workplace; for instance, the perceptions of justice and satisfaction (Arnold and Spell, 2006). Accordingly, benefit is crucial but normally be overlooked as the subject to apply within the research on psychology and management. The true money value is not recognized by most employees about the benefits they get and normally underestimate much on them (Wilson, Northcraft, and Neale, 1985). This leads to the loss of dollar spending on the employer part since employee does not recognize on the money benefits put toward it and it could be the money used for any other better investment. Furthermore, there is the complexity in the fringe benefits study that employees is found to place the different amounts of crucial on various benefits (Weathington and Jones, 2006; Weathington and Tetrick, 2000). Adams (1965 stated from the equity theory that the output to input ratios is assessed by individuals by using a comparative

standard with the individual themselves or any others in the work environment. If we perceived on inequity, then actions are cognitively or behaviorally taken by people for addressing this inequity. For example, if it is perceived by an employee that they put the great deal of effort but get the pay that is not commensurate to their input, they would consider lessening the discrepancy. For this discrepancy, one potential explanation is from the equity theory (Adams, 1965) where the relationship with others and organization is viewed by individuals in terms of transaction, while in this transaction, inequity can lead to various outcomes. Specifically, when there is the perception on the inputs and outputs inequity, it might be an attempt by individuals to place the equality through less effort while wanting for more output. Again the employees should receive the proper fringe benefits (in addition to salary) from their organizations in order to encourage or motivate them toward higher productivity.

To support with this, it is shown from Amah, Nwuche and Chukwuigwe (2013) that working condition, salary and others will influence on the work motivation of the employees, as well as the productivity and performance in the organization. Additional to Amah (2010) also found that it is needed by employees to get from their job more than just a salary. They expect for other rewards from work, hence they can be motivated by the extra benefits and rewards given that will encourage them to work at their best. It is believed by Amah (2010) that the employee's loyalty can be sustained through more than just providing salary but all works with some benefits/rewards expected. Kennish (1994) stated that the endless benefits to employees mix with the life insurance, stock ownership plans, profit sharing, health care, exercise facilities, company cars, subsidized meal plans, available child care, and companies also use more in their efforts to keep the employees happy with the belief that happy employees will have work motivation.

Therefore, hypothesis can be stated as follows:

H2: Benefits positive and significant effect on employee motivation of military in RTA.

2.3.6 Conclusion from the Employee Motivation Concept

First, the four constructs of employee motivation are identified as being important to public organizations as RTA-their physiological contract in motivation as

expectancy, instrumentally, valence and equity. These constructs have also been explained in greater detail. Second, two hypotheses models relationship of TCM and employee motivation-those being cash compensation and benefits-are developed. Third, two hypotheses models relationship of employee motivation are also developed -those being employee commitment, employee performance. The aim of these models is to examine the effects of TCM upon employee motivation, employee commitment and employee performance. Thus, it is possible to empirically test the theoretical models of employee motivation relationship hypothesized in this study by implementing each construct through a set of TCM practices. The detail explanations of these constructs, and the set of practices that support their implementation, are also described.

2.4 Employee Commitment

Employee commitment is those who engage in their work and are committed for the organizations; this offers key competitive advantages of higher productivity and lesser turnover. Thus, sustainable investment on the policies and practices are not surprisingly put force by all types and sizes of organization to boost their workforce commitment and engagement to cope with the competitive business environment.

2.4.1 Commitment Definition

Commitment is a force to tie people with their course of action related to the specific goals (Meyer and Herscovitch, 2001). Table 2.4 in the next page offers the literature definitions where all these definitions are indicated by Meyer and Herscovitch (2001) as they refer to a personal behavior directing force.

Table 2.4 Definition of Employee Commitment Definition

The Scholars	Definitions
Mowday, Steers and Porter, 1979	Employee commitment means the relative strength of a personal identification toward the specific organization involvement.
Scholl, 1981	Employee commitment is a stable force to direct the behavior when the expectancy/equity condition are not function and met.
O'Reilly and Chatman, 1986	Employee commitment refers to the psychological attachment as the person sense from the organization and it reflects on the internationalize degrees of individual to adopt the organizational perspective or characteristics.
Brickman, 1987	Employee commitment is an individual behavior stabilizing force under the event when individual would otherwise try to shift from that behavior.
Allen and Meyer, 1990	Employee commitment refers to the psychological state that ties the employees with the firm.
Brown, 1996	Employee commitment is an obliging force that the person is required to be honored from their commitment, even in the encountering with the fluctuating attitudes.
González-Romá, Schaufeli, Bakker and Lloret (2008)	Employee commitment refers to the bound and attachment from the personal voluntary decision based on affective tendency, calculated rationality, and moral judgment that direct toward the lower or higher degree of identification with, and involvement in, a specific firm; and can be observed from the free effort extended in organizational goals accomplishment.

In brief, employee commitment is similar to employee involvement as the psychological attachment and the outcome of employee's loyalty to the firm. According to Meyer and Allen (1991), the following definitions are placed within three organizational commitment types. Affective commitment means the emotional attachment from employees, identification and involvement with the organization. The employee with strong affective commitment will keep staying with the firm as they want to. Continuance commitment refers to the costs related to the leaving of the organization as the employee is aware of the primary link to the organization in regard to their need to keep on continuous commitment with the organization. Finally, normative commitment shows the obligation sense to keep on with the employment. The high level normative commitment employees feel that they should keep staying in the organization.

2.4.2 The Three Types of Employee Commitment

We usually think simply on commitment as the terms of the sense of obligation or emotional attachment but, in the last 15 years, there is the emerging of consensus that we should consider the commitment as a multi-dimension construct. Formerly, the developing of model is done by Allen and Meyer (1990) and gained quite considerable attention. It is called as the three component model that is advocated from the observation based on existing commitment terms at that time which were presented in at least three distinct themes: an affective emotional attachment towards an organization (Affective Commitment); the costs recognition related to the organization leaving (Continuance Commitment); and a moral responsibility to remain at the organization (Normative Commitment). Commitment theories mentioned that dissimilarity can be noticed between the approaches of attitude and behavior where the description of the two approaches were offered from Mowday, Porter and Steers (1982). Attitudinal commitment has focused on the process in which people reflect on their relationship with the organization. We can also consider it as an individual's mind set in the extent that their own goals and values are congruent to those of the firm. According to the attitudinal commitment, people could be attached to their jobs, unions, and organizations (Meyer and Allen, 1997). Behavioral commitment, on the contrary, is related to the process where

individuals are locked into a particular organization and the way they use to handle the problem or to some course of action such as to keeps the member remaining on goals or policies (Meyer and Allen, 1997). In regard of the workplace commitment literature review and from the daily term using consideration; it is suggested that both entities as attitudinal and behaviors (as behavioral commitment) can be committed by person. Meyer and Herscovitch (2001) placed the example that “we speak and read about the organizations, unions, and profession commitment (entities), as well as of work commitment toward policies implementing (behaviors) and the goals attainment”.

Finally, commitment consists of either attitudinal or behavioral aspects, but stressing on the course of action, and then the final objective will be described (Meyer and Herscovitsch, 2001). Commitment is now known and widely accepted in itself as a multidimensional construct (Meyer and Herscovitsch, 2001). Commitment identifying into various types can give the management the strategic choices that direct toward the desired workplace behaviors (Mowday, 1998). One of the commitment conceptualizing that gained the most widely accepted has the good connection with the definition as given from González-Romá, Schaufeli, Bakker and Lloret (2008) as cited from Allen and Meyer 1990, 1996; Meyer et al., 2002; Meyer and Allen, 1991. Actually, they integrated the existing commitment conceptualizations into a three- component model. Initially, it was proposed in Meyer and Allen (1984) that we can make a separation the affective commitment, an emotional attachment denoting, identification with the organization contribution and dynamic commitment, denoting the costs perception related to the organization leaving. Later it was suggested from Allen and Meyer (1991) that the three components with divergent and normative commitment will reflect on the obligation perception to continue to stay with the organization.

2.4.2.1 Affective Commitment

Affective commitment, as Mayer and Allen (1991) have mentioned, is the emotional attachment of employees with the identification, and involvement inside the organization based on their emotions and positive organization feelings. The affective commitment antecedents consists of the perception on job characteristics such as the identity of task, its significance, task autonomy supervisory feedback,

variety of skills and organizational dependability which are the extent that the employees feel that they can count on the organization on the aspect to preserving their interests, and perceived of partaking management that refers to the extent they can sense on their influences on the work environment decision or on the any issues in concern to them. Employing these antecedents is consistent to the findings from Rowden, (2003) which reflect that all these factors form the rewarding situations, intrinsically encouraging toward the affective commitment development. Luchak and Gellatly (2007) found the positive association of commitment to the work efforts and performance. When there is the lower affective commitment, there will be the high absenteeism and turnover (Pare and Tremblay, 2007). Moreover, it is considered that age and organizational tenure have the positive relationship with the affective commitment. The hypothesis is made that employees who have the low affective commitment will determine to leave the organization, while those with high affective commitment tend to keep staying for a long time with the belief in the organization mission.

2.4.2.2 Continuance Commitment

Continuance commitment means the costs based commitment that is associated with the organization leaving of employee (according to high leaving cost). Possible continuance commitment antecedents are, for instance, career satisfaction, tenure, age and aim to leave. The function of age and tenure is to continue the commitment predictor; this is primarily from the reason that their surrogate role is to measure on the organization investment (Meyer and Allen, 1997). Tenure can indicate for the non-transferable investments in which the close/working relationship with colleagues, career and retirement investments, as well as unique skills unique for specific organization. A more direct career measurement in relation to the investment is given from career satisfaction and it could be the risk when employee decides to leave the firm. Commonly, whatever the employees perceived as a sunk cost resulting from organization leaving are the continuance commitment antecedents.

2.4.2.3 Normative Commitment

Normative commitment refers to the sense of obligation for the employees to remain with the organization according to their internalization to the organization's values and goals. For the normative commitment, the potential

antecedents are included with the commitment from co-workers and the affective and normative dimensions, as well as the organizational dependability, behavioral commitment, and participatory management. The aim of co-workers' commitment is to show the normative signal impact on the normative commitment structuring (Commerias and Fournier, 2002). It is expected that the organizational dependability and perceived participatory management will instill the dense moral obligation in the organization correspondence.

One of the key points is that not all employee commitment forms are positively related to the superior performance (Meyer and Allen, 1997). For instance, an employee with the normative and low affective commitment, but with the high continuance commitment seems not to get the benefits from performance. The key reason for such remaining employees with an organization is from the negative side of too much costs associated to the organization leaving.

Commitment is used in this research as an explanatory concept. Therefore the commitment conceptualization will be considered in a way to distinguish it from the relevant constructs such as the motives and performances. Commitment is not just the existing of state of mind if the exchange of the positive relationship with some entity is experienced by an individual; it contributes to the understanding of organizational behavior understanding (Meyer and Herscovitch, 2001).

2.4.3 The Relationship of Cash Compensation on Employee Commitment

Employee commitment is the individual relative strength identification with an organization as it is characterized by the organization's acceptance of objectives and goals, and a willingness to exercise amount of effort on behalf of the organization with the strong intention to remain as the organization's member (Mowday et al, 1982).

For the military organization, it is essential to have the committed workforce in organization performance, thus identifying the relationship between the commitment of employees and their compensation is crucial. Firstly, compensation is the key priority issue for both employers and employees. Second, the organizational commitment of employee is considered to be the multi-dimensional construct

(Mowday et al., 1982). It can be said also that many possible antecedents can influence on the commitment of employees. An examination into the employee commitment and compensation relationship will be further studied as the role of mediator to contribute for the TCM construct model.

Committed employees present the strong intentions to work for the organizations with less leaving intentions (Hunt and Morgan, 1994; Robbins and Coulter, 2003; Mowday et al., 1982). A significant and positive relationship is found in the research of Paik, Y. S. et al (2007) between paying compensation to the expatriate Korean workers and Mexican local workers and the affective commitment, where there is insignificance from the continuance commitment. Commitment is two way activities that the employers require for the committed employees, but first they must be committed employers. Committed employees will give the better performance compared to the uncommitted ones where having them in the organizations lead to better financially of the organization. Compensation management is indicated to be seriously taken in order to get the viable advantage. Harter, Schmidt and Hayes (2002) conducted this study by noting that employees who leave the firm offer the improper performance to claim that compensation is their reason to exit. If employees are provided with the fair compensation, they will have the baseline requirements fulfillment and prompt to take the higher steps toward job satisfaction and contentment; thus they will pledge their organizational commitment efforts with the high performance. If it is felt by the employees that their effort is known and a well compensation structure is offered from the firm based on job evaluation, this will improve their employees' motivation and commitment. Boon and Veeri (2006) found in his study in Malaysia that the recognition and reward can motivate people to work, where the fairness, equitable pay, praise for well performance as the reward aspect can influence over the organization commitment of employees.

Probst and Brubaker (2001 quoted in Armstrong, 2009) in their study which indicated the differences between job satisfaction and dissatisfaction based on amount and types of rewards the employees expect to get. Seventy percent is shown from the exit interviews that the employees quit from jobs since they do not satisfy with their compensation (Welch, 2008). According to O' Driscoll and Randall (1999 as quoted

in Naicker, 2008), the study with 350 samples from daily workers in Ireland and New Zealand showed a powerful effect from the rewards over the attitudes of employee towards their organization and work commitment. This view is supported by Vance (2006) by asserting that the competitive advantage strategy to enhance the commitment of employees is a good compensation since the qualified candidates can be attracted from the competitive pay, as well as to improve their motivation and retention to work efficiency with the productivity for the organization.

The requirements of service are analyzed by Kuznia (2008) in the human industry through the creating of good compensation to attract and keep the qualified and talented employees. Several research streams have reflected the influences from the amount of pay received by an employee on the key attitudes and behaviors in job performance, organizational commitment, and job satisfaction (Bloom and Michel, 2002; Greenberg, 1990; Lazear and Sherwin, 1981). The level of payment can also influence on the self-worth feeling of individuals and their value perception on an organization with the instrumental role plays to form the behavioral intentions like the desire to quit the organization (Mowday et al., 1982). Addressing the employees' commitment relationship with compensation is crucial in the following reasons. First, the employee's organizational commitment is seen as the construct with multi-dimensions (Mowday et al., 1982). Second, for employers and employees, compensation is the key issue as well as the very big and difficult issue. Compensation policies should be formed where all sizes of organizations should be administered (Milkovich and Newman, 2005). In the success of higher competition, it requires the organizations to improve all levels of productivity. This requires for all employees to take part in commitment which can only be achieved via the better management practice in rewards and compensation management area through fairness perception on wages and benefits (Coetzee, 2005).

Even though there were many literatures related to the issue of compensation and commitment, it can be seen with conflict opinions from some findings, perhaps due to the cultural and economic systems/conditions variation in the places of research; however, most of the findings conform to the idea that there is a direct or indirect positive relationship from the compensation and organizational commitment. As in Beukhof, De Jong and Nijhof (1998), any meaningful correlation has not yet

been found between the commitment and salary. It is reported from Mottaz (1981) that the extrinsic rewards, fringe benefits and the like rewards paid by the organization appear relatively small; however, with the strong impact on satisfaction but virtually without the commitment effect. His results indicate more on work rewards, and in particular on the intrinsic rewards as the prediction key of work satisfaction. By the way, it naturally seems to have the positive relationship among compensation and annual income that can influence on employee commitment.

Therefore, hypothesis can be stated as follows:

H3: Cash compensation positive and significant effect on employee commitment of military in RTA.

2.4.4 The Relationship of Benefits on Employee Commitment

Employee benefits refer to all forms of compensation the organization gives in addition to salaries and wages as partly or whole paid from to the employees. The essential is provided from the employee benefits toward the corporate industrial relationship development. Including as examples are the social security, vacation and paid holidays, retirement plan, hospitalization programs, child care, and elder care (Christoph, 1996). With the recent trend of the economy, it is striving by all of the organization over the lasting success. It is considered that the work force must be amount the most crucial determinants for the competitiveness of the organization. It is required by employees to be convinced from the interest and commitment of their employers on their welfare prior to bring out all of their employers service to confirm for the success of the organization's success. To achieve the objectives as stated by the management, it requires for the careful consideration on the benefits that will best suit the firm and the total cost related to the employees' accepting benefits, the available amount of benefits provision and the way to evaluate the results (Amah, 2010).

Thus benefits to employees become vital if we can keep the employee satisfaction and increase employee commitment. Thailand Employment of Civil Servant Act B. E. 2008 provides some provisions that are compulsory for all employers to offer the benefits in some forms to their personnel. These mandatory benefits are as the liability to pay by the employer. Moreover, plus from the

mandatory benefits, organizations may also offer the employees with fringe benefits that are so crucial for them. The benefits are to attract and keep the good employees, though this may not directly impact on their performance. Decenzo and Stephen (2007) stated about the offering of membership based regardless of the levels of performance since the absence leads to the dissatisfaction of employees and raises up the absenteeism and turnover. Further, it is stated in Nelson and Spitzer (2003) about the ongoing revolution in the workplace recently where it requires the employees to be respected at the moment and wanted to be trusted in their good job, requires for their autonomy for best work and support decision is always needed though with some mistake arising. They need to be appreciated on the good job done. Cascio (2010) also adds that productivity cannot be enhanced from the employee benefits, but it is a rather powerful tool for the firm to attract the talented employee and retain them by improving their life quality and their dependents.

As indicated in many research, employee benefits are the organizational commitment conducive where the great deal is mentioned about employee benefits and its effect on continuance commitment in the past decade (Beer, Spector, Lawrence, Mills and Walton 1984; Meyer and Allen 1997; Ricketta 2002; Cohen 2003; Namutebi, 2006; Armstrong and Murlis, 2007; Newman, 2012). Employee benefits and employee commitment research have become more and more crucial since it is examined by some researchers on the relationship between them (Christoph, 1996), as well as between the employee benefits, motivation, and productivity (Hong, et al., 1995). Soon (2008) suggested from their findings the crucial and positive relationship between mandatory and fringe benefits with the organizational commitment while the fringe benefits seem to have higher relationship if compared to the mandatory benefits. Committed employees seem to work with more productive and organizational performance promotion (Cascio, 2003). Regarding the prerequisite above, this research targets to examine the influence of mandatory and fringe benefits on employee performance and organization commitment or not. Commitment can lead to the productivity and stability in the workforce (Morrow, 1993). It allows the employees to present their creativity and contribution toward the initiatives development for the organization (Walton, 1985). Normally, committed employees would be the achievement and innovation orientated and has the ultimate goal to

engage and improve their performance (Morrow, 1993). Commitment has other positive effects including the sense of affiliation, citizenship and attachment behavior that seem to enhance the organization efficiency and effectiveness (Williams and Anderson, 1991). It is mentioned by Amah (2010) that the benefits provided to employees, such as vacation pay, health insurance, and retirement pension, are the major indirect financial rewards. The employer gives benefits not just as the mechanism to only improve the performance of their employees, but also to help attracting the applicants during the process of recruitment. It is mentioned by Amah (2010) that bonus, commissions, piece rates, tips, stock options and others the employers give, for instance insurance for health, life and dental, maternity leave or child care provision, retirement plans, could have high influences over the employees commitment and performance. Additionally, they add that offering fringe benefits may lead to the greater employees' work efforts. It was also found that the need to address the related issues to the employee's benefits is known by individual employers. Positive feelings that generate from the good benefits could shift people to work harder. Ekere (2013) conducted the study which reported that friendly benefits to employees help enhance their organizations commitment and also put in their best to lead them toward the best organizational performance. Eventually, this will lead to the low turnover rate, and boost the performance of employees.

It is proposed by this finding that when more fringe benefits are received by the employees, they tend to increase their organization commitment. Despite the amount of these studies, little empirical studies are placed on the employee benefits where its impacts on the employee organizations commitment in the developing countries just like Thailand. To fulfill this gap, the effect from benefits is examined in this study in regard of RTA organizations commitment. Exploring the relationship between employee commitment and benefits, the competitive advantage and effectiveness can be enhanced by the organization.

Therefore, hypothesis can be stated as follows:

H4: Benefits positive and significant effect on employee commitment of military in RTA.

2.4.5 The Relationship of Employee Commitment on Employee Motivation

There are so many pressures and fluctuations that the organization has to face in today's world to carry on their organization. They have included the development processes with the employee motivation and employee commitment and to understand the effective changes in order to get the desired outcomes. According to Mowday, Porter and Steer (1982), employee commitment results from the affection and trustworthiness. It is defined by Becker, Randal and Riegel (1995) into three dimensions: first is the strong goal to keep the member by a particular organization; secondly is the aim to use the high struggle levels on the organization's behalf; and thirdly is the explanation of the belief in the organization on the appropriateness of goals and values. As stated by Gungor (2011) "Motivation refers to a person capability or competency for behavioral changing". It is a driven force that leads individuals toward specific goals where the "job motivation" is an active force set that initiates the individual both internally and externally to start the work associated behavior to determine for the form, duration, direction, and intensity (Pinder, 1998). The organization performance can improve by the employee commitment, but sometimes the benefits are not delivered such as when the incentives and job involvement are not provided to the employees. That gap can be bridged if the employee is characterized by the organization with the work atmosphere and the trust among the colleagues (CARE, 2007). Motivation and employee commitment have the clear meaning as a result that if employees are motivated and committed, it will influence the work outcomes (Lawler, 1986). Typically, the more motivated employees will place more exertions from their higher commitment and involvement to their jobs (Blau, 1986; Blau and Boal, 1987).

The commitment of employees is a crucial instrument for the organizations performance improvement. The commitment research has shown that the employee with higher organizational commitment involve with the organizational citizen behavior (OCB) and results on the enhanced performance and better work motivation which is good for the organization (Chi-Cheng, Meng-Chen and Meng-Shan, 2011). The efficiency of employees is largely dependent on the levels of motivation and higher employee commitment. They discuss on the employee commitment in the international, private, public, and non-profit sectors. Regarding the former research on

employee commitment, they suggest two popular approaches: commitment-related attitudes and commitment-related behaviors (Hall, 1977; Mowday et al, 1979; Angle and Perry, 1981). Commitment is the psychological attachment of employees to the organization up to their motivated degree, involvement, trust, and loyalty toward the organizational norms and values. The involvement of employees in a job can offer productive implications, while the factors related to behaviors seem to show with some adjective needs a noun. Workers with well-motivation and commitment can feel that the organization truly values them as a crucial part of the organization which spontaneously boosts the performance of both sides (Mohsan, 2004).

Most employees are explained in Omar, Jusoff and Hussin (2010) with loyalty when their managers and upper management are superior leaders. Leaders with strong qualities must be capable in employee motivating to complete the job; peer collaboration is important for the dynamic excellence, and the superior management has a greater influence on the conviction of employees toward achievement rather than their styles of management. Additionally, it is pointed out that the call center global service environment was originally positively related to the fractional mediation commitment of employees (Little and Dean, 2006). According to Wim, Margriet and Beukhof (1998), assurance of employees can be vital to boost the organization's performance enhancement up to the international prose and researches. We separate commitment into the job and organizational commitment, and is correlated to the distinctiveness of person, organization and profession. It is believed by Steers that employee commitment refers to the condition where employees are so interested in the organization values and goals. Feng (2010) conducted research by analyzing the performance of lectures and placing four variables: commitment, mental health, job stress, and performance achievement motivation. Both of these issues should be addressed for the firm to keep the workers with high productivity and performance where this could take place in a variety of strategies to concentrate on employee's motivation and commitment. In turn, such commitment is formed through the arrangement of the organization and well working conditions as accepted, as well as the more common in co-operative relationships.

An organization with well management and effectiveness can ensure that there is the communication, sense of commitment and cooperation plus the satisfaction among workers. In regard to forming the employee's satisfaction and job

commitment, strong and effective motivation is required at various levels (Tella, 2007). Employees seem to be the real industrial assets. Making of a motivated and committed workforce is seen as the key objective for today's competitive environment achievement.

Employee commitment is an essential element for boosting job performance. This type of commitment has motivation as the crucial predictor in which the employees with motivation will spend their energy and time for the organization. According to this, we can notice the growing interest to understand the relationship between commitment and motivation. The employees' performance will contribute or stop the organizations is the reason that it is crucial to seek for many employee motivating methods. Since, motivation is the willingness of people to do something; it is the condition of the ability to act in some need satisfying for an individual. Every organizational employee is different, and thus motivated by different reasons to perform well. Since the internal organization differs, it is crucial for the manager to recognize about their employees and notice the way to motivate the performance. In many organizations, employees with creative ideas cannot express them with the management from the fear that they may ignore their inputs. The power to form the motivated employees for the organizational benefits to have the more flexible work force to wisely use their employees' experience and increasing the chance of ideas and information exchange among the employees and the departments (Kennish, 1994; Kinni, 1994). Moreover, if given the tools to employees with the more opportunities for accomplishment, most would take the challenge and employees can be motivated by their firm to achieve more through perpetual employee skills enhancement (McGarvey, 1997; Parker, 2001).

As commitment in normative involvement, affective commitment, and continuance commitment, the stable characteristics are relatively possessed by an individual who influences their attitudes and behavior (Davis-Blake and Pfeffer, 1989). As attitude can influence on personality, it in turn affects motivation that would result on the behavioral outcomes. It is surmised, based on Morrow (1993), that employee commitment is a function of personal characteristics including the dispositional qualities, and the reflection of facet design from work commitment including the commitment to the career, organization (affective and continuance), job involvement and work ethic (Morrow, 1993).

Despite many studies related to the motivation and commitment subjects, the connection between various motivation forms and different commitment foci are hardly to be examined. Affective commitment is termed, according to Allen and Meyer (1990), as an organization emotional attachment involved by the highly committed staff, who identify and enjoy their membership with the organization. Based on the recognition of cost in individuals to stop the activity, the continuance commitment is or the lost side bets (Allen and Meyer, 1990). According to Lodahl and Kejner (1965), normative commitment is defined as the daily worker's experiences absorption degree from their job activities which direct them toward exceeding the usual job expectations (Moorhead and Griffin, 1995), and this is the key of employee motivation components (Lawler, 1986).

Commitment to organization refers to not only to the formal membership status, but included in this is the willingness and attitude to put the effort in high levels toward the organization's goals achievement. The theory of commitment and integrating motivation consists of two key benefits. Firstly is to broaden the understanding toward commitment that it is the major element in the motivation process since it functions to energize the force for this process (Meyer, Becker and Vandenberghe, 2004). Secondly, further insight is given on how motivation affects the commitment attitude and behavior, as well as how commitment can motivate the attitude and behavior. Ultimately, this can contribute toward employee performance that will in turn generate better efficiency and productivity. The integrative model is developed by Matthieu and Zajac (1990) in regard to the antecedents, correlation and commitment to the organization consequences. Motivation is said to correlate with the commitment for the organization, while the high motivation levels are correlated with commitment in high levels. Another organizational commitment related concept concerns the job engagement where it is characterized by high levels of energy and the strong identification that there is possibly the influence from work commitment on the related motivation. The aim of current research is to examine the potential relationship between motivation and commitments. Examining the relationship between both would result toward the better understanding in processes functioning, and by this reason, this study will generate the additive empirical outcomes for this field of research.

Therefore, hypothesis can be stated as follows:

H5: Employee commitment positive and significant effect on employee motivation of military in RTA.

2.4.6 Conclusion of the Employee Commitment Concept

First, the three constructs of employee commitment are identified as being important to public organizations as RTA: their physiological contract in commitment as affective, normative and continuous commitment. These constructs have also been explained in greater detail. Second, two hypotheses models relationship of TCM and employee commitment - those being cash compensation and benefits, are developed. Third, two hypotheses models relationship of employee commitment are also developed - those being employee motivation, employee performance. The aim of these models is to examine the effects of TCM upon employee motivation, employee commitment and employee performance. Thus, it is possible to empirically test the theoretical models of employee commitment relationship hypothesized in this study, by implementing each construct through a set of TCM practices. The detailed explanations of these constructs, and the set of practices that support their implementation, are also described.

2.5 Employee Performance

2.5.1 Employee Performance: Definition

Despite the great individual performance relevance with the wide spreading applied of job performance to measure for the outcome in the empirical research, less effort seems to spend for performance concept clarification. Campbell (1990) as cited also explained the performance structure and contents literature where “performance means things that organization employs some to do, and do it well” (Campbell, McCloy, Oppler and Sager, 1993). However, formerly in the past 10 to 15 years, the increasing interest in the performance definition development and the performance concept specifying can be witness. It is agreed by the author that the action (behavioral) aspect and an outcome aspect of performance should be separated in the process of performance conceptualizing (Campbell, 1990; Campbell, McCloy, Oppler and Sager, 1993; Kanfer, 1990; Roe, 1999). Thus, the action itself cannot identify the

performance but by the evaluative processes and judgmental (Ilgen and Schneider, 1991; Motowidlo, Borman and Schmit 1997). Moreover, the action that can be scaled only that we consider as the performance constituted, i.e., measured (Campbell et al., 1993).

Performance means the individual's behavior results or consequences. It might not be easy to explain in practice about the performance aspect via none of reference action to the outcome aspect because not every action but only those related to the goals of the organization on constituting performance that the criteria are required for the degree evaluation on the performance of individual whether it completes with the organization goals. To imagine for the way of such criteria conceptualized without the aspect of outcome performance to consider together is difficult. Thus, stressing on performance cannot really help solving all the problems; in addition, there must be the differentiation between the behavior and the aspect of performance outcome as the general agreement.

2.5.2 Multidimensional of Employee Performance/Individual Work Performance Concept (IWP)

Organizations require for the individuals with high performance to complete its goals in delivering of its specialized products and services and finally reach the competitive advantage. Performance is a multi-dimensional concept as the many researchers construct (Borman and Motowidlo, 1993). On the very basic level, performance is divided by Borman and Motowidlo (1993) into task and contextual performance. Later some researchers added other dimensions concept, which are adaptive performance (Allworth and Hesketh, 1999; Pulakos et al., 2000; Sinclair and Tucker, 2006; Griffin et al., 2007). Similarly, the attention is given on the work behaviors and performance that is negative and harmful for the organization (Viswesvaran and Ones, 2000; Rotundo and Sackett, 2002). This has led to the addition of the counter-productive work behavior dimension. Low performance that does not achieve the goals could have experienced with dissatisfaction even or the personal failure. In addition, if the others recognized performance for the organization, the reward is normally given in the form of money or other benefits. This is the main method though not the sole prerequisite for future career

development and the workforce market success. According to Van Scotter, Motowidlo and Cross (2000), although, some exceptions can be seen when the organization promotes for the high performers easily and generally provide them with the better chances in their career rather than the low performers.

The high individual relevance in performance is also echoed in the psychological research on work and organization. Interestingly, the performance of an individual is mainly handled as the dependent variable that forms the perfect sense from the practical viewpoint; individual performance is what is required by the organizations to optimize and improve. Individual work performance (IWP) is the singular conceptualized by various disciplines.

2.5.2.1 Task Performance

Task performance was addressed as the effectiveness performed by job incumbents which contribute to the core technical of the organization (Borman and Motowidlo, 1997). In itself, task performance is multi-dimensional. Each of these factors consists of sub factors can be different which may diverse from different jobs.

Mentioned in most of all frameworks is the task performance since it is the crucial individual work performance dimension. Task performance can be termed as the proficiency (competency) of one to perform the task of a central job (Campbell, 1990). It includes with job knowledge, work quantity, and work quality. In Murphy's framework, a task behavior is labeled as the first dimension that is considered as task performance (Murphy, 1989). Later the framework on individual work performance is developed where all included one dimension for describing task performance. Task performance is explained from Arvey and Mussio (1973) from the clerical workers by using the accurate working dimensions to present the concerning of details, time and planning (Fluegge, 2009). Task performance is described by Jiambalvo on the public accountants regarding of planning, understanding, and work revising (Arvey and Mussio, 1973). It is divided by Engelbrecht and Fischer (1995) on the managers task performance into action orientation (resoluteness and to get work done), task structuring (planning and leadership), and synthesis, probing, and ruling (problem resolution) (Engelbrecht and Fischer, 1995). Williams and Karau (1991) re also maintained that task performance covers an employee's contribution and actions regarding organizational performance as part in the formal reward system and to place the specified requirements in job description.

It is important to note that what makes up core job tasks can be shifted from job to job. Arvey and Mussio (1973), regarding this, applied the accurate working concept to present the concern from details, time and planning to describe the task performance of clerical workers, while Jiambalvo (1979) used the concepts of understanding, planning, and revising work to describe the task performance of public accountants. Furthermore, Engelbrecht and Fischer (1995) separated the employee's task performance into action orientation, task structuring and probing, and synthesis and judgment. Similarly, Tett, Guterman, Bleier and Murphy (2000) separated the employees' task performance into the concern of traditional functions and occupational acumen. Other names that have been used for task performance in the present literature includes task proficiency (Campbell, Ford, Rumsey and Pulakos, 1990; Rollins and Fruge, 1992; Griffin et al., 2007), technical proficiency (Campbell, Ford, Rumsey and Pulakos, 1990; Lance, Teachout and Donnelly 1992; Campbell, Hanson and Oppler, 2001), and in-role performance (Bakker, Demerouti and Verbeke 2004; Maxham, Netemeyer and Lichtenstein 2008).

2.5.2.2 Contextual Performance

Contextual performance refers to the informal required performance in the part of the job but it can help shaping the organizational social and psychological context (Borman and Motowidlo, 1993). Further, contextual performance is presented in two facets: interpersonal facilitation and job dedication.

1) Interpersonal facilitation consists of “cooperative, considerate, and helpful behaviors for the co-workers performance”.

2) Job dedication refers to “the acts with self-disciplined in which motivated person to take the initiative, hardworking and compliance to rule in supporting for the organization objectives” (Van Scotter and Motowidlo, 1996).

Contextual performance and the performance related elements for instance the behavior of organizational citizenship (Bateman and Organ, 1983; Smith, Organ and Near, 1983), social organization (Brief and Motowidlo, 1986), and extra role performance (Van Dyne, Cummings and McLean, 1995), effectiveness and organizational performance contribution. From the actual that there are several constructs related to the contextual performance concept in other names, in this study, the reviews on existing theories and empirical studies also included with contextual performance and every related construct.

Contextual performance has to do with factors that are not directly on the job. It may be simply viewed as the environmental factors that support the milieu in which organizational work is carried out. As rightly put by Van Scotter and Motowidlo (1996), contextual performance does not contribute openly to an organization's core processes but keeps or advances aspects in the organization essential for the core to function well. Contextual performance entails behavioral prototypes that maintain the social and psychological milieu in which task activities are executed (Van Scotter et al., 2000; Sonnentag and Frese, 2002). Koopmans et al. (2011) addressed about contextual performance as the behaviors that went over the official work goal that prescribed, for instance, to take an extra task, showing initiative, or job coaching for newcomers.

A number of concepts on conceptual performance have been developed by the researchers. At the very general level, the two types of contextual performance can be differentiated by: primarily the behavior aims to smoothen the organization functioning as from the current moment, and proactive behaviors that intend to improve and change the organization processes and work procedures. The contextual performance stabilizing behaviors have been included with the organizational citizenship behavior into five components: conscientiousness, altruism, courtesy, civic virtue, sportsmanship (Organ, 1988), and some of organizational extemporaneity aspects (assisting the coworkers, organization protection, George and Brief, 1992). Thus, contextual performance does not refer to the single uniform behavior set, but in itself it is the multidimensional concept (Van Dyne and Le Pine, 1998).

2.5.2.3 Adaptive Performance

Initial classifications of employee performance did not include adaptive performance. However, Smith, Ford, Kozlowski, Quinones and Ehrenstein (1997), Pulakos et al. (2000), and Sinclair and Tucker (2006) argued that the work environment is constantly changing, making it necessary for the need for adaptive performance of employees. Pulakos et al., 2000 presented about adaptive performance in eight-dimensional classification: handling work stress, handling emergencies or crisis situation, creatively solve the problems, dealing with unpredictable and uncertain work situations, learning on work task, technologies and procedures, demonstrating cultural adaptability, representing interpersonal adaptability, and

representing physically oriented adaptability. Therefore, adaptability in a work context means that the way employees deal with work tasks or contexts changes including the versatility and tractability (Pulakos et al., 2000; Dorsey, Cortina and Luchman 2010).

Adaptive performance is defined by Griffin, Neal and Parker (2007) as the degree where employee can adjust with changes in their work roles and work systems. This is because the work environment is changing rapidly and some researchers have even expanded the construct to include pro-activity, innovativeness, and taking initiatives (Sonnentag and Frese, 2002; Fay and Sonnentag, 2010). Numerous authors refer to adaptive performance using different terms, such as role flexibility (Murphy and Jackson, 1999), adaptability (Rollins and Fruge, 1992), schedule flexibility (Hunt, 1996), and leading change (Hedge, Borman, Bruskiewicz and Bourne 2004).

The focuses of Allworth and Hesketh (1999), Pulakos and Griffin are on the progress of interdependency and uncertainty work systems with the nature of changes in individual work performance corresponding (Allworth and Hesketh, 1999). It is argued from all four that adaptive performance must classify the dimensions of individual work performance. Adaptive performance refers to the extent that a person adjusts themselves with the changes in the work role and system. Included here, the examples are creative problem solving, uncertain or unpredictably work handling, learning new tasks and technologies, as well as procedures, plus adapting with the surrounding people, physical condition and cultures (Griffin et al., 2007). It is further argued by Griffin et al. (2007) on proactively task that is seen as a separation of work performance dimensions. Individual task proactively presents the self-starting extent that is engaged by a person toward their future oriented behavior when the work situation has changed, as well as their work roles, or themselves. Job specific framework, as proposed by Sinclair and Tucker, is also regarded with the adaptive performance as the individual work performance separated dimension, plus contextual performance, task performance and counter-productive work behavior (Sinclair and Tucker, 2006).

2.5.2.4 Counter-productive Work Behavior

Counter-productive work behavior is commonly considered as the negative consequences behaviors to both individual and organization (Hunt, 1996;

Viswesvaran and Ones, 2000; Rotundo and Sackett, 2002; Burton, Pransky, Conti, Chen and Edington 2004; Allen, 2008; Escorpizo, 2008). They include behaviors such as absenteeism, lateness, engaging in off-task behaviors, theft, ongoing arguments with the colleagues, deviant behavior, lack of personal discipline, anti-social behavior, destructive/hazardous behavior, unruliness and substance abuse. According to Mount, Illies, and Johnson (2006), the organization norms are breached by the counter-productive work behaviors which are harmful to the organizational interests as well as obstruct the organizational goal accomplishment. This should then be avoided since it is costly and prevalent.

According to Viswesvaran and Ones (2000), counter-productive work behaviors can vary from the two dimensions: organizational/interpersonal and serious/minor. Therefore, on these two dimensions' basis, employee deviance is classified by Robinson and Bennett (1995) into four categories: property deviance (directly serious deviance at the organization), production deviance (minor directly deviance to the organization), personal aggression (direct serious deviance toward other individuals), and political deviance (directly minor deviance toward other individuals). Like other dimensions, there are numerous terms that have been used to describe counter-productive work behaviors. These include deviant workplace behaviors, employee sabotage behavior, and counter-productive work behavior (Raelin, 1994; Robinson and Bennett, 1995). Counter-productive work behavior attention, termed as the harmful behavior toward the organization's well-being, has been proposed in the modern years. This includes the negative work behaviors such as late arrival, absenteeism, off-task behavior engaging, substance abuse and theft (Rotundo and Sackett, 2002).

Almost 50% of the frameworks for the generic work performance of individuals incorporated one or more counter-productive work behavior dimensions. The destructive/hazardous behaviors dimensions are applied by Murphy (1989) (behaviors leading to apparent damage, productivity losses, or other setbacks risks) and downtime behaviors (work-avoidance behaviors) to explain the harmful behaviors toward the organization (Murphy, 1989). The framework by Hunt incorporated four dimensions which are off-task behavior, drug misuse, unruliness, and theft (Hunt, 1996). The work performance study as approaches by Burton et al, (2004); Allen

(2008); Escorpizo (2008) through the perspective of the occupational health and separate the domains of work performance into absenteeism (absence from job) and presenteeism (attending work during sick). Both absenteeism and presenteeism can be considered as counter-productive work behaviors but it is not good behavior for the organization's well-being.

While these four dimensions capture the totality of employee performance, earlier studies make a distinction between typical and maximum performance (Sackett et al., 1988). Generally, typical performance is what employees will do and maximum performance is what employees can do. While the typical and maximum performance construct has been widely used in employee selection, their indicators, such as critical analytical skills for solving problems, effectual multitasking, and working and successfully tackling complex issues, broadly fall under these four dimensions. Figure 2.4 shows the heuristic framework of IWP adopted from Koopmans et al. (2011).

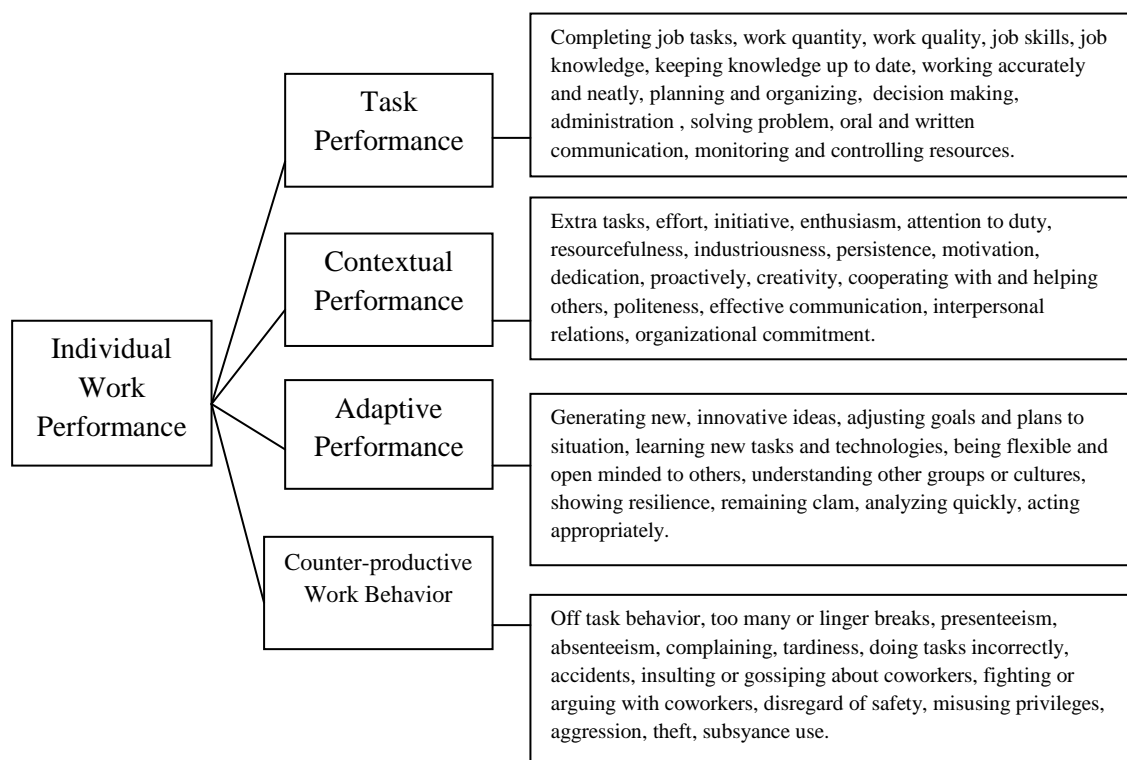


Figure 2.4 Heuristic Framework of IWP

Source: Koopmans et al., 2011.

2.5.3 The Relationship of Cash Compensation on Employee Performance

Employee performance results from work carrying by one on the tasks assigned to them based on the determination, skills, and experiences (Hasibuan, 1994). It is stated by Mangkunagara (2002) that performance means the work quality and quantity results as achieved by and employee from their duties carried out based on the responsibility assigned to them. In short, the performance of an individual consists of four important factors in combination: task, contextual, adaptive and counter-productive work behavior. Milkovich and Newman (2008) said rewards can fill in the gap between the expectation of individual and goals of the organization. To him, to become an effective organization that meets with all performance, there are four things required to offer from the total compensation system: sufficient reward level that can fill in the basic needs; equity in the eternal labor market, and in the organization; and organization member treatment to satisfy their needs

One way to improve performance management, motivate and improve the performance of employees is through compensation (Mathis and Jackson, 2002). As the integral part in HRM, compensation management can help motivate the employees, as well as organizational effectiveness and performance improvement (Naukrihub, 2009). The most widespread compensation policies used by companies today are the performance based compensation, equity based or a fixed annual remuneration. Although performance based compensation is the most applied strategy, it does not seem to work as it should. As indicated by Zaman, Shah and Jamsheed (2011), there is a significant and positive relationship between the employee motivation and extrinsic rewards; hence the performance presents with challenge that the fair and adequate financial rewards have not offered from the employers to their employees. If it is felt by the employees that their effort is known and prompt with the good compensation structure provided from the company based on job evaluation, the commitment and motivation of employees.

Javed, Miqdad, Kamran and Sohail (2010) examined the compensation and performance relationship where it shows from the results that there is the crucial effect from compensation on employee performance. It should be aware by the employees on their relationship with the way they perform and get the rewards. The

performance management programs must be applied by the organizations to help in the planning for employee performance and performance monitoring with the adequate tools for effective measuring tools. Rewards must be applied as the way to strengthen the good employees' behaviors and their productivity. Hence reinforcing positive behavior should be the focus of the reward systems. The bonuses from performance are interesting by many organizations since the performance shall be linked with the reward (Block and Lagasse, 1997). In Malaysia, a study by Boon and Veeri (2006) found that recognition and reward have the motivated impact on people at work, and those reward aspects like the equitable pay, fairness, and good performance praising to influence employee commitment to the organization. Brown, as quoted by Armstrong (2008), said in other words that the process of compensation and reward are the flow of events that determine the forms, level, and differentials in the monetary rewards, fringe benefits and non-financial rewards as the organization member received. They can use cash compensation to improve performance via placing the targets related to the given task (e.g. surpassing some target of sales). If the target is surpassed by employees, they can be given with the plus to salary amount; this will lead them to achieve more (Maund, 2001). The research has proven that if a person is praised and feels appreciated, they tend to leverage their performance. For the organization, this could be another way to use together with the compensation in the form of cash for performance improvement. Praise can be shown in a newsletter or in the organization meetings. When the manager takes time to recognize and meet with the well-performed employees, it can have a big role in enhancing the employee's performance (Torrington and Hall, 2006). Employees require more often rewards from their organizations. This can greatly improve the performance when compared with once a year rewards since the frequent rewards can easily lead to the better performance. (Thompson and Rampton, 2003).

An online study is carried out by Garlick (2007) with 1003 full-time staff that were asked to rank the preference order of 14 possible performance incentives. Included in these performance are the extrinsic rewards in general; for instance, gift cards, cash bonuses, travel awards, and award points, as well as the intrinsic rewards for instance, more work autonomy and freedom, capable to select the interesting projects, and sharing the mentor with other employees. Unsurprisingly, cash bonuses

were shown to be the incentive most preferred by three-out-of-four of people (74%) from the survey. Nine-out-of-ten (89%) reflected cash bonuses among their top three preferences. By the way, the primary to investigate in this study was whether the giving of cash bonuses can truly influence the attitudes of employees and other outcomes of the business. It is shown from the results that exclusively offering cash bonus seem not to be able to make much effects on the performance, despite the actual that cash bonuses seems to be the preferred reward of almost everyone. While from the three-out-of-four cash bonuses are the most preferred reward while among the top three rewards, those who receive for just a cash bonus from nine-out-of-ten showed with more slightly satisfied compared to those who get nothing as reward. In addition, exclusively providing cash bonuses seems only to show a minor effect on the performance of the firm company-either the increasing in profitability or increasing customer service.

The researches above have dealt with the organizational reward and its association to factors like the performance of employees, employee motivation, employee satisfaction and influence on finished task quality. Overall, the reward is presented from studies with its positive effect, while different rewards could reflect different impacts on the attitude, performance and satisfaction of employees. The findings are mixed between the impact on the performance and providing the individual rewards.

In brief, employee performance is the key building block of factors and organizations (Abbas and Yaqoob, 2009). Employee performance is the key construct in multi-dimension that aims to reach the results and present the strong link with the organizational strategic goals (Mwita, 2000). Hence, employee's performance is resulted from the specific functional unit or activity of individuals in the given period, not the personal characteristics of work performing staff.

Therefore, hypothesis can be stated as follows:

H6: Cash compensation positive and significant effect on employee performance of military in RTA.

2.5.4 The Relationship of Benefits on Employee Performance

Compensation management is one of the most crucial elements in personnel management that is included with the economic rewards to shape for wages and salaries and other non-wage economic payment forms known as indirect compensation, fringe benefits, or supplementary pay. Compensation is a crucial issue that is required considering from its impact either directly or indirectly effective or competitive for businesses and the employees' well-being. The compensation subject, as well as indirect compensation, is the most important since it affects the individuals' well-being regarding the organizations.

Accordingly (Tsai, Yu and Shih-Yi, 2005), organizations can highly attract and retain the highly competitive employees from the indirect compensation which can be considered as the strategic resources for competitive advantage. It can be expected through the offering of benefits, it will help increase the overall organization attractiveness, as well as employees' satisfaction and loyalty that will also be increased. Consequently, this also increases the motivation and levels of performance in employees. The benefits impact on employee performance is up to the compensation and performance management package offered by the organization. Employees respond to the increasing benefits and pay with a productive and positive attitude. It is indicated from several studies that the benefits for employees are related to the organizational performance.

De Nissi and Griffin (2001) mentioned about performance as the measuring on economic effectiveness that indicates and summarizes the amount of individual, industry, organization, or economic system produced outcome in comparison with the inputs amount used in the production. Globally, the organizations have addressed the crucial performance in order to fight and survive in the market. Moreover, the real improvement in performance uses the crucial comprehensive approach that relies on the employees, and it is essential to offer them the key supplementary benefits for their best encouragement of performance. In order to leverage the morale, productivity and performance of the employees, it is stated by Hodgetts that the organization needs to adopt the principal by providing people with values and propose the rules and procedures to fairly handle the employees and develop the trustable environment which indicates about the confidence of management in their employees.

The high respect is demanded from their organizations to give them with necessary recognition and good working environment. Once the above steps are completed by the organizations; the high performance and high quality goal would be completed and would enhance the successful organization achievement. In fact, as mentioned in Bond and Galinsky (2006), many small organizations, if not all, but provide some of the supplementary benefits to the employees who have lower-wages to show that they consider the value of investments on the purposes to enhance the recruitment, retention and performance. It indicates the degrees of its crucial for the organizations offer the proper fringe benefits to their employees (plus to their towage and salaries) and to ensure that their condition s of service contains with the properly implemented elements. Furthermore, Pilbeam and Corbridge (2006) mentioned that a diverse workforce has diverse benefit needs. Flexible benefits provide an opportunity to respond to this diversity in the workforce and to increase the potency of the benefits offered within the total reward value proposition while checking on cost.

The findings from Soon (2008) recommended that both fringe benefits and mandatory have either a significant or positive relationship to the commitment of the employees and the organizational performance. The higher relationship can be seen from fringe benefits if compared with the mandatory provided benefits. It is proposed from this finding that when employees received more fringe benefits, they seem to commit more to their organization and it tends for committed employees to contribute more and be quite productive for the organizational performance (Cascio, 2003). Benefits can facilitate the business profits improvement by increasing the responsibility of employees that results on the fair employee treatment to enhance their work life quality.

It is contended by many studies that the indirect compensation can be a useful means for qualified employee's attraction, motivation, and retention (Kurlander and Barton 2003). Also, the indirect compensation programs are provided by many firms concerning to their employee skills development with the belief that the work forces will be strengthening by such investments (Cantoni, 1997). In conclusion, higher indirect compensation may enhance the performance of the firm in attracting and keeping the competitive labor with the firm. It can be said also that the moderating role is played by the indirect compensation to raise the positive impact on labor input

to produce the organization's output in hiring and retaining high quality employees. As suggested from the literature review, we value more to benefit when employees have the exact knowledge about the benefits they are offered. Accordingly, those with the accurate view toward the coverage benefit seem to give the higher valuation from what employees receive and seem satisfied with the packages of benefit than those with less informed benefits (Dreher, Ash Bretz 1988). This will generate more of their morale and the levels of productivity. In relation between benefits and performance, Gibson (1996), suggests that one individual that affects the performance of the system is very robust remuneration and benefits. An organization can use benefits and remuneration to enhance the current performance, as well as to attract the skilled personnel to work with the organization or industry. As Odunlade (2012) stated, compensation and benefits have been addressed as the glue that bridged many of employees to stay in their organizations.

Therefore, hypothesis can be stated as follows:

H7: Benefits positive and significant effect on employee performance of military in RTA.

2.5.5 The Relationship of Employee Motivation on Employee Performance

Motivation may be intrinsic or it may be extrinsic. In reference to many theories, sometimes the motivation could be rooted as the basic need for minimizing physical pain and sometimes minimizing pleasure. What we think as the main with basic of hidden force energizing for any action is the motivation. Thus, it refers to that the motivation level has the direct connection to the employees' performance.

There is the inextricable connection between motivation and employee performance since all employees must have some motivation degree in the first place in order to go to work. It is believed by many people that the employees with top motivation are those who will reach to the top job performance level. As a result, many large companies offer the supervisors and managers with training to motivate them or used this as the method of development to enable their understanding on the motivating factors on each employee. In some extent, the money can motivate most employees since in general people work to get the money to spend in their daily cost of living. Employees tend to work harder for the financial rewards from the bonuses

or the commission promised if they can reach to the levels of performance beyond the basic level demanded from their employers. Some are motivated from the chance to be promoted or to move for higher prestigious roles, whereas some of the employees are motivated with the fear of failure. In some cases, people are motivated from their belief that failure can lead to job loss so they work hard. Regularly, all these factors are cited by those who sense about the correlation between job performance and motivation.

A qualified and motivated workforce is significant for increasing the organization's service quality and productivity in order for the achievement of the organizational objectives. For many managers, the challenge and dilemma is the way to form this motivation type (Dieleman et al., 2006), while the notion of motivation is surrounded by many theories, and usually the two different motivation areas are mixed (Dieleman, Toonen, Touré and Martineau, 2006). The emphasis is placed on motivation as rooted in a job and performance motivation in which both are crucial and it is critically required to understand by the managers about their activities' impacts in both areas (Dieleman et al., 2006).

Motivation is crucial since though people with the knowledge, abilities and skills can poorly perform on job without the motivated for their time and effort devoting to work (Harrison-Walker, 2001). There is the need of workers that their workplace must fulfill them to avoid de-motivation since the lack of motivated workers seems to resort to the behaviors of anti-work like negligence of duty, showing frustration, late coming, absenteeism, and fail to meet deadlines, where all the work negative factors result on the credibility and performance of the organization. Mangkunegara (2002) explained the relationship between motivation and performance through the equation formulation about the performance with ability and motivation. But it is argued by Gibson, Ivancevich and Donnelly (1996) that the performance of employees can result on the individual's work achieved related to their position in the organization. The results from former research on the employee performance and motivation as done by Nawab et al. (2011); Javed et al. (2011); Kaymaz (2011) shows the significant effect of motivation over the performance of employees. Muogbo (2013) presents in the study the existing relationship between extrinsic motivation and employees' performance, while no relationship was found

between intrinsic motivation and the performance of employees. The relationship of performance based pay is examined by Mensah and Dogbe (2011) as the employee performance motivation measuring tool. Mangkunegara (2002) explains the equation relationship between ability, performance and motivation. It is argued in Gibson et al. (1994) that performance of employees is the result of work that individuals achieved from their position in the firm. For each management unit, the organizational task is to achieve the measurable performance with the relevant criteria. The former motivation and employees performance research was conducted by Nawab et al. (2011); Akuoko and Donkor (2012); Sofat (2012); Kaymaz et al (2011); Menshah and Dogbe (2011) which found a significant affect from motivation on performance.

Therefore, hypothesis can be stated as follows:

H8: Employee motivation positive and significant effect on employee performance of military in RTA.

2.5.6 The Relationship of Employee Commitment on Employee Performance

The connection between performance and commitment has taken the researchers a long time to focus on the relationship between task performance and job commitment. In reference with the commitment and performance definitions, the researchers have come to diverse results (Somers and Birnbaum, 1998). Benkhoff (1997) researches on the organizational performance impacts regarding sales targets met and changes in profit. It was found the positive correlation of employee commitment and the divisional financial success (from the sample bank branches).

The study on employee performance and commitment is the top crucial for the top executive management in the firm. Somers and Birnbaum (1998) studied the career commitment relationship with the effectiveness of performance and the result is positive. Jackofsky (1984) noticed the low commitment leading to the high turnover rate, while the higher the satisfaction level on job via job security entails the high organizational commitment level which next results on the job performance improvement among employees. Employee's commitment could be the key instrument to improve the organizational performance.. It was shown from most of the organizations that a high rate of stress leads to the lower satisfaction and low

commitment to the organization (Elangovan, 2001). The higher organization communication level can result on the increased commitment level, thus also increased performance (Jui-Chen, Colin and Jung-Yao, 2006). Chughtai and Zafar (2006) conducted a study with professors in the University of Pakistan and summarized that the professors with strong commitment outperform better than those uncommitted professors. Primarily, the focus of this study is on the low/high commitment impacts over the job performance of employees. Meli bank in Sanandaj, a province of Iran, can be concluded from the available of relevant literature below has been mentioned on the insight of previous work done on the subject. The study by Shore, Barksdale and Shore (1995) on 231 managers and 339 subordinates of multinational companies in the United States found a positive correlation between the job performance and affective commitment. The work related commitment and input of the job performance relationship was studied by Somers and Birnbanm (1998) by the ways from their findings; it was suggested that the positive relationship is seen between the job performance and career commitment but none of them shown between job performing and organizational commitment. Both affective and normative commitments were found without relation to job performance. The study of Lee and Olshfski (2002) on the New York firefighters' in organizational commitment indicated that considerable promise was offered from the organizational commitment to explain the positive behaviors. In addition, when the job was taken by individuals, they must have identified the job attached role in which the personnel committed to do and must act accordingly to the job expectations attached. The nature of organization commitment was explored by Suliman and Paul (2000) within three industrial units in Jordan via the use of job performance and five demographic variables of employees. It is revealed from that research the three dimensional concepts comprised in organizational commitment. The positive commitment and job performance relationship was also disclosed from the findings (total of the three components). Moreover, organizational commitment together with all three of its dimensions show with either positive or negative relationships to age, sex, education, job status, and organizational tenure variables and job status.

The relationship between the organization commitment, job performance and communication was researched by Jui-Chen et al. (2006) with the findings that

indicated about the positive relationships among them. It is suggested from the finding that the communication processes and channels should be strengthened by the firm in order to improve the accounting professionals' organizational commitment, as well as their job performance. The commitment is studied by Clarke (2006) with the UK based health care units' network performance in which it found that a significant role is played by the commitment, especially on the result of performance. It is found by the researcher that either in affective or normative forms of commitment it has the statistically significant impact on performance. Thus, the positive relationship is seen among the affective commitment and network performance. The finding which states about the negative relationship of continuance commitment with the network performance suggests commitment and performance relationship to networks is uncertainly direct. Rashid Sambasvani and Joari (2003) conducted the research with 202 Malaysian companies' managers and suggested from their findings that the corporate culture is interrelated to the organizational commitment where both have far reaching on performance influences. The literature review above reflects on some particular existing relationships between job performance of employee and organizational commitment.

High organizational commitment should lead to the higher performance levels (Angle and Lawson, 1994). Although, they have found some crucial relationships, the direct relationships magnitudes between performance and affective commitment are relatively small in general (Larsen and Fukami, 1984). The researchers are led by this fact to examine the various performances dynamic dimensions (Angle and Lawson, 1994; Meyer, Allen and Gellatly, 1990) and to examine the commitment, performance, and relationship moderators (Brett, Cron and Slocum 1995; Mathieu and Zajac, 1990). Indeed, substantive constraints addressed from the relationship observation diminished between attitudes and habit is seen as the organizational research critical requirements (Johns, 1991).

Therefore, hypothesis can be stated as follows:

H9: Employee commitment positive and significant effect on employee performance of military in RTA.

2.5.7 The Relationship of TCM, Employee Motivation, Employee Commitment and Employee Performance

It is suggested to prepare for several of strategies and tips in order to boost the human resources' capacity and quality. The naturally developing organization is produced from the employees who are capable to manage on the growth of the firm toward the desired goal. Unhelpfully, many organizations fail from the reason of failures in human resources management. RTA employees are crucial and strategic, if they proper run on their duties and responsibilities, this will influence toward the greater performance of the governmental organizations. Strong performance of employees refers to the efficiency, effectiveness or higher competitive quality in task series they are assigned to work for the organization. RTA employees are believed to be affected by compensation, motivation and organizational commitment in which ultimately influence on the whole performance in organization. It is one of the company's goals to offer the welfare to their staff through the compensation giving to keep the employees working (Gibson, 1996). The effect of employee's compensation is on productivity and less intention to leave the organization for the new employment. If their superior performance and hard work is recognized with the rewarded given from the organization, the higher performance will be shown with hope to gain more compensation (Simamora, 1997). Dissatisfaction on compensation could lead to the degradation in performance and the higher absenteeism degrees or turnover (Mangkuprawira, 2003). Further this was stated by Werther and Davis Wibowo (2010) about the link of incentive compensation system and the performance and the employees are granted with the compensation on the performance basis not on the amount of work hours or seniority.

Ghazanfar et al. (2011) reflect from their research that satisfaction in compensation has the significant and huge impact on the motivation to work. Flexible pay (overtime, bonuses and incentives) and benefits come with the positive effect however; none of significant to motivate the workers. Vecchio and Judy (2010) found in their research that there is the significant effect from pay variable on the intrinsic motivation of salesperson in California. The relationship as shown in Khan and Mufti (2012) said about the insignificance between the effort, performance and motivation that is weak and negative. Between the motivation and performance, the relationship is not crucial while there is the significant, strong and positive among the relationship

between the outcome valence (benefits, fixed pay, and flexible pay). The relationship is examined by Igalens and Rousell (1999) between the working compensation and work motivation. It is presented from the results that: 1) Individual compensation under the uncertainty conditions could become a factor for work motivation increasing. 2) Flexible pay for particular staff cannot increase their job satisfaction or motivate them. 3) Benefits from the specific workers are also unable to increase job satisfaction and motivate the staff.

Employee in one aspect is motivated by the power energizing giving to them, with prevalent as giving them the work spirit. The intending of motivation is to offer the employee with power to work on their own efforts (Manulang, 2002). The work performs by a manager from the inspiration, encouragement, and enthusiasm provided to the employees will adopt such measures. Giving encouragement is intended to stimulate the employees in exciting to achieve the required result. Thus, manager should understand and know about the characteristics and nature of employees. The requirement is based on the limited behavioral motive and the mastery motive manager act to influence the subordinates to act accordingly to the needs of the organization. Basically, motivation refers to the process that attempt to affect someone to do what we desire them to do (Martoyo, 2000). It can be said also that it is beyond one's encouragement to do something.

One of the goals for staff welfare is to offer them with the compensation to keep their work constant (Gibson, 1996). The compensation for employee affects their turnover tendency and productivity. If the employees recognized that their organization notice their superior performance in hard work, they tend to increase the performance with hope to gain more compensation (Simamora, 1997). It is said by Martoyo (2000) that motive refers to the impulse to become the reason for someone to process on something. Employees with high motivated is those who work to achieve the goal with substantial efforts for their work unit or the organization while without motivation, only the minimum effort is given from the employee in their work. Every employee that provides the useful possibilities for the organization should be realized by the leadership while the effort of these possibilities realization is relied on motivation. The motivation is the intending power given for the employee to exercise their own efforts to work (Manullang, 2002).

Encouragement (driving force) refers to the natural urge to satisfy the need in life and life sustaining tendency. Deep understanding in human beings is the top crucial key. As mentioned in Martoyo (2000), motive is an impulse that individual uses as the basis in working on something. Highly motivated refers to those where their substantial efforts are carried out in supporting to the work unit production targets as well as their organization. Without motivation, person will only work at the minimum effort. In the research By Choong and Wong (2011), it is shown from the result that there is the significant effect from intrinsic motivation over the organizational commitment. The significant and positive effect is found by Nawab and Bhatti, (2011) from the employee compensation over the organizational commitment.

The significant and positive relationship is also found by the study of Paik et al. (2007) in their study between the compensation as the expatriate Korean and Mexico local workers received from the affective commitment, where none significance is shown from the continuance commitment. As indicated in Anvari, Amin, Ahmad, Seliman and Garmsari (2011) the significant and positive relationship can be observed between practical strategies of compensation and affective commitment toward organization. Gungor (2011) conducted the research to examine on the relationship between the rewards management system applying with the performance of worker where motivation is the intervening variable with the Istanbul bank. It is found from the results that there is the positive and significant effect from the financial reward on the performance of employee, there is the positive effect from motivation on employee's performance while there is none of relative effect from reward management system on motivation. The relationship between compensation and performance is examined by Javed et al. (2010) which the result showed that there is the significant effect from compensation on the employee performance. Siswanto (2001) examines the compensation effect on Economics Faculty's lecturer performance and motivation from some private colleges in Kediri. The results are presented as follows: 1) There is the significant impact from both financial and non-financial compensation over the lecturers working motivation. 2) There is the significant effect from both financial and non-financial compensation and intrinsic motivation on the performance of lecturer. It seems the committed employees are

more ready for organizational goals achievement compared to the non-committed one and this is the influence from commitment over the performance (Tubbs and Dahl, 1991). The definition of commitment as given from Robbins and Judge (2007) is an event when individual is consistent to the goal of the organization and aims to remain as the organization membership. Smith (1993) has firstly conceptualized on the Psychological approach which states about the active and positive orientation of commitment on the organization. The effect of commitment on performance as described by Tubbs and Dahl (1991) through the impact of commitment on performance and that the committed workers are more prompt than the non-committed workers to achieve the goal of the organization.

Sri Kuntjoro (2002) defined further about the organizational commitment as the sense of identification (confidence in organization value), involvement (intending to do the best for the organization interests) and loyalty (need to remain on organization membership status) as employees expressed. Steers believed that organizational commitment is the interested among the employees toward the values, and goals of the organization. It is more than just a formal membership in its meaning since this includes the willing and attitude of a person to provide the organization with their high levels of effect to accomplish the organizations goals. Samad (2011) presented from the research about the significant and positive relationship between the employee performance and their commitment. Hierarchy analysis reflects that job satisfaction which is the motivational and hygiene factors have the moderate impact on the relationship between employees' commitment and performance. Khan, Ziauddin, Jam and Ramay (2011) sought out the effect of employee commitment on their performance and found some significant and positive relationship between them. Commitment is found by Rod and Ashill (2010) with the significant influence on the performance of employees. There is the attempt of Chong and Eggleton (2007) to evaluate on the effects of information asymmetry over the organizational commitment in regard of confidence level in compensation schemes based on incentives and the managerial performance. The results presented the level of performance in highly committed manager has no impact from the information asymmetry level related to the incentive-based compensation schemes level of confidence. Employee performance results from the work that one has carried out the assigned tasks based

on the skills determination and experiences (Hasibuan, 2000). It is stated by Mangkunagara (2000) that the performance is resulting from the achieved on quantity and quality of employee work on the duties in accordance with the responsibility assigned to them.

Motivation relationship and performance according to Mangkunegara (2004) explains about the forming of equation on the way that performance related to the ability and motivation. The argument is made by Gibson et al. (1994) that the performance of employees can lead to the individual's job achievement related to their work position. The former results of research related to the employee performance and motivation as done by Nawab et al. (2011); Javed et al. (2011); Kaymaz (2011) showed motivation has significantly influenced on employee performance.

On the other hand, Remi (2011) presented the significant effect from motivation on the employee performance. The relationship of performance-based pay is examined by Mensah and Dogbe (2011) as an employee performance motivating tool. The result of this study indicates the small relationship between the above two variables.

Other motivation related researches were done by Forest (2008) where they explained about the public officials in French civil service that the pay is based on the performance. It showed the way of practice on individual payroll that can take place in the long term and lessen the civil servants' service motivation. Moreover, the performance was also examined in this study as the process that the organizations used to evaluate the individual employee's job implementation. Performance feedback allows the staff to know the level of their performance in comparison with the organization standards.

The proper performance appraisal done will allow the personnel, human resources department, and the organization itself to grasp the benefit to ensure that the efforts from employees are contributing toward the organizational strategic focus. In the modern firms, performance is a crucial mechanism that the management can use to describe on the objectives and performance standards in order to motivate the employee's performance. The performance assessment has become the base of decisions to influence on the salary, training, transfers promotion, dismissal, and other employment conditions (Simamora, 1995). Employee performance results from the

assigned tasks based on the employee's skills, experience, and determination executing (Hasibuan, 2000). It is stated by Mangkunagara (2000) that the performance means to work quality and quantity that the employee achieved in their duties performing.

Based on the formed up problem and the study objectives, this dissertation directly aims to inspect and analyze on the compensation effect on the motivation, employee performance and commitment to the organization. This concept development has relied on the previous related theories and studies. Many of studies from the previous related to the motivation, compensation, organizational commitment, and performance of employee seem not to link the variables into the comprehensive and integrated research; and there are differences methods of analysis and measurement on findings. This study aims to analyze on the comprehensive and motivation and commitment of employee by using the manner to mediate the total performance and compensation of RTA's employees.

Thai government is trying to form the best suited corporate sector for investment and for the whole economy and development uplifting. Organizations from various sectors take the significant role in Thailand economic and national development, for instance, the military organization. Assuming that, the important factors to boost up the performance are the total compensation, employee motivation and commitment. Better compensation is one among the practices of management that seems to bring the benefits such as higher performance and productivity, motivation, employee commitment, high employee morale, faster adapting to change, better communication, better teamwork and greater trust. It is assumed that compensation is the most effective employee committed predictor sine this can fulfill the employees' requirement and their employer's primary purpose. Organizations with attractive work environments that can motivate and retain the hardworking workers will have the better positioned for competitive environment success. Among the key organizational challenges, one is the effective human capital strategies implementation that can enhance the performance of employee and accountability. The consequence of performance emphasizing stressed on the effective human resources management strategies where the emphasis of this research is on the compensation, motivation and commitment.

Based on the research objectives and problem formulation, the dissertation aims at compensation effects on commitment, motivation and employee performance examining and analysis. The author develops this concept based on the relevant theories from previous researches.

Thus, the author places the indirect hypothesis as follows:

H10: Cash compensation effects on employee performance through employee commitment.

H11: Cash compensation effects on employee performance through employee motivation.

H12: Benefits effects on employee performance through employee commitment.

H13: Benefits effects on employee performance through employee motivation.

2.5.8 Conclusions of the Employee Performance Concept

First, the four constructs of employee performance are identified as being important to public organizations as RTA: as multi dimension of individual in task, contextual, adaptive and counter-productive work behavior. These constructs have also been explained in greater detail. Second, two hypotheses models relationship of TCM and employee performance-those being cash compensation and benefits, are developed. Third, two hypotheses models relationship of employee performance are also developed-those being employee commitment, employee motivation. The aim of these models is to examine the effects of TCM upon employee motivation, employee commitment and employee performance. Thus, it is possible to empirically test the theoretical models of employee performance relationship hypothesized in this study by implementing each construct is through a set of TCM practices. The detailed explanations of these constructs, and the set of practices that support their implementation, are also described.

2.6 The Theoretical Framework

A goal of one company to provide their employees with welfare is to offer the compensation to motivate the consistent work of employees (Gibson, 1996). The

employee's performance can be influenced by compensation as well as the productivity and tendency of turnover. If employees know that the organization recognizes their hard work and superior performance and gives them reward, they tend to increase their performance as they want to gain the higher compensation rate (Simamora, 1997). It is stated in Martoyo (2000) that motive is a reasonable impulse for someone to work on something. Those highly motivated employees carry out the substantial efforts to reach to the organization or production unit objectives where the minimum effort would give from the non-motivated one toward work. Every employee that contributes for the useful organizational possibilities is arranged to recognize by leadership. Motivation is used in effort to know about these possibilities where it is intended to offer the employee with power to work by their own efforts (Manulang, 2002). This work is on Victor Vroom's expectancy theory based and John Stacy Adams and Elaine Hatfield's equity theory and fairness. It is stressed by Vroom's theory that job performance is seen as the functional ability and motivation, while motivation refers to the expectancy, instrumentality and valence perceptions function. People evaluate fairness in their condition via comparing them with other people. Where the inequity is perceived when the input is reduced by employees and to raise their outcome by organization stealing or to leave the organization or deny coordinating with other staff that perceived as being over rewarded (Odunlade, 2012).

It is more prompted by the committed employees to reach to the organizational goals compared with the non-committed employees. It has the impact on the performance commitment (Tubbs and Dahl, 1991). Commitment is defined in Robbins and Judge (2007) as the event when an individual is consistent to the organization and its goal with the aim to remain as the member in the organization. Smith (1993) has firstly conceptualized the psychological approach which stated that commitment is a positive and active organizational orientation. The effect of commitment on performance is explained in Tubbs and Dahl, (1991) via the assumption that it seems that committed workers are more readily to achieve the goals of the organization than the non-committed workers. Employee commitment reflects from the employees through values increasingly where it can have direct or indirect impacts on psychological contract of performance. Employee commitment is tied with the important attitudinal variables in employees and behaviors and performance

factors like the turnover intention (Addae, Parboteeah and Davis, 2006). This study investigates how these TCM aspects are related to employee commitment through variables in commitment as psychological contract, affective commitment, normative commitment and continuous commitment intention. Moreover, organizations definitely gain an advantage from the committed employees since they tend to be absent less often and positively contribute toward the organization.

Employee performance refers to the outcome of work carried out by one who is assigned with tasks based on the skills, experience, and determination (Hasibuan, 2000). Performance, as stated in Mangkunagara (2000), is the work quantity and quality outcomes as achieved by an employee in their duties according to the given responsibility. Based on research objectives and problems, this study is directed to examine and analyze the effect of compensation on motivation, organization commitment, and employee performance. Furthermore, the empirical investigation of TCM and performance in individual work performance level will help management and organizations understand the impact of TCM on the various dimensions of employee performance: task, contextual, adaptive and counter-productive work behaviors. Indeed, even with the abundant literature focusing on the fact that employee performance is multi-dimensional, previous studies (Chami-Malaeb, 2012; Luna-Arocas and Morley, 2015) have not attempted to relate TCM to these dimensions. Hence, this study is beneficial in broadening our understanding of how TCM relates to the various dimensions of employee performance through the mediators.

This theoretical framework development is based on relevant theories and previous studies. Framework of this study is shown in Figure 2.5; this concept guides the dissertation framework, and SEM technique will be used to test the relationship between these variables.

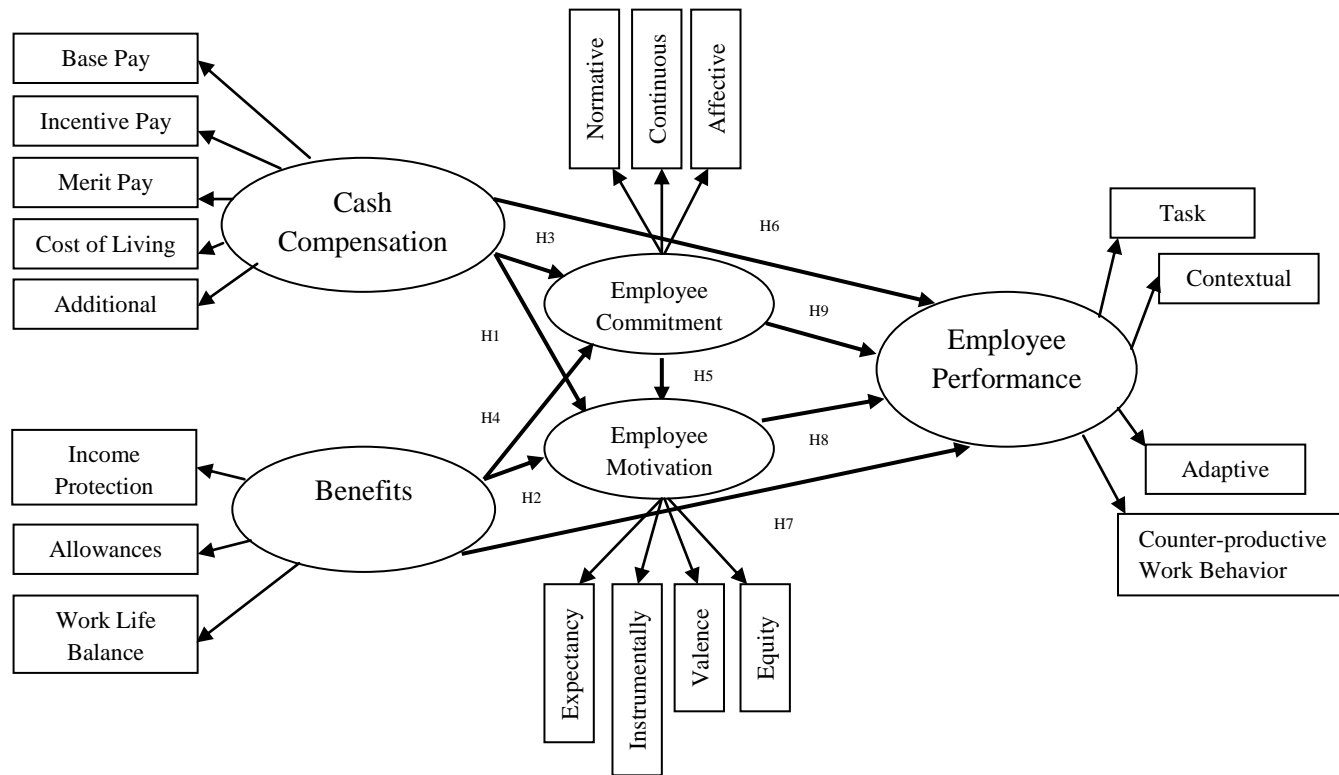


Figure 2.5 Research Hypothesis Model with Exogenous and Endogenous Variables

2.7 Conclusion

This chapter has comprehensively discussed all of the concepts involved in this study. The first part of the chapter discussed the concept of TCM, and the various perspectives on TCM. Also discussed in the first part are the importance and benefits of TCM, and the challenges and potential negative consequences of TCM. The various strategies and practices as well as the components and elements of TCM are discussed. In the second part, the concepts of employee motivation and employee commitment are clearly discussed. The third part discussed the issue of employee performance and the various dimensions of employee performance, as well as the various determinants/perspectives of employee performance.

This chapter also provided a broad overview of the literature in the relationships among each concept, discussed the various theories that are related to TCM and justified their use for this study. This chapter discusses the relationship between TCM and employee performance. Furthermore, the mediating role of TCM output as employee motivation and employee commitment was discussed. This discussion leads to the development of the conceptual framework for this thesis.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Conceptual Framework

This research is an explanatory study with the aim to explain the position of the studied variables and the influence on one variable (Sugiyono, 2002). The main objective of this research is the conceptual forming to describe the relationship between employee performance and TCM via the mediating role of employee commitment and employee motivation by taking into account the effect of management on TCM as in Figure 3.1.

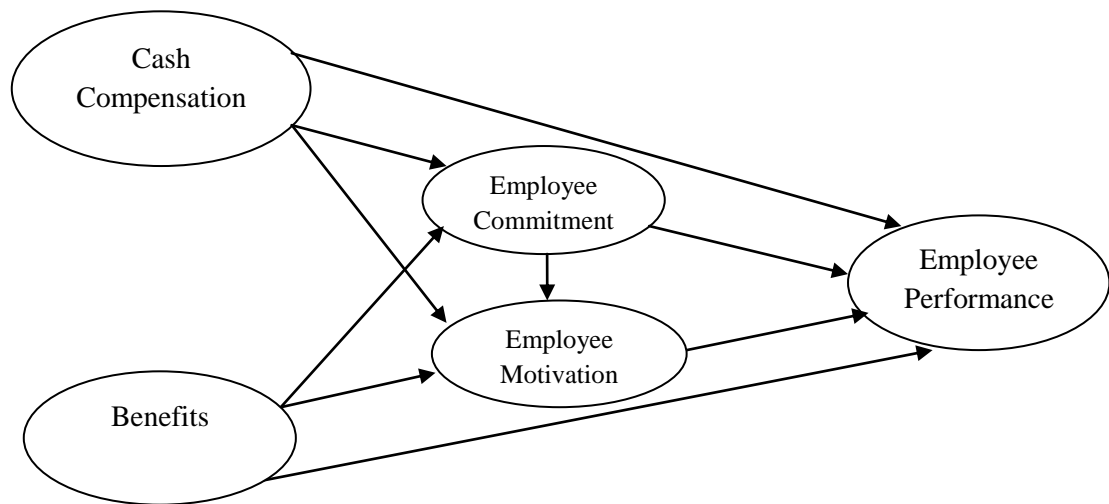


Figure 3.1 Conceptual Framework of this Research

3.2 Research Design

The research design includes the methods and the framework used for planning, implementing and analysis. It also involves a decision set in regard to the research topic, for what purpose, what research approaches and among what population. This process focuses on a perspective of one for the particular study's purposes (Babbie, 2013). It can be ensured from a good research design that the author will obtain the relevant information to the problem of research which is objectively collected via the economical procedures.

The author classifies this study as a descriptive and cross-sectional research. For descriptive design, the cross-sectional research is most commonly applied in which it is considered by some researchers as the most important descriptive research style (Creswell, 2014). Descriptive research goes beyond this and is concerned with why and how questions (Babbie, 2013). It is applied for the right people events or situations profiles offering (Saunders, Lewis and Thornhill 2009). The top concern is on the frequency identification between the variables relationship and something that takes place. This is the explanatory type of research since the intent of the study is to use hypothesis testing to explain the causal relationship between many variables. The nature and purpose of this study makes it descriptive, as the research problem is highly structured and seeks to discover the relationship between TCM and employee performance through the mediating part of employee motivation and employee commitment.

It is the aim of the study to adopt both qualitative and quantitative techniques. The survey approach is employed by this research in form of 1) structured questionnaire and 2) in depth interview. A broad and generalized explanation is given from the quantitative data while more in-depth information is rendered from the qualitative data. The research outputs will become more valuable through the use of both data types, thus the author divides this study into two phases.

The first phase involved using cross-sectional surveys as quantitative instruments. In the first phase, multiple regression and path analysis are selected to further investigate the relationships between TCM, employee motivation, employee commitment and employee performance. The direct and indirect effects of TCM, employee motivation, employee commitment and employee performance are

examined within the RTA context. Based on this study's proposed research questions, the structured questionnaire surveys from the literature review are adopted.

In the second phase, in-depth interviews are conducted as a qualitative method in the hope that both research methods would provide explanatory enrichment concerning the overall variation within the RTA context. This method is conducted with selected sample participants in order to obtain an insight understanding of the focus of the inquiry and to contribute important knowledge, rather than enhance generalization. While quantitative data is mainly used, a qualitative technique is adopted for the explanation of the research results. The use of both techniques provides more reliable and valid information for data analysis according to the hypotheses of the study.

3.3 Variables

The total compensation-either cash compensation or benefits-is the main variable that was formed via eight diverse indicators. The model consists of two intervening variables, namely employee motivation and employee commitment. Each of these intervening variables was constructed by four and three different indicators respectively, and each indicator is described in Table 3.1. The dependent variable of the model is that the employee performance is formed by four indicators (task, contextual, adaptive and counter-productive work behavior). Employee performance as the ultimate goal will measured how much direct influence on the performance of worker total compensation meant, and how much influence compensation indirectly through intervening variables.

The variables used in the study were divided into two groups of latent variables and observed variable.

3.3.1 Latent variable: represents the variable with the theoretical based structure as the observable behavior, however, it cannot be measured directly. This research consists of five variables as follows:

1) Exogenous variables: A causal model or causal system factor has an independent value from the other variables' states in the system; the value of this

factor will be determined by the external variables or factors of the studying causal system. The exogenous variables in this study include cash compensation and benefits.

2) Endogenous variables: A causal model or causal system factor whose value is determined by the other variables' state in the system. The endogenous variables present in this study are employee commitment, employee motivation, and employee performance.

3.3.2 Observed variable: An observed variable assumed for a latent variable presence indication in which they are 19 variables summarized in Table 3.1.

Table 3.1 The Variables and Research Indicators

Name of Variable	Kind of Variable	Observed variables/ Indicators
Cash compensation	Latent variable	1) Base Pay
	Exogenous variable	2) Merit pay
		3) Cost of living
		4) Incentive
		5) Additional Pay
Benefits	Latent variable	1) Income protection
	Exogenous variable	2) Allowance
		3) Work life balance
Employee motivation	Latent variable	1) Expectancy
	Endogenous variable	2) Instrumentally
		3) Valence
		4) Equity
Employee commitment	Latent variable	1) Normative commitment
	Endogenous variable	2) Continuous commitment
		3) Affective commitment

Table 3.1 (Continued)

Name of Variable	Kind of Variable	Observed variables/ Indicators
Employee performance	Latent variable Endogenous variable	1) Task performance 2) Contextual performance 3) Adaptive performance 4) Counter-productive work behavior

The study can apply the direct effect hypothesis as the determining basis for an indirect effect. The research proposed nine direct effect and four indirect effect hypotheses as listed in Tables 3.2 and 3.3;

Table 3.2 Direct Effect Hypothesis

Hypotheses	Independent	Dependent	Assumption
H1	Cash compensation	Employee motivation	Positive
H2	Benefits	Employee motivation	Positive
H3	Cash compensation	Employee commitment	Positive
H4	Benefits	Employee commitment	Positive
H5	Employee commitment	Employee motivation	Positive
H6	Cash compensation	Employee performance	Positive
H7	Benefits	Employee performance	Positive
H8	Employee motivation	Employee performance	Positive
H9	Employee commitment	Employee performance	Positive

Table 3.3 Indirect Effect Hypothesis

Hypotheses	Independent	Intervention	Dependent	Assumption
H10	Cash compensation	Employee commitment	Employee performance	Positive
H11	Cash compensation	Employee motivation	Employee performance	Positive
H12	Benefits	Employee commitment	Employee performance	Positive
H13	Benefits	Employee motivation	Employee performance	Positive

3.4 Population and Sampling

3.4.1 Sampling Frame

The sample types and the number of RTA organizations are considered from the basis of information that meets with the research requirements. In this research, the unit of analysis is at the individual level. The sampling frame for this study is based on commissioned officers (CO) and non-commissioned officers (NCO) from RTA organizations. The sampling units or amount of military service are obtained from the Directorate of Personnel of RTA. The respondents are selected from two target groups-CO and NCO-as representatives to analyze the model. All respondents must have been involved in military service for one year or above.

It is quite unusual for the survey research to be conducted using the total population because of constraints of finance and time. Thus, sampling, which is the participant selection process from a larger group into small number units, is used by the author in the study (Thomas, 2004; Babbie, 2013; Creswell, 2014). The most cost effective size of sample with a statistical accuracy of $\pm 5\%$ is given from 400 public officials. Another sample size consideration is on the required number for data analysis. Almost all the sample size will suffice if descriptive statistics (e.g., mean and frequencies) are being used. On the other hand, it requires a good size sample, of about 200-500 for instance, for the analysis of covariance, multiple regressions, or

log-linear analysis that could be performed in a more rigorous state impact assessments. The sample size, however, must suit the planned analysis.

3.4.2 Population

The population refers to people group interested to study by the researcher and the group that he/she wants to draw the conclusions (Babbie, 2013). Sharing some common characteristics sets is the collective elements that the universe is made up for the research problem purpose (Creswell, 2014). The top crucial thing in target population defining is the brief specification of what are the participants that should or should not be included as the sample. The target population for this study is military officers in RTA organization.

3.4.3 Unit of Analysis

According to Babbie (2013), “what or whom being studied” is referred to as the analysis of unit. As maintained by De Vaus (2002), the levels of characteristics of analysis are described from the unit of analysis where the research data is collected. The unit of analysis could be the entire population, departments, work groups, or individuals (Zikmund, 2003; Thomas, 2004; Babbie, 2013). In this study, the individual is the unit of analysis. This is because the study aims at studying the mechanisms through which TCM leads to employee performance. Also, TCM emphasizes the strategic positioning of employees in key strategic and vital positions that drive the organization, department, unit or section (Boudreau and Ramstad, 2005, 2007; Becker and Huselid, 2006; Becker, Huselid and Beatty, 2009; Collings and Mellahi, 2009).

3.4.4 Sampling Strategy and Technique

One of the main concerns regarding survey research relates to the appropriate sample size required to draw meaningful conclusions (Babbie, 2013). Indeed, Thomas (2004) states that the question of “how many units are needed?” is difficult to answer in the abstract. Thomas added that in a survey research, sample sizes are likely to be influenced by both technical and practical considerations. On the technical side, as sample sizes increases, the magnitude of sampling errors decreases, although at a

diminishing rate. On the practical side, funding and time constraints are likely to limit sample sizes (Thomas, 2004).

Best and Kahn (1998) stated that the sampling technique makes valid inferences or generalizations drawing possible on the careful variables observation basis within a relatively small population proportion. According to the data above, it offers the sufficient amount of population for the research purpose with the statistical power. It is suggested from McQuitty (2004) that crucially, we must determine the minimum size of sample that is required to achieve the statistical power at the desired level with the model given before the collection of data. As mentioned in Schreiber, Nora, Stage, Barlow and King (2006), although the sample size we need is affected by data normality and the method of estimation used by the authors, 10 participants are the value generally agreed on for total free parameter estimate. Although little consensus is given on the SEM recommended sample size, the propose is made that 200 is the “critical sample size” (Sivo, Fan, Witta and Willse 2006; Garver and Mentzer, 1999; Hoelter, 1983). It can be said also that in the rule of thumb, any number beyond 200 is known to offer sufficient statistical for data analysis. With reference to the numbers available from rule-of-thumbs, the minimum sample size for this research must be at 200 regarding the most rigid rule. This is because such a statistical power might be enough for the operation of the structural equation model (SEM).

Population of the research is CO and NCO military servant in RTA which consists of 72 units with 132,504 personnel (see Appendix A). Therefore, a variety of methods in sampling techniques allow the author to cut off the amount of required data in the collection process that must be consider from the subgroup rather than the total possible cases and allowing generalizations to be made of the entire population.

Two main sampling techniques were adopted for this study: non-probability and probability techniques. First, the research used Two-Stage Cluster Sampling to collect a sample within the population consisting of 72 work units by dividing them into 7 big components as The Command Component, The Combat Component, The Logistic Component, The Regional Component, The Education and Training Component and The Developing Country Sector. The number of sampling still large amount then the researcher further determined with the department level and scope

down to division level. Non-probability sampling techniques were adopted for this study. The researcher assumed that the population was not homogenous so the researcher divided it into two clusters-CO and NCO-by using Quota Sampling, the sample which was randomly picked in every group and proportionally determined with comprehensive number and 240 and 440 employees respectively. In the qualitative part, the purposive sampling technique is used to select ten key informants.

3.4.5 Sample Size in Quantitative Part

For this research, the sample size is largely driven by either practical or technical considerations. Regarding the technical consideration, SEM has largely driven on the sample size in which this is the main approach for data analysis used by this study. A large sample size is required by SEM in association with the other multivariate methods (Hair et al., 1992). Since SEM programs use some of the unreliable statistical algorithms with small samples, it is suggested by Hair et al. (1992) for a 100 to 400 range sample size. Indeed, that is argued by Thomas (2004) that the constraints of time and finance seem to restrict the size of sample sizes and quite tight in the research study degree. Actually, the crucial sample size is considered in respect that the bigger the size of the sample, the greater the likelihood will be in obtaining a true population representation.

An analysis of the relative linear structure using Chi - Square statistics at level of fitting function (goodness of fit index: GFI) between the model assumptions and empirical data. The majority of statisticians determined that the sample size must be large, because fit or fitting function will be distributed in Chi-Square, when the sample is large (Wiratchai, 1999). Wiratchai (1999) proposed to consider the sample size, paralleled with a number of parameters that require to estimates. If a large number of parameters should be required increased in sample size, by based on the ratio between the sample and the number of parameters or variables should be 20 to 1. Tabachnick and Fidell stated that to approach a very good scale is 500 samples, and to 1000 samples is considered as the best (Tabachnick and Fidell, 2014). The research concluded that the correlation analysis with advanced statistics and model the relationship between the variables in the tests even more confident in testing.

The sample sizes selected in this research to analyze the statistical structural equation (Structural Equation Modeling: SEM), according to the technical and practical selection, provided on two reasons: first, the sample size of between 200-400 is appropriate; and second, the ratio between the numbers of samples per parameter estimation 10:1 (Chaiyapruk, 2006). This research has 29 parameters to estimate using a ratio of 10:1; the sample size is not less than 290 samples. When the parameters of the framework conditions for research into the calculation of the structural equation SEM are too large, this is not good because SEM is sensitive to the sample size if the sample size too large or larger than 400 samples that may cause the error of analysis. Thus, the appropriate sample size in this research is 400 samples. To reach the target number the researcher has to issue the questionnaire surveys with larger than 400 participants. In this research, the sample size of NCO will be greater than CO due to the greater number of NCO. Then the researcher has divided the 2 groups of samples (CO and NCO) into 7 components. Due to the large number of samples, the author makes the calculation of sampling based on the cluster of percentage in each component. The sampling of CO and NCO is shown in Table 3.4.

Table 3.4 The Amount of Military Personnel 2015 and Targeted Sampling of RTA.

Type of Military Component	Sample Size			
	CO	Sample Size	NCO	Sample Size
The Command Component (A)	5,738	80	7,470	120
The Combat Component (B)	8,737	30	58,949	50
The Combat Support Component (C)	1,557	30	7,732	70
The Logistic Component (D)	3,660	30	6,243	70
The Regional Component (E)	4,397	30	12,304	70
The Education and Training Component (F)	3,880	20	7,020	30
The Developing Country Sector (G)	703	20	4,114	30
Total	28,672	240	103,832	440

3.4.6 Sample Size in Qualitative Part

The analysis of compensation management variables in public organization by analysis from the interviewing with the expertise in human resource and total compensation field, the appropriate sample technique is purposive sampling; the selection based on the current position of key informants who had experiences and expertise in TCM administration of MOD and RTA. The list of key informants is as follows.

- 1) Director of Secretariat Department/Representative, MOD
- 2) Deputy Secretary of Defense/Representative, MOD
- 3) Deputy Director-General Office of the Permanent Secretary Department/Representative, MOD
- 4) Representative of Military Committee in Compensation Administration, the National Legislative Assembly, MOD
- 5) Chief of Compensation Development and Management Division, Secretariat of Department, MOD
- 6) Deputy Chief of Compensation Development and Management Secretariat of Department, MOD
- 7) Deputy Chief of Staff for Personnel, RTA
- 8) Chief of Staff Officer to Commander in Chief, RTA
- 9) Director of Directorate of Personnel/Representative RTA
- 10) Deputy of Directorate of Personnel/Representative, RTA

3.5 Evaluation of the Measures

Babbie (2013) describes that when measurements are constructed and evaluated by social scientists, attention must be paid to the two technical considerations which are validity and reliability. Thus, both validity and reliability are tested to lessen the measurement errors, and very often these concepts are used since most constructs are the multi-items measured. To reduce the possible misinterpretation in a single item, the research instrument is developed by using the multiple-item measures. By the way, all multiple item measures were subjected to a purification

process; therefore, it is essential for validity and reliability examination in order to confirm for this research's applicable measures. Below, the section will discuss the two concepts, as well as the way they are applied in this study.

3.6 Evaluation of Validity

The research needs to measure, as much as possible, the concept accuracy. The definition of validity is the extent to which there is an adequate reflection from the empirical measure with real meaning of concept under consideration (Babbie, 2013). This study tests validity by adopting the triangulation technique where it can lessen the risk in association to chance and systematic biases from a particular method, as well as promote for the better generality assessment of the explanations.

The data is collected from various sources of people and data types (primary and secondary) by applying data triangulation. Different methods of data collection and data sources, such as observation, interviewing, surveys, and document analysis, are performed to cross for each data source's reliability. Further to this, the member check is used as the validity testing technique. The data analysis conclusions were checked with the key informants where this is a top and sole crucial way to rule out the misinterpretation possibility on the meaning of the participants' perspectives and answers.

Validity encompasses the whole concept of the experimental as well as places whether the obtained results has met with all the scientific research method requirements; plus the tool has measured on what is intended to. Thus, the accuracy of the measurement should reflect the construct validity of the existing sample in the population. Construct validity consists of the convergent and divergent validity. Only the content validity and construct validity are done in this study as the evaluation measurement.

3.6.1 Content Validity by IOC

On the other hand, content validity refers to the extent that the range of meanings is covered by a measure that is included in the concept (Babbie, 2013). None of the statistical tools provides for the concept of checking content validity as of

yet. The instrument validity in this study was determined by the evidence related to content. Content validity refers to the degree that an intended area is measured by an instrument which is a basically judgmental of the items representativeness by the instrument. However, it is argued in this study that the content validity is in five scales for TCM constructs measurement, employee motivation, employee commitment and employee performance because the development of the measurements of these items mainly rely on the extensive review of literature and the details evaluated by academicians and practitioners. The details for the process of developing the research questionnaire is addressed in the literature review reference list in the research methodology section. The IOC checklist is based on the opinions of three experts on human resources, especially in total compensation by two experts from Directorate of Personnel, RTA and a university professor who has expertise in human resource management. The results are in Appendix B.

$$IOC = \frac{\sum R}{N}$$

Where,

IOC = Index of Item Objective Congruence

R = Score from expertise's

N = Number of expertise's

Harrison (1983) claimed that the test's validity is the extent to which the test measures what it is intended to be measured. Hence, the Index of the Item Objective Congruence (IOC) was used to evaluate the congruence between the test items and the objectives. The criteria are as follows:

+ 1 means the question is congruent with the objectives

0 means the question is uncertain to be congruent with the objectives

- 1 means the question is not congruent with the objectives

The questions that result in an IOC between 0.5-1.0 were deemed acceptable.

From the quality check of the content validity of the questionnaire for the objectives, comprehensiveness of questionnaire and appropriateness and clarity of language from experts, the results of the analysis of content validity was between the

entire range from 60% up to the value or consistency between 0.60 to 1.00, which follows the rule of IOC ($IOC > 0.50$).

This means that every question of the questionnaires was consistent between the base questions on the features of the research objectives that is needed. The content is valid and suitable to use as a survey instrument. The researchers conducted a revision following the experts' advice on issues such as questions in the order of priority, and the language adjustment to be cleared.

3.6.2 Construct Validity by CFA

Construct validity measurement is the extent where all scale items are measured for the same construct (Flynn et al., 1994), and can be used as factor analysis to evaluate. Addressing by factor analysis is the large number of items interrelationships that they will be explained in the common underlying dimensions (factors) terms. Factor analysis has the general purpose to seek for the way to conclude and condense factor analysis to seek for shortening information to make a smaller set that contains new composite dimensions (factors) and least information cutting (Hair et al., 1992). Statistical analysis is applied with the aim to minimize or lessen the amount of research variables via combining the relevant variables to the building component (factor) behind them. Consequently, the structure of different variables is understood by the researcher and the errors in the measurement can be reduced. The analysis goal is to use CFA: Confirmatory Factor Analysis to reexamine the five key factors of construct reliability and validity; and TCM (cash compensation and benefits), employee commitment, employee motivation, and employee performance. The reason in using CFA is that,

- 1) There is a strong theory or empirical evidence clearly behind it (Conceptual clarity).
- 2) The numbers of components have been determined in advance,
- 3) The relationship between the factors and observed variables are defined before the analysis, and
- 4) Observed variables are associated with identify factors only.

3.7 Evaluation of Reliability

After the expert evaluation review on each instrument scale items, the pilot studies of the survey questionnaires and procedures analysis were conducted. Pilot testing has the main goal to determine for the instruments reliability measurement, as well as to identify the possible problems in the phase of official data collection. In common, it can be considered as good reliability if the correlation coefficients value is equal to or exceeds 0.70 (Litwin, 1995). An instrument pre-test was used for the instructions, questions and wording of the questionnaire assessment.

Based on Item Objective Congruence Index (IOC) and α -coefficient techniques, the research checked validity and reliability as follows.

1) Study the associated literature and academic research to the research variables, the definition of operational variable and the parameters measurement.

2) Establish the content and behavior analysis table (Specification table); set the detailed definition regarding the behavior desires by the measurement. Developing the questionnaire from identifying various questions and writing the questions.

3) Bringing the specification table from the content, behavior and questions analysis to check with the advisors to ensure consistency between the behavioral measurements and questions, and then improving them based on the recommendation.

4) The purposive sampling is selected from the experts for the determination of the questionnaires' content validity in two representative sections with three people, including two representatives from Directorate of Personnel, RTA and one representative from Human Resource Professional Level. The experts' qualification criteria for determination are as follows: (1) working in the military organization with at least 5 years of experiences in a specific area, (2) having at least 2 years of professional experience in compensation management, (3) having at least one academic document published on the compensation management.

At the validity and reliability stage

5) Experts are invited for content validity of the questions from considering the Item-objective congruence and whether it is appropriate or not, including offering recommendations for improvement. Considering the range of 0.5 to 1.00 of IOC value, it can be determined on their consistency to the definition

question. The questionnaire is revised based on the experts' recommendations prior to the next trial.

6) Brings a try out questionnaire to pilot with the none sample group of military servants, then analyze the result to test for reliability

7) The pilot questionnaire's reliability used alpha coefficient (α -coefficient) by means of Cronbach; the results of the trial questionnaire are brought to review by the advisor and ask for recommendations for improvement or any queries prior to the empirical data collection in the next step.

3.8 Data Collection Procedure

In order to investigate and examine the TCM model of the RTA, and the intervening role of employee motivation and employee commitment on RTA employee performance, two major approaches, quantitative and qualitative, are employed. Using both measurements, the survey questionnaire and in-depth interview, allowed for a thorough examination of the effects of TCM on RTA employee performance. The use of two methods also allowed an examination of the processes from different perspectives, thus implying greater validity than that which could have been obtained with a single method. The survey questionnaire, however, constituted the main data collection procedure for this study. This section describes the major steps involved in acquiring the data and information for the study.

3.8.1 Quantitative Method

The first primary data collection source in this study was the questionnaire survey method that was designed based on the variables as defined in this study. Any questionnaire objective is to collect the information or data regarding the current practices or situation, and to make inquiries in regard to the available opinions and attitudes toward the investigating subject. The author can use the questionnaire to describe a population, and develop and test the hypotheses to explain the causal relationship and phenomena. One of the best tools for the collection of systematic answers is the questionnaire that used a variety of questions with the problems inherent from the particular object.

Data collection and questionnaire distribution is conducted on site in the RTA organizations. The research packets are distributed to the two classifications of CO and NCO. The protection of the subject's interest and well-being with respect to anonymity and confidentiality of data is addressed in the content of the cover letter and data collection processes. In addition, the decision to withdraw from the study was permitted, without any negative consequences to the study participants. For simplicity sake, a Likert-type scale is used in the questionnaire because it is quite simple to construct and offer the data at an ordinal-level on the researching subject with a good test on reliability, and as a good tool for obtaining work perceptions and attitudes for the investigating subject. The questionnaire contains closed-ended items and statements that ask the participants to choose one from five points on a Likert scale.

Level of Importance

- 1 – Strongly disagree
- 2 – Disagree
- 3 – Neither agree or nor disagree
- 4 – Agree
- 5 – Strongly agree

To obtain the desired data for hypotheses testing, the questionnaire is designed to gather the answers for the research questions. The questionnaire asks about the participants' demographic data, while the other part tries to elicit the opinions and perceptions of staff towards every study variable, including employee commitment, employee motivation, and employee performance. The questionnaire asks the respondents to mark one from 1-5 points on a Likert scale for the rank respectively.

3.8.2 Qualitative Method

The data collection from the primary source was through conducting the semi-structured interviews. The interview is designed mainly based on the objectives of the research, theoretical models, an extensive literature review, the research questions, and the quantitative result guidance. Prior to the beginning of structured which mainly base on literature review and on quantitative result, the pre-tested was done on the content by RTA experts and public practitioners. A pilot study was launched with RTA, then followed by the amending of the interview questions during each

interview; the questions to be asked are included with the six topics which are respondents' general information, and the opinion on the TCM divided into cash compensation and benefits, employee commitment, employee motivation and employee performance.

Broadly, the data analysis process was conducted according to Miles and Huberman (1994) for data display and coding by Strauss and Corbin (1990) via the facilitation of Atlas.ti software on computer assisted qualitative data analysis (CAQDAS). The software program that the interviews are imported into is the original Thai, then coding into English. This gave the original nuance of the language retaining advantages enabling the interviewer a mental re-creation. Atlas.ti was extensively used to facilitate in theories about establishing codes and their conceptualized data relationships to develop an integrated understanding of more interactions, processes and events.

The mixed method research procedure used both quantitative and qualitative data in the same study and reported the data based on a predetermined priority and sequence (Creswell, 2002). This mixed method research study used quantitative data from a self administered survey given to military officers in RTA. Qualitative data was gathered from interviews conducted with expertise in HRM of TCM.

The purposes of the research were first, to determine the relationship of TCM (cash compensation and benefits), employee motivation (expectancy, instrumentally, valence, equity) employee commitment (affective, normative, continuous) and employee performance (task, contextual, adaptive, counter-productive work behavior) within RTA. Second, to identify the relationship of TCM (cash compensation and benefits), employee motivation, employee commitment and employee performance. Lastly, to test a proposed model to explain the relationship between TCM (cash composition: base pay (wage), cost of living pay, merit pay, incentives and additional payment; benefits: income protection, allowances and work life balance), employee motivation (expectancy, instrumentally, valence, equity) employee commitment (affective, normative, continuous) and employee performance (task, contextual, adaptive, counter-productive work behavior) through an empirical examination.

The knowledge and work experience of the participants in the qualitative portion of the study warranted their participation as a means to express and represent

their experiences as expertise of the RTA. The participation of these people also ensured and demonstrated that the data collected in the quantitative portion of the study is consistent (Shaffer and Serlin quoted in Burrencia, 2005). Creswell (2002) suggested that qualitative data collection “is needed to refine, extend, or explain the general picture”. Moreover, Creswell suggested that data collection should stop when no new themes or value-added information are being developed. The qualitative portion of the study planned for 10 interviews.

3.9 Data Analysis for Quantitative and Qualitative Techniques

A statistical package for social science (SPSS) and linear structural relationship (AMOS) are used for quantitative analysis. Atlas.ti was employed for the qualitative analysis of the computational data. Each of the variables in the hypotheses was measured from the perception of RTA members.

3.9.1 Statistical Methods for Quantitative Data Analysis

Statistical analyses are designed to empirically test the hypotheses and to provide answers to the key questions formulated in Chapter 1. SPSS for Windows and AMOS programming language are used for all quantitative data analyses. The common study objective was to examine the interrelationships between the multiple independent and dependent variables (TCM (cash compensation and benefits), employee motivation, employee commitment on employee performance) on these relationships.

3.9.2 Path Analysis

A straightforward extension of multiple regressions is the Path analysis where it needs to offer the magnitude estimation and significantly hypothesized the sets of variables casual connections. The best explanation is given through the path diagram considering to test for the complex hypothesis and guide for the problem. Using this, the effect of the direct and indirect independent variables over the dependent variable will be calculated. These influences are reflected in so-called path coefficients, which are actually standardized regression coefficients. Moreover, one can test different path models for congruence with observed data. While path analysis has been and is an

important analytic and heuristic method, it is doubtful that it will continue to be used to help test models for their congruence with obtained data. Rather, its value will be as a heuristic method to aid conceptualization and the formation of complex hypotheses (Kemp, 1999).

The technique of path analysis can be applied for the plausibility testing of putative causal relationships' between a variable and another in non-experimental settings. It is the basis of empirical estimation of each causal relationship strength that depicted for the path model. Path analysis relied on the strength calculation among the constructs' causal relationships. The procedure formulation is done as one of coefficients in a linear structural equation set estimation that represents for the author hypothesized on cause and effect relationships (Joreskog and Sorbom, 1996).

3.9.3 Structural Equation Model (SEM)

It is recommended that SEM is the most effective analytical strategy in this analysis form (Hair, Black, Babin and Anderson 2010; Meyers, Gamst and Guarino, 2013). SEM is good for path-analytic with testing mediating variable models, including the latent constructs that use multiple items to measure (Luna-Arocas and Camps, 2008). This is a multivariate technique that the researcher is enabled to find out the extent of consistency between the particular theoretical model and the available data (Joreskog and Sorbom, 1996).

Structural equation model with AMOS is adopted to test for the hypothesized theoretical models in this research. Estimating of AMOS model can be done in two ways: first, all the measurement model and structural model paths are simultaneously estimated; second, both models' paths are separately estimated in a two-stage analysis. Currently, the two-stage process of SEM is preferred by many researchers (Hair et al., 1992), but the author has only estimated the structural model in this chapter. A theoretical model is hypothesized for the whole nine direct hypotheses in combination with the four indirect hypotheses, while TCM is constructed into one independent variable to be used in the relationships testing between TCM, employee commitment, employee motivation, employee performance. A path analysis model with the estimation of AMOS is treated by AMOS which is an equations system

where all the structural coefficients will be straightly estimated. The following main criteria were measured for the overall model fit.

1) The most common fit test is Chi-square. The value of chi-square must not be significant (p-value >0.05) if to fit the model well. The lack of a satisfactory model fit can be indicated from a significant chi-square. Chi-square is for measuring “badness of fit” where its significance finding refers to that the given covariance structure model is significantly dissimilar with the covariance matrix as observed.

2) The Goodness-of-fit index (GFI) also varies from 0 to 1; theoretically meaningless negative values can be yielded and GFI is pushed up by a large sample size. By convention, the model is accepted when GFI is equal to or greater than .90.

3) The existing model fit is compared by comparative fit index (CFI) with a null model. It is assumed that in the model, the latent variables are uncorrelated (the “independence model”). It compares predicted covariance matrix with the covariance matrix model as observed, and the null model (covariance matrix of 0’s) is compared with the covariance matrix as observed in order to calculate the lack of percentage which is accounted from the null model to the research on SEM model. A value of CFI close to 1 reflects a very good fit. By convention, the model is accepted if CFI is equal to or greater than .90; 90% indicates the reproducible co-variation in the data by a given model.

4) A popular measure of fit refers to the Root mean square error of approximation (RMSEA). The result from it is not needed to be compared with the null model, thus the model plausible assumption is not required in which the latent variables are completely independent, as does, for instance, CFI. By convention, if RMSEA is less than or equal to .05, this indicates a good model fit, while if it is less than or equal to .08, it is an adequate fit.

5) The Root mean square residuals (RMR) refer to the absolute value of the covariance residuals mean. There is no upper bound while the lower bound is zero, but it depends on the scale of the measured variables. The closer to zero of RMR, the better fit the model is. By convention, if RMR is less than or equal to .05, the model is good fit.

6) The Chi-square statistic compares the independent model, tested model and with the 0 to 1 varied of saturated model (CMIN/DF) that 1 refers to a perfect fit.

For the internal structure fit, the following standards are required.

1) Standard Error, for the measurement model, requires to have a significant test of parameter to estimate the observed variables. In the significance case, it means the latent variable can be effectively reflected from the observed variables.

2) Square Multiple Correlations (R^2) is used for structural equation model testing, and includes the magnitude and direction. The estimation of parameter should be significant, while the direction must be corrective with sufficient magnitude of explanation.

AMOS in this research is a SEM conducting statistical package which allows for the possible combination of the model of structural equation and analysis on confirmatory factor, which is their crucial feature where its facility has to deal with vast variety of models in the analysis of latent variables.

3.9.4 Qualitative Methods for Data Analysis

The structured interviews are processed with the interview questions that were handed in advance to the interviewees for their preparation. The author executes ten interviews with the following: deputy chief of staff for personnel RTA; chief of staff officer to commander in chief, RTA; director of secretariat department, MOD; deputy secretary of defense; deputy director-general office of the permanent secretary department, MOD; representative of military committee in compensation administration, the national legislative assembly; director of Directorate of Personnel, RTA; deputy of Directorate of Personnel, RTA; chief of compensation development and management division, Secretariat of Department, MOD; and deputy chief of compensation development and management Secretariat of Department, MOD. The organization knowledge and work experience of the participants in the qualitative portion of the study warranted their participation as a means to express and represent more in detailing their TCM, employee commitment, employee motivation, employee performance practices. Thus, to obtain a greater insight into these practices, the author

conducts an hour-long interview of each with the reference provided in the form of relevant archival documents. Each participant's response was analyzed related to the questions asked to validate the results from the quantitative part as well.

Employing both sets of data provided more than one reference point and should improve the results of the study, furthermore integrated the data assisted to explain the phenomenon of total compensation management and employee performance. Onwuegbuzie and Leech (2004) suggested that combining qualitative and quantitative research enables more flexibility in the investigation because the researcher can explore and address a range of research questions that are often complex in nature.

This mixed method research study used quantitative data to describe and measure the degree of association between TCM and employee performance of RTA organizations. The quantitative portion of the study proposed a correlation research design because "it provide a relationship among variables" (Creswell, 2002). Specifically, using an explanatory research design was most appropriate because the research is concerned with the extent to which TCM and employee performances co-vary. Following the quantitative portion of the study was a qualitative phase that gathered data using face-to-face interviews. By using the mixed method study, the research combined empirical and descriptive data. Onwuegbuzie and Leech (2004) suggested that including qualitative data with quantitative data helps the investigator explain emerging relationships. The relationship between the TCM and employee performance is complex. It is, therefore, important to use more than one reference point to explain the phenomenon of employee performance in RTA organizations. Augmenting the quantitative results derived from a survey with the qualitative results derived from face-to-face interviews provided greater clarity, confidence, and generalizability of the results (Creswell, 2002).

This study emphasized the quantitative data in the first phase of the study. Qualitative data supported the first phase; however, these data were used to a lesser degree. The research used the sequential approach suggested by Morse (Creswell, 2002). Researchers often refer to the sequential approach as the two phased model (Creswell, 2002).

The rationale for using this approach is that the quantitative data provided a general indication of the research problem. The qualitative data refines, amplifies,

clarifies, and provides additional explanation of the overall picture. As indicated previously, the data gathering placed a greater emphasis and priority on the quantitative data, followed by the qualitative data. The quantitative data were the primary data, whereas the qualitative data were the secondary data. Each participant's response was analyzed related to the questions asked. The answers were aligned with the study's objective. The computer software, Atlas.ti, was used to assist for data analysis. Level one open coding was finished; first it highlights the strings of words of interest, and then assigns to level two a descriptive code. The creating of categories and families were made to direct toward the networks construction and themes via data highlighting with linked codes.

To ensure validity and reliability of the data collected, key words and themes that evolved during the interview process were repeated to the interviewee. Second, interviewees were encouraged to call back with additional information if such information became available. Finally, the interviewee was thanked for participating in the study.

3.10 Research Instruments

In this study, questionnaire is used as the key data collection tool where the researcher selects because it is convenience to study on the bigger size of sample. The questionnaire in general contains the questions that carefully framed since the response depends so much on how the questions are placed. In the design of questionnaire, sufficient attention should be paid from the researcher to ensure that it will cover all the study objectives. The questionnaire is mainly developed through the associate literature review and the former applied measures in the similar study concepts while adapting the variables to suit with the public organization context of the Royal Thai Army (RTA) in this study. Most of the questions are close-ended with the Likert-type scale method and the questionnaires are prepared in both Thai and English versions.

3.10.1 Questionnaire Design

The questionnaire design should be based on sound principles for specific areas such as wording of the questions, variable categorization, and general appearance (Babbie, 2013; Sekaran, 1992). The measures used in the questionnaire for this study were deliberately devised so that the scores would be normally distributed and the method for measuring the operationalisation of the research was based on the Likert scale. A Likert scale was used because it has offered, over time, a reliable, rough ordering of people with regards to a particular attitude, and it can give some indication of the intensity of the agreement or disagreement with questions (Babbie, 2013).

The questionnaire was made up of four sections. Each section of the questionnaire was separated by a specific heading with clear and precise instructions for ease of the respondents. Even if there is no formalized layout, it is always better to use an five-point scale to avoid clustering of responses at a neutral point, as this makes the results unreliable (Babbie, 2013). Indeed, most respondents use a neutral point as a dumping ground when they do not care, prefer not to choose, or have no opinion. Therefore, in order to improve the validity of the answers, a five-point Likert scale was adopted. See Appendix C.

Table 3.5 Layout of the Questionnaire

Section	Measure Response Pattern	Section Measure Sub	Measure Response Pattern
I	Total Compensation Management	1) Cash Compensation 2) Benefit	(1) Strongly Disagree to (5) Strongly Agree
II	Employee Motivation	1) Expectancy 2) Valence 3) Instrumentally 4) Equity	(1) Strongly Disagree to (5) Strongly Agree
III	Employee Commitment	1) Affective Commitment 2) Normative Commitment 3) Continuous Commitment	(1) Strongly Disagree to (5) Strongly Agree

IV	Employee Performance	1) Task Performance	(1) Strongly
		2) Contextual Performance	Disagree to (5)
		3) Adaptive Performance	Strongly Agree
		4) Counter-productive Work Behavior	

3.10.2 Analysis and Interpretation of Data Gathered through Questionnaires

As the review of related literature discussed in chapter two revealed the relationship of total compensation management, employee commitment, employee motivation and employee performance, five point Likert scales were scored as Strongly Disagree as 1, Disagree as 2, Neither Agree or Not Disagree as 3, Agree as 4, and Strongly Agree as 5. To assess arithmetic mean interval, 5 columns and 4 interval logic was used. The value of the interval was $4/5 = 0.8$ (Gleim and Gleim, 2003). For the criteria of class interval average mean scores, Likert (1970) stated that the evaluation form refers to a measure of the experts' opinions on the quality level of the test. The criteria of the average mean scores are presented as Table 3.6.

Table 3.6 Assessment Criteria for Level of Importance

Data Interval Usage Frequency Assessment Criteria	
1.00-1.80	Strongly Disagree
1.81-2.60	Disagree
2.61-3.40	Neither Agree or Not Disagree
3.41-4.20	Agree
4.21-5.00	Strongly Agree

3.10.3 In-depth Interview Questions Design

Moreover, in order to support the study output which is done quantitatively and qualitatively, the in-depth interview has thus been applied as a tool to explain the details of study output by which relevant and non-relevant factors pertaining to TCM, employee motivation, employee commitment and employee performance have been listed out and analyzed by Atlas-ti software. Interviewed specialist targets are divided

into two groups of MOD and RTA: representatives from executive in administration, military servant committee of MOD, human resource management and secretariat department.

3.11 Evaluation of Reliability

After an expert evaluation reviewing related to each instrument scale items, the survey questionnaires were piloted for analysis. The pilot testing has the primary purpose to determine the measurement tool's reliability and to identify the problems that might be possibly presented during the formal phase of data collection. If correlation coefficients are exceeding or equal to 0.70, the author can consider that it has good reliability (Litwin, 1995). A pre-test of instrument is done for instructions, questions, and wording assessment for the questionnaire. Of the 41 questionnaires distributed, 32 (74%) were returned (detail in Table 3.7).

Table 3.7 Pre-test Sample Returned Responding of Questionnaires

Types of Military Components	No. of	No. of
	Questionnaires Delivered	Questionnaires Returned
The Command Component	7	5
The Combat Component	5	3
The Regional Component	5	4
The Logistics Component	7	7
The Combat Support Component	5	3
The National Development Support Component	5	4
The Education and Training Component	7	6
Total	41	32

Table 3.8 presents the coefficients that have the value equal to and greater than the recommended 0.70 level of reliability according to the purposes of Nunnally

(1967) research. According to the statistical results, a high level of reliability is shown from the pre-test of questionnaires when launched among the sample population. In addition, RTA experts from total compensation management recommended the selection of words and sentences to apply to the items. A final questionnaire was prepared to propose after the pre-test results were considered with the experts' recommendations. Here, the researcher proposed 99 questions.

Table 3.8 Variables and Cronbach's Alpha Coefficient from Pre-Test Analysis

Variables	Number of questions	Commissioned Officers (n=12)	Non-Commissioned Officers (n=20)
Cash Compensation			
Base Pay	5	0.938	0.904
Merit Pay	3	0.750	0.750
Cost of Living	5	0.843	0.899
Incentive Payment	4	0.882	0.793
Additional Payment	4	0.877	0.871
Benefit			
Income Protection	5	0.815	0.925
Allowance	4	0.847	0.755
Work Life Balance	5	0.931	0.905
Employee Commitment			
Normative Commitment	5	0.749	0.722
Continuance Commitment	4	0.884	0.934
Affective Commitment	4	0.756	0.915
Employee Motivation			
Expectation	7	0.738	0.914
Instrumentally	6	0.846	0.806
Valence	6	0.746	0.723
Equity	6	0.796	0.945
Employee Performance			
Task Performance	6	0.796	0.766

Contextual Performance	8	0.785	0.963
Adaptive Performance	6	0.804	0.922
Counter-productive Work Behavior	6	0.727	0.891

The reliability results from each TCM model concept and total of antecedent variables are presented in Table 3.8. The total instrument's Alpha coefficient tested presented with significance and proved to be highly consistent. In each antecedent variable dimension, the alpha coefficients were high in almost all tested variables.

3.12 Operational Definitions and Measurement

To make the empirically test on this study's theoretical models hypothesized, a set of TCM constructs measuring items, employee commitment, employee motivation, and employee performance must be properly developed. These items were required to be carefully developed in order to affirm the theoretical constructs' conceptual domain. Table 3.9 lists and demonstrates these constructs.

Table 3.9 Operational Definitions and Measurement in Quantitative

Cash Compensation: including in cash compensation are two key components: fixed and variable pay in monthly and over an annual twelve month basis reporting period. Fixed compensation refers to the hourly wages and base salary. Variable compensation refers to the base pay, incentives, bonuses, merit pay, and cost of living pay. It varies based on performance or other organizational aspects except the pay for cost of living.

Operational Definitions	Instruments	Sources	Measurement Scale
<p>Base Pay: means the cash compensation paid from the employer for their work accomplishment. Base wage normally shows from the skills in work value but normally neglects the attributable different among the individual employees.</p>	<ol style="list-style-type: none"> 1. Your salary is hierarchy amount and adjusted by step (ladder step). 2. Your salary reflects the number of jobs you are able to perform. 3. Your salary is appropriate to duties and your responsibility. 4. Your salary motivates you to have a desire to work with the organizations. 5. You satisfied with the amount of salary that you have got. 	<p>Adapted from: Roberts (2005) Snoeker (2010) Salanova and Kirmanen (2010) Milkovich et al. (2014)</p>	<p>The opinion survey in the questionnaire was measured using a 5-point Likert scale ranging from 1 (strongly disagree), through 3 (neutral), to 5 (strongly agree).</p>
<p>Merit Pay: means the wages based on periodic adjustment that could be made from the changing basis. Merit pay are offered as the increments to the base pay from the past work behavioral performance recognition (Mikolvich et al., 2011).</p>	<ol style="list-style-type: none"> 6. Your merit pay is based on performance (Merit pay is dependent on performance). 7. Your merit pay reflects the number of jobs you are able to perform. 8. You satisfied if the organizations give merit pay by base on the performance. 	<p>Adapted from: Snoeker (2010) Milkovich et al. (2014)</p>	<p>The opinion survey in the questionnaire was measured using a 5-point Likert scale ranging from 1 (strongly disagree), through 3 (neutral), to 5 (strongly agree).</p>

Table 3.9 (Continued)

Operational Definitions	Instruments	Sources	Measurement Scale
<p>Cost of Living: means a periodic wages or salaries rising in compensation for the loss in the money purchasing power according to the inflation to keep on an average level of living standard. From place to place as well as time to time, there will be varied in cost of living.</p>	<p>9. Your organization provides the appropriate in medical expense for you and your family. 10. Your organization provides the housing unit for a staff. 11. The canteen is available for all employees. 12. You are satisfied with the amount of adjusted salary due to the rising of cost of living. 13. You think the amount of adjusted salary due to cost of living is fairly distributed among member of organization.</p>	<p>Adapted from: Hendriks (1999) Snoeker (2010) Milkovich et al. (2014)</p>	<p>The opinion survey in the questionnaire was measured using a 5-point Likert scale ranging from 1 (strongly disagree), through 3 (neutral), to 5 (strongly agree).</p>
<p>Incentive Payment: means any forms of variable payment in associated to the performance. The payment can be in the form of monetary award like cash or equity, and the nonmonetary award like travel and merchandise. Incentives also tie with the pay increases for performance (Jenkins et al., 1998).</p>	<p>14. You think the organization should give the extra incentive base upon performance. 15. Sometimes you get an additional incentive/reward in the form of cash which independent of salary. 16. You often get compliments or rewards from your supervisor/organization. 17. Organization provides standard incentive pay for employee who meets higher achievement.</p>	<p>Adapted from: Roberts (2005) Snoeker (2010) William (2010) Milkovich et al. (2014)</p>	<p>The opinion survey in the questionnaire was measured using a 5-point Likert scale ranging from 1 (strongly disagree), through 3 (neutral), to 5 (strongly agree).</p>

Table 3.9 (Continued)

Operational Definitions	Instruments	Sources	Measurement Scale
Additional Payment: means the additional financial rewards paid to employees for their position, competence, performance, skills, experience, contribution and risks.	18. I get an additional payment in the form of a cash amount such as position, risk.	Adapted from: Snoeker (2010)	The opinion survey in the questionnaire was measured using a 5-point Likert scale ranging from 1 (strongly disagree), through 3 (neutral), to 5 (strongly agree).
	19. I feel satisfied with the additional payment that I have got.	Milkovich et al. (2014)	
	20. You agree with the amount of additional payment regarding to position occupy.		
	21. You agree with the amount of additional payment regarding to experiences, specialist and skills.		
Benefits: Including as benefits are the several of non-wage compensation types given in addition to the employees to their normal salaries or wages. The employee benefits aim to boost the economic security for the members of employee while doing so; it can enhance the organizational worker retention. Including as the employee benefits are the allowances, income protection, and work-life services.			
Operational Definitions	Instruments	Sources	Measurement Scale
Income Protection: Legally, the income protection requires the employer to pay into a fund to offer the replacement income for the disables or unemployed employees in form of social security insurance, health insurance, and mutual fund.	22. My pension benefits are good.	Adapted from:	The opinion survey in the questionnaire was measured using a 5-point Likert scale ranging from 1 (strongly disagree), through 3 (neutral), to 5 (strongly agree).
	23. My medical scheme is satisfactory.	Roberts (2005)	
	24. I am covered by health and accident insurance.	Milkovich et al.	
	25. The organization benefits in income protection programs are good.	(2014)	
	26. The organization benefits in loan and saving plan are good.		

Table 3.9 (Continued)

Operational Definitions	Instruments	Sources	Measurement Scale
<p>Allowances: normally progress from whatever in short supply as the frequently part in package of payment. In public sector of Thailand, the allowance for telephone, accommodation, travelling club membership, and canteen allowance.</p>	<p>27. You agree with the allowances offered by the organization in education, accommodation, travel, subsidy etc.).</p> <p>28. You think the allowances offered by the organization are attractive.</p> <p>29. I got education allowance for myself and my family.</p> <p>30. I got accommodation allowance for myself and my family.</p>	<p>Adapted from: Tornikoski (2011) Milkovich et al. (2014)</p>	<p>The opinion survey in the questionnaire was measured using a 5-point Likert scale ranging from 1 (strongly disagree), through 3 (neutral), to 5 (strongly agree).</p>
<p>Work Life Balance: is a programs to facilitate the integration of employees to their work and life responsibilities such as accessing to services to meet with the particular needs on for instance, the financial planning, referrals for elder and child care, and drug counseling; time away from work to meet consultant or for vacation (Mikolvich et al., 2011).</p>	<p>31. My working hours are reasonable.</p> <p>32. I am never overworked.</p> <p>33. My supervisor is available for consultant.</p> <p>34. I never have problem with my arrangement for leave.</p> <p>35. My supervisor is flexible towards my family responsible.</p>	<p>Adapted from: Roberts (2005) Devendra (2013) Milkovich et al. (2014)</p>	<p>The opinion survey in the questionnaire was measured using a 5-point Likert scale ranging from 1 (strongly disagree), through 3 (neutral), to 5 (strongly agree).</p>

Table 3.9 (Continued)

Employee Commitment: refers to the bond experienced by employees with their organisation. To broadly mentioned, the committed employees for the organisation will feel the connection in common to their organisation, the feeling of fit and understand the organisation’s objective. The value added from such employees makes them seem more with work determined and show with strong proactive to support and high productivity. Employee commitment can termed as the belief and feelings internally formed as a set of intentions of the employee to enrich and desire to stay with the organization with the acceptance on its main values and goals (Porter et al., 1976).

Operational Definitions	Instruments	Sources	Measurement Scale
<p>Normative Commitment: is defined as the motivation based attachment to conform to the attached social norms. It is a sense of obligation as part of the organization of the employees to keep with the employed status (Hartmann and Bambacas, 2000; Tan and Akhtar, 1998).</p>	<p>36. I have been working in this organization because I am responsible to my work. 37. I would feel guilty if I left my organization now. 38. I feel a strong sense of belonging to my organization. 39. I would not leave my organization right now because I have a sense of obligation to the organization. 40. This organization deserves my loyalty.</p>	<p>Adapted from: Meyer, Allen and Smith (1993) Allen and Meyer (1996) Dixit and Shati (2012)</p>	<p>The opinion survey in the questionnaire was measured using a 5-point Likert scale ranging from 1 (strongly disagree), through 3 (neutral), to 5 (strongly agree).</p>

Table 3.9 (Continued)

Operational Definitions	Instruments	Sources	Measurement Scale
<p>Continuous Commitment: refers to the attachment from valued side bets accumulation based such as the skill transferability, self-investment, relocation, and pension co-vary among the membership of the organization. It is the cost awareness related to the resigned from the organization or the lack of choices awareness (Hartmann and Bambacas, 2000; Tan and Akhtar, 1998).</p>	<p>41. If I got another offer for a better job elsewhere I would not feel guilty, it was right to leave my Organization. 42. Jumping from organization to organization does not seem at all unethical to me. 43. I really feel as if this organization’s problems are my own. 44. I was taught to believe in the value of remaining loyal to one organization.</p>	<p>Adapted from: Meyer, Allen and Smith (1993) Allen and Meyer (2005) Dixit and Shati (2012)</p>	<p>The opinion survey in the questionnaire was measured using a 5-point Likert scale ranging from 1 (strongly disagree), through 3 (neutral), to 5 (strongly agree).</p>
<p>Affective Commitment: is defined as the organizational commitment emotional attaching. It is the feeling or sense of belonging to the workplace (Hartmann and Bambacas, 2000; Tan and Akhtar, 1998).</p>	<p>45. I have been working in this organization because I feel important at work. 46. I enjoy discussing my organization with people outside. 47. I feel emotionally attached to this organization. 48. I would be very happy to spend the rest of my career with this organization.</p>	<p>Adapted from: Meyer, Allen and Smith (1993) Allen and Meyer (1996) Dixit and Shati (2012)</p>	<p>The opinion survey in the questionnaire was measured using a 5-point Likert scale ranging from 1 (strongly disagree), through 3 (neutral), to 5 (strongly agree).</p>

Table 3.9 (Continued)

Employee Motivation: is an approach that motivates employee which has been broadly termed as the psychological forces that direct the path of an individual's act in the organization, an effort and persistence from the personal level (Gareth et al., 2008).

Operational Definitions	Instruments	Sources	Measurement Scale
Expectation: means the different expectations among staff and their confidence levels about their capability to perform as belief where the effort will result on the outcomes at first order.	49. If I work very hard, my job performance will significantly improve.	Adapted from: Vroom (1964)	The opinion survey in the questionnaire was measured using a 5-point Likert scale ranging from 1 (strongly disagree), through 3 (neutral), to 5 (strongly agree).
	50. If I work very hard, I will get a lot more accomplished.	Chiang , SooCheong,	
	51. If I put more effort into my job, my productivity will improve significantly.	Deborah and Bruce (2008)	
	52. If I put more effort into my job, I will definitely be regarded as an effective employee.	Snoeker (2010) Devendra (2013)	
	53. I am encouraged to come up with new and better way to do things.		
	54. I avoid trying to learn new things when they look too difficult for me.		
	55. Skilled training provides me the confidence to put more effort to perform better in my job.		

Table 3.9 (Continued)

Operational Definitions	Instruments	Sources	Measurement Scale
<p>Instrumentally: means the employees' perception whether they will truly get the things as desired, even when the manager has promised to them with the perceived link between first and second order outcomes.</p>	<p>56. Good salary is the main motivator for me. 57. My job performance is well evaluated. 58. I have the possibility to be promoted in my work. 59. My salary is according to my responsibility. 60. The organization values my service. 61. My supervisor recognizes the extra effort I put at work.</p>	<p>Adapted from: Vroom (1964) Williams (2010) Adhikari and Thapa (2013) Devendra (2013)</p>	<p>The opinion survey in the questionnaire was measured using a 5-point Likert scale ranging from 1 (strongly disagree), through 3 (neutral), to 5 (strongly agree).</p>
<p>Valence: means the people's emotional orientations regarding of the outcomes (rewards) the person attaches value on the first and second order outcomes.</p>	<p>62. The feedback from the supervisor helps improves my performance. 63. My salary is satisfactory in relation to what I do. 64. I know how my success was measure. 65. I am satisfied with the recognition I receive for my accomplishment. 66. When I set important goals for myself, I really achieve them. 67. I get credit for what I do.</p>	<p>Adapted from: Vroom (1964) Snoeker (2010) Williams (2010) Adhikari and Thapa (2013) Devendra (2013)</p>	<p>The opinion survey in the questionnaire was measured using a 5-point Likert scale ranging from 1 (strongly disagree), through 3 (neutral), to 5 (strongly agree).</p>

Table 3.9 (Continued)

Operational Definitions	Instruments	Sources	Measurement Scale
<p>Equity: based on the suggestion of equity theory means the perception of employee on things they do for the firm, what they obtain in return, and the way what they receive in turn produce the ratio compared to their internal and external organization in order to point the fairness they perceived in their relationship with the employment (Adams, 1963).</p>	<p>68. You think you get fair compensation compares to your knowledge and skill.</p> <p>69. You think you receive the fair compensation when compares to other organizations of the same type.</p> <p>70. My basic pay is well balanced compare to other employees in the organization.</p> <p>71. You think you get fair compensation compare to the work you do.</p> <p>72. My organization provides fair promotion opportunities.</p> <p>73. I feel enjoy to go to work.</p>	<p>Adapted from: Adams (1963)</p> <p>Elding (2006)</p> <p>Williams (2010)</p> <p>Mwangi (2014)</p>	<p>The opinion survey in the questionnaire was measured using a 5-point Likert scale ranging from 1 (strongly disagree), through 3 (neutral), to 5 (strongly agree).</p>

Table 3.9 (Continued)

Employee Performance: can be assessed to see how a person performs their job. For the organization, performance is the crucial criterion for its outcomes and success. At the as an individual-level, job performance is a variable or thing done by a single person. This differentiates from the more encompassing constructs like national performance, organizational performance that are the higher-level variables (Campbell, 1999).

Operational Definitions	Instruments	Sources	Measurement Scale
Task Performance: covers the actions and contribution of employees in regard of the organizational performance as part in the formal reward system that the requirements are specified or addressed in the job description (Williams and Karau, 1991)	74. My quantity of work is higher than average. 75. My quality of work is much higher than average. 76. Being result-oriented is very appreciated in finishing my job. 77. I always try to work efficiently. 78. My efficiency is much higher than average. 79. I uphold the highest professional standards.	Adapted from: Tsui et al. (1997) Koopmans (2014) Mensah (2015)	The opinion survey in the questionnaire was measured using a 5-point Likert scale ranging from 1 (strongly disagree), through 3 (neutral), to 5 (strongly agree).

Table 3.9 (Continued)

Operational Definitions	Instruments	Sources	Measurement Scale
Contextual Performance: means the behaviors that go beyond the work objectives as officially prescribed like to perform on the extra tasks, to reflect the initiative, or job coach for the newcomers (Koopmans et al., 2011)	80. You are good at team working. 81. I prefer to cooperate with others. 82. I often start new tasks myself, when my old ones are finished. 83. I am able to fulfill my responsibilities. 84. I take initiative when there is a problem to be solved. 85. I accept and learn from feedback. 86. I take on challenging tasks, when available 87. I communicate effectively with colleagues at work.	Adapted from: Koopmans, Bernaards, Hildebrandt, Buuren, Beek. De Vet (2012) Koopmans (2014) Mensah (2015)	The opinion survey in the questionnaire was measured using a 5- point Likert scale ranging from 1 (strongly disagree), through 3 (neutral), to 5 (strongly agree).
Adaptive Performance: means to the degree to which an employee adapts with the changing work roles and systems (Griffin et al., 2007)	88. Keeping job skills up-to-date improves our performance. 89. I can cope well with uncertainty and unpredictable work situations. 90. I easily adjust to changes in my work. 91. I recover fast after difficult situations or setbacks at work. 92. I always come up with creative solutions to new problems. 93. I have demonstrated flexibility.	Adapted from: Koopmans et al. (2012) Koopmans (2014) Mensah (2015)	The opinion survey in the questionnaire was measured using a 5- point Likert scale ranging from 1 (strongly disagree), through 3 (neutral), to 5 (strongly agree).

Table 3.9 (Continued)

Operational Definitions	Instruments	Sources	Measurement Scale
<p>Counter-productive Work Behavior: can be seen in common as the negative consequences that come with the behavior either for individual or organization (Hunt, 1996). Counter-productive work behaviors that violate the norms of the organization as stated in Mount, Ilies, and Johnson (2006) are dangerous for the organization interest since this could obstruct the goal accomplishment by the organizational thus, it should be avoided to prevent pervasive and cost.</p>	<p>94. I purposely work slowly. 95. I purposely make mistakes. 96. I focus on the negative aspects of a work situation. 97. I am doing things that harm my organization (ignoring a regulation). 98. I am doing things that harm my co-workers or supervisor. 99. I complain about unimportant matters at work.</p>	<p>Adapted from: Koopmans et al. (2012) Koopmans (2014) Mensah (2015)</p>	<p>The opinion survey in the questionnaire was measured using a 5-point Likert scale ranging from 1 (strongly disagree), through 3 (neutral), to 5 (strongly agree).</p>

3.13 Conclusion

In summary, these research instruments are reliable and valid. Thus, the obtained data can be applied in the testing of the theoretical model hypothesized. The validated instruments can be adopted by the practitioners to measure their TCM, employee commitment, employee motivation, and employee performance. Both quantitative and qualitative research strategies used in this research were presented in this chapter. The questionnaire survey method, in-depth interview, and detailed processes were illustrated in Figure 3.2;

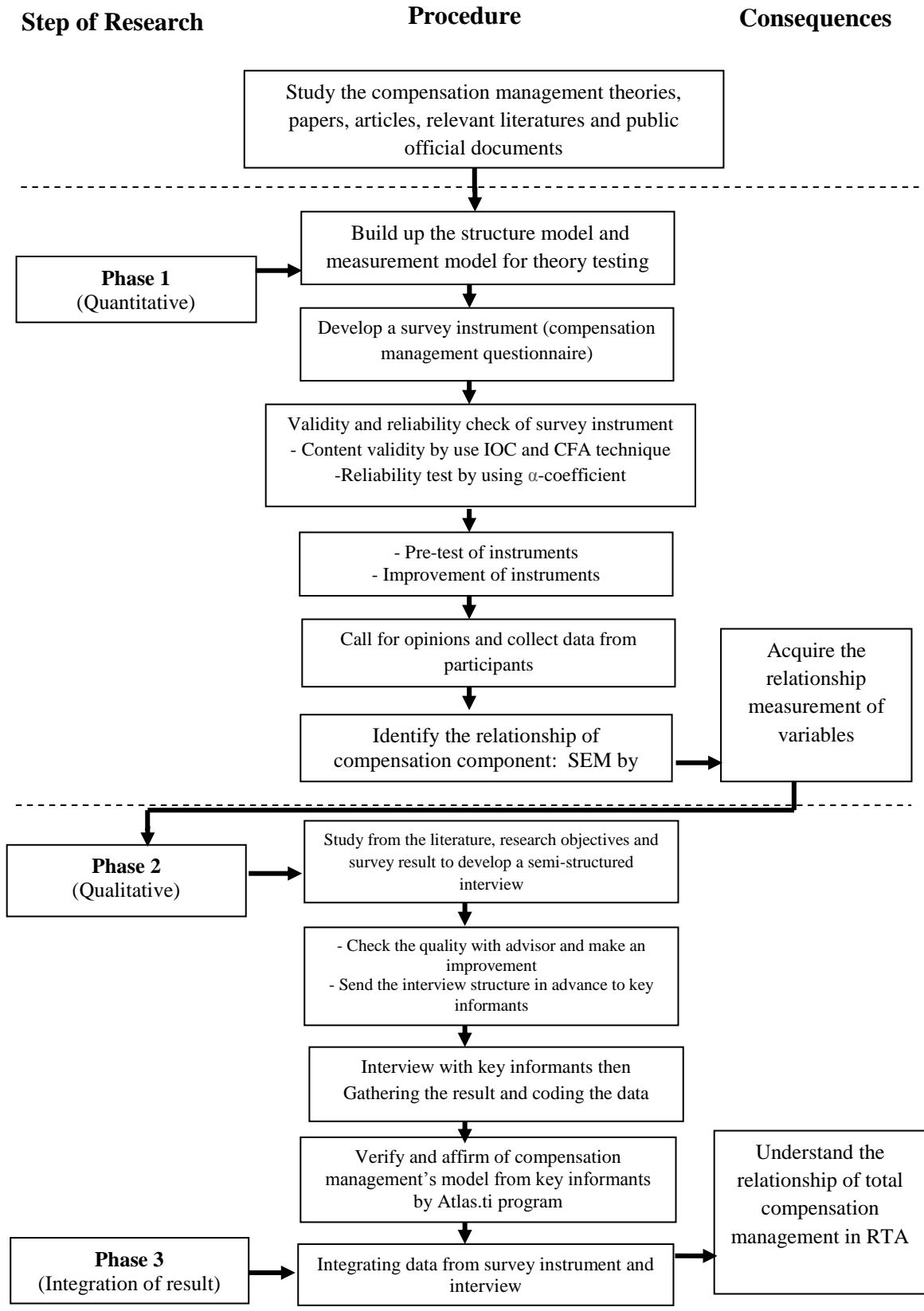


Figure 3.2 Research Methodology of the Study

CHAPTER 4

RESULT

The Influence of Total Compensation Management Affects Employee Motivation, Employee Commitment, and Employee Performance “A Case Study of Royal Thai Army” in this research focuses on the theme of mix methods: quantitative research-data collected by questionnaire-and qualitative research-collected data from samples by means of in-depth interview.

4.1 Numbers of Participants

The collecting consisted of 680 surveys, which were sent to seven components of RTA. At the end of the ten days the total number of surveys returned was 412. The overall return rate for the study was 60.58% with a 58.82% usable return rate. The number of returned questionnaires with usable data was 400 from seven components of RTA; the sample size is considered in appropriate, and is summarized in Table 4.1.

Table 4.1 The Number of Participants

Component	Target	Returned	CO (usable)	NCO	Percent
The Command Component	200	124	30	94	31.0
The Combat Component	80	28	9	19	7.0
The Regional Component	100	44	13	31	11.0
The Logistics Component	100	80	27	53	20.0
The Combat Support Component	100	40	17	23	10.0
The National Development Support Component	50	36	14	22	9.0

Table 4.1 (Continued)

Component	Target	Returned	CO	NCO	Percent
			(usable)		
The Education and Training Component	50	48	14	34	12.0
Total	680	400	124	276	100.0

4.2 Quantitative Analysis

This part consists of inferential statistics which is used to identify the relationship between TCM (cash compensation and benefit), employee commitment, employee motivation and employee performance. Then the researcher used Structural Equation Modeling (SEM) technique in data analysis. The Quantitative Analysis can be categorized as follows

4.2.1 Demographic analysis

4.2.2 Descriptive Analysis of Measurement Scales

4.2.2.1 The analysis results of opinion level on Total Compensation

4.2.2.2 The analysis results of opinion level on Employee Commitment

4.2.2.3 The analysis results of opinion level on Employee Motivation

4.2.2.4 The analysis results of opinion level on Employee Performance

4.2.1 The Analysis Results of Demographic Frequencies

This section presents the analysis results of 400 samples consisting of Gender, Age, Marital Status, Education Level, Type of Military Officers, Current Position, Positioning Experience, Present Components, RTA Experiences and Current Salary. The results are summarized in Table 4.2.

Table 4.2 Demographic Characteristics

Demographic Variable	Sample Size (n=400)		
	Category	Frequency	Percentage (%)
Gender	Male	328	82.0
	Female	72	18.0
Age	Under 20 years old	28	7.0
	20-29 years old	140	35.0
	30 -39 years old	165	41.3
	40-49 years old	43	10.8
	50-59 years old	20	5.0
	60 years or over	4	1.0
	Marital Status	Single	188
Married		168	42.0
Divorced/Separate		28	7.0
Widow		16	4.0
Education	High School	28	7.0
	Diploma or Equivalent	108	27.0
	Bachelor's Degree	208	52.0
	Master Degree	52	13.0
	Doctoral Degree	4	1.0
Types of Military Officer	Commissioned Officer	124	31.0
	Non-Commissioned Officer	276	69.0
Current Position	Top Manager	12	3.0
	Middle Manager	56	14.0
	First-line Manager	72	18.0
	Operating staff	260	65.0
Positioning Experience	0 -5 years	156	39.0
	6-10 years	124	31.0
	11-15 years	100	25.0
	16-20 years	12	3.0

Table 4.2 (Continued)

Demographic Variable	Sample Size (n=400)		
	Category	Frequency	Percentage (%)
Present Component	21 years or over	8	2.0
	The Command Component	124	31.0
	The Combat Component	28	7.0
	The Regional Component	44	11.0
	The Logistics Component	80	20.0
	The Combat Support Component	40	10.0
	The National Development Support Component	36	9.0
	The Education and Training Component	48	12.0
	RTA Experience	0-5 years	84
6-10 years		100	25.0
11-15 years		116	29.0
16-20 years		88	22.0
21 years or over		12	3.0
Salary/Month	Less than 15,000 Baht	164	41.0
	15,001-35,000 Baht	148	37.0
	35,001-60,000 Baht	76	19.0
	60,001-80,000 Baht	8	2.0
	80,001-100,000 Baht	4	1.0

The sample, as presented in Table 4.2, revealed that the majority of respondents (82%) were male, while 18% were female. The majority, 41.3% of the sample, were in the age range of 30 to 39 years; an additional 35% were between 20 and 29 years of age, while 10.8% were in the 40 to 49 years old age group, 7% were less than 20 years old and 5% were between 50 to 59 years old. The remaining 1% were 60 years old or over. The majority of respondents were single at 47%, followed

by married at 42% and divorced/separated and widowed at 7% and 4% respectively. The level of education was diverse with 52% reporting having earned a Bachelor's degree, 27% a Diploma or equivalent, (technical certificate, etc.), 13% a Master's degree, 7% a High school certificate, and an additional 1% reported having earned a Doctorate degree. The type of military officer showed the majority of respondents being a Non-Commissioned Officer (69%), while 31% were a Commissioned Officer. The current level of position revealed that the majority (65%) was in the operating staff level, 18% was in first line manager level, and 14% and 3% were in middle manager level and top manager level respectively. The current positioning experience represented 39% reporting 0 to 5 years' experience, 31% 6 to 10 years, 25% 11 to 15 years, and an additional 3% and 2% reported 16 to 20 years and 21 years and above experience respectively. With respect to the components, 31%, 20%, 12%, 11%, 10%, 9% and 7% of the respondents were from command components, logistic components, education and training component, regional component, combat support component, national development component and combat component respectfully. With regard to work experience within RTA, the length of time the respondents have worked with their organizations was approximately 29% for 11-15 years, followed by 25% for between 6 to 10 years, 22% for 16 to 20 years, and 21% for 0 to 5 years. Only 3% of respondents of the sample had worked for greater than 21 years. Finally, with regard to salary, the majority, 41% of the respondents, received a salary of less than 15,000 baht, followed by 37% at 15,001 to 35,000 bath, 19% at 35,001 to 60,000 bath, and 2% at 60,001 to 80,000 baht, while only 1% of the respondents received a salary of 80,001 to 100,000 baht.

4.2.2 Descriptive Analysis of Measurement Scales

4.2.2.1 The Analysis Results of Opinion Level on Total Compensation

This section presents the analysis results of opinion level on Total Compensation comprising of two main factors: firstly, cash compensation which is base pay, merit pay, cost of living, incentive pay and additional pay; and secondly, benefits which is income protection, allowance and work life balance. The analysis results are summarized in the following tables.

Table 4.3 Mean, Standard Deviation and Opinion Level on Total Compensation as Whole and for Each Field

Total Compensation	\bar{X}	S.D.	Level of Importance
Cash Compensation			
1) Base Pay	4.15	.40	Agree
2) Merit Pay	4.14	.42	Agree
3) Cost of Living	3.70	.416	Agree
4) Incentive Payment	3.44	.50	Agree
5) Additional Payment	3.55	.41	Agree
Total Cash Compensation	3.86	.39	Agree
Benefit			
1) Income Protection	3.84	.28	Agree
2) Allowance	4.04	.43	Agree
3) Work Life Balance	3.34	.36	Agree
Total Benefit	3.67	.36	Agree
Total	3.77	.38	Agree

The results in Table 4.3 show that the respondents have opinion about Total Compensation as whole at agree level with average of 3.77 and considering for each field found that;

1) Respondents agreed to cash compensation as a whole with an average of 3.86, and agreed for each field which, sorted highest to lowest by the average, is base pay (4.15), merit pay (4.14), cost of living (3.70), additional pay (3.55) and incentive pay (3.44 respectively).

2) Respondents agreed to benefit as a whole with an average of 3.67, and agreed for each field which, sorted highest to lowest by the average, is allowance (4.04), income protection (3.84), and work life balance (3.34) respectively.

When knowing about analysis results of opinion level on Total Compensation, Table 4.4 is a presentation of opinion level on Total Compensation for each field.

Table 4.4 Mean, Standard Deviation and Opinion Level on Total Compensation as to Base Pay

Base Pay	\bar{X}	S.D.	Level of Importance
1) Your salary is hierarchy amount and adjusted by step (ladder step).	4.23	.88	Agree
2) Your salary reflects the number of jobs you are able to perform.	3.88	1.00	Agree
3) Your salary is appropriate to duties and your responsibility.	4.19	.79	Agree
4) Your salary motivates you to have a desire to work with the organizations.	4.23	.80	Agree
5) You satisfied with the amount of salary that you got.	4.19	.82	Agree
Total	4.15	.40	Agree

The results in table 4.4 shows that the opinion level on total compensation as to base pay as whole at agree level of 4.15 and considering for each field found that in every fields are average at agree level and the first third of sorted highest to lowest by the average is your salary is hierarchy amount and adjusted by step (ladder step) and your salary motivates you to have a desire to work with the organizations (4.23), followed by your salary is appropriate to duties and your responsibility and you satisfied with the amount of salary that you got (4.19).

Table 4.5 Mean, Standard Deviation and Opinion Level on Total Compensation as to Merit Pay

Merit Pay	\bar{X}	S.D.	Level of Importance
6) Your merit pay is based on performance (Merit pay is dependent on performance).	3.27	.93	Agree

Table 4.5 (Continued)

Merit Pay	\bar{X}	S.D.	Level of Importance
7) Your merit pay reflects the number of jobs you are able to perform.	4.60	.58	Agree
8) You satisfied if the organizations give merit pay by base on the performance.	4.55	.61	Agree
Total	4.14	.42	Agree

The results in table 4.5 show that the opinion level on total compensation as to merit pay as whole at agree level of 4.14 and considering for each field found that in every fields are average at agree level and the sorted highest to lowest by the average is your salary reflects the number of jobs you are able to perform (4.60), your salary is appropriate to duties and your responsibility (4.55), and your salary is hierarchy amount and adjusted by step (ladder step) (3.27) respectively.

Table 4.6 Mean, Standard Deviation and Opinion Level on Total Compensation as to Cost of Living

Cost of Living	\bar{X}	S.D.	Level of Importance
9) Your organization provides the appropriate in medical expense for you and your family.	3.82	.93	Agree
10) Your organization provides the housing unit for a staff.	4.37	.70	Agree
11) The canteen is available for all employees.	3.43	.97	Agree
12) You are satisfied with the amount of adjusted salary due to the rising of cost of living.	3.43	.99	Agree

Table 4.6 (Continued)

Cost of Living	\bar{X}	S.D.	Level of Importance
13) You think the amount of adjusted salary due to cost of living is fairly distributed among member of organization.	3.46	.91	Agree
Total	3.70	.46	Agree

The results in table 4.6 show that the opinion level on total compensation as to cost of living as whole at agree level of 3.70 and considering for each field found that in every fields are average at agree level and the first third of sorted highest to lowest by the average is your organization provides the housing unit for a staff (4.37), your organization provides the appropriate in medical expense for you and your family (3.82), and you think the amount of adjusted salary due to cost of living is fairly distributed among member of organization (3.46) respectively.

Table 4.7 Mean, Standard Deviation and Opinion Level on Total Compensation as to Incentive Payment

Incentive Payment	\bar{X}	S.D.	Level of Importance
14) You think the organization should give the extra incentive base upon performance.	3.37	1.01	Agree
15) Sometimes you get an additional incentive/reward in the form of cash which independent of salary.	3.43	.95	Agree
16) You often get compliments or rewards from your supervisor/organization.	3.38	.99	Agree
17) Organization provides standard incentive pay for employee who meets higher achievement.	3.61	.87	Agree
Total	3.45	.50	Agree

The results in table 4.7 show that the opinion level on total compensation as to incentive payment as whole at agree level of 3.45 and considering for each field found that in every fields are average at agree level and the first third of sorted highest to lowest by the average is organization provides standard incentive pay for employee who meets higher achievement (3.61), sometimes you get an additional incentive/reward in the form of cash which independent of salary (3.43), and you often get compliments or rewards from your supervisor/organization (3.38).

Table 4.8 Mean, Standard Deviation and Opinion Level on Total Compensation as to Additional Payment

Additional Payment	\bar{X}	S.D.	Level of Importance
18) I sometimes get an additional payment in the form of a cash amount.	3.17	.93	Neither agree or not disagree
19) I feel satisfied with the additional payment that I have got.	2.84	.93	Neither agree or not disagree
20) You agree with the amount of additional payment regarding to position occupy.	4.09	.88	Agree
21) You agree with the amount of additional payment regarding to experiences, specialist and skills.	4.10	.72	Agree
Total	3.55	.41	Agree

The results in table 4.8 show that the opinion level on total compensation as to additional pay as whole at agree level of 3.55 and considering for each field found that in every fields are average at agree level for 2 and neither and the first third of sorted highest to lowest by the average is you agree with the amount of additional payment regarding to experiences, specialist and skills (4.10), you agree with the amount of additional payment regarding to position occupy (4.09), and I sometimes get an additional payment in the form of a cash amount (3.17) respectively.

Table 4.9 Mean, Standard Deviation and Opinion Level on Total Compensation as to Income Protection

Income Protection	\bar{X}	S.D.	Level of Importance
22) My pension benefits are good.	3.93	.80	Agree
23) My medical scheme is satisfactory.	4.06	.80	Agree
24) I am covered by health and accident insurance.	3.91	.90	Agree
25) The organization benefits in income protection programs are good.	2.69	.86	Neither agree or not disagree
26) The organization benefits in loan and saving plan are good.	4.60	.57	Strongly agree
Total	3.84	.27	Agree

The results in table 4.9 show that the opinion level on Total Compensation as to Income Protection as whole at agree level of 3.84 and considering for each field found that in every fields are average at agree level for 3 items, strongly agree for 1 item and neither agree or not disagree for 1 item and the first third of sorted highest to lowest by the average the organization benefits in loan and saving plan are good (4.60), my medical scheme is satisfactory (4.06), and my pension benefits are good (3.93).

Table 4.10 Mean, Standard Deviation and Opinion Level on Total Compensation as to Allowance

Allowance	\bar{X}	S.D.	Level of Importance
27) You agree with the allowances offered by the organization in education, accommodation, travel, subsidy etc.).	3.93	.80	Agree
28) You think the allowances offered by the organization are attractive.	4.06	.80	Agree

Table 4.10 (Continued)

Allowance	\bar{X}	S.D.	Level of Importance
29) I got education allowance for myself and my family.	3.91	.90	Agree
30) I got accommodation allowance for myself and my family.	2.69	.86	Neither agree or not disagree
Total	3.84	.27	Agree

The results in table 4.10 show that the respondents have opinion about Total Compensation as in Income Protection for each field at agree level with average of 3.84 and considering for each field found that in every fields are average at agree level for 3 items and neither agree or not disagree for 1 item and the first third of sorted highest to lowest by the average is you think the allowances offered by the organization are attractive (4.06), you agree with the allowances offered by the organization in education, accommodation, travel, subsidy etc. (3.93), and you think the allowances offered by the organization are attractive (3.91).

Table 4.11 Mean, Standard Deviation and Opinion Level on Total Compensation as to Work Life Balance

Work Life Balance	\bar{X}	S.D.	Level of Importance
31) My working hours are reasonable.	3.39	.98	Agree
32) I am never overworked.	3.46	.92	Agree
33) My supervisor is available for consultant.	3.40	1.04	Agree
34) I never have problem with my arrangement for leave.	3.29	.67	Agree
35) My supervisor is flexible towards my family responsible.	3.14	.90	Neither agree or not disagree
Total	3.34	.36	Agree

The results in table 4.11 show that the respondents have opinion about Total Compensation as in Work Life Balance for each field at agree level with average of 3.34 and considering for each field found that in every fields are average at agree level for 3 items and neither agree or not disagree for 1 item and the first third of sorted highest to lowest by the average is I am never overworked (3.46), my supervisor is available for consultant (3.40), and my working hours are reasonable (3.39).

4.2.2.2 The Analysis Results of Opinion Level on Employment Commitment.

This section present the analysis results of opinion level on employment commitment comprising of three factors: normative commitment, continuance commitment and affective commitment. The analysis results are summarized in the following tables.

Table 4.12 Mean, Standard Deviation and Opinion Level on Employment Commitment as Whole and for Each Field

Employment Commitment	\bar{X}	S.D.	Level of Importance
1) Normative Commitment	3.86	.39	Agree
2) Continuance Commitment	3.67	.36	Agree
3) Affective Commitment	3.82	.35	Agree
Total	3.78	.23	Agree

The results in table 4.12 show that the respondents have opinion about employment commitment as whole at agree level with average of 3.78 and considering for each field found that;

Respondents agreed to employee commitment as a whole with an average of 3.78, and agreed for each field which, sorted highest to lowest by the average, is normative commitment (3.86), affective commitment (3.82) and continuance commitment (3.67 respectively).

When knowing about analysis results of opinion level on employment commitment, the following is a presentation of opinion level on employment commitment for each field.

Table 4.13 Mean, Standard Deviation and Opinion Level on Employment
Commitment as to Normative Commitment

Normative Commitment	\bar{X}	S.D.	Level of Importance
36) I have been working in this organization because I am responsible to my work.	3.01	1.03	Neither agree or not disagree
37) I would feel guilty if I left my organization now.	4.14	.86	Agree
38) I feel a strong sense of belonging to my organization.	4.13	.73	Agree
39) I would not leave my organization right now because I have a sense of obligation to the organization.	3.98	.80	Agree
40) This organization deserves my loyalty.	4.05	.81	Agree
Total	3.86	.39	Agree

The results in table 4.13 show that the respondents have opinion about employment commitment as in normative commitment for each field at agree level with average of 3.86 and considering for each field found that in every fields are average at agree level for 4 items and neither agree or not disagree for one item and the first third of sorted highest to lowest by the average is I would feel guilty if I left my organization now (4.14), I feel a strong sense of belonging to my organization (4.13), and this organization deserves my loyalty (4.05).

Table 4.14 Mean, Standard Deviation and Opinion Level on Employment
Commitment as to Continuance Commitment

Continuance Commitment	\bar{X}	S.D.	Level of Importance
41) If I got another offer for a better job elsewhere I would not feel guilty, it was right to leave my Organization.	3.87	.92	Agree

Table 4.14 (Continued)

Continuance Commitment	\bar{X}	S.D.	Level of Importance
42) Jumping from organization to organization does not seem at all unethical to me.	2.69	.86	Neither agree or not disagree
43) I really feel as if this organization's problems are my own.	4.10	.76	Agree
44) I was taught to believe in the value of remaining loyal to one organization.	4.02	.77	Agree
Total	3.67	.363	Agree

The results in table 4.14 show that the respondents have opinion about employee commitment as in continuance commitment for each field at agree level with average of 3.67 and considering for each field found that in every fields are average at agree level for four items and neither agree or not disagree for one item and the first third of sorted highest to lowest by the average is I really feel as if this organization's problems are my own (4.10), I was taught to believe in the value of remaining loyal to one organization (4.02), and If I got another offer for a better job elsewhere I would not feel guilty, it was right to leave my Organization (3.87).

Table 4.15 Mean, Standard Deviation and Opinion Level on Employment Commitment as to Affective Commitment

Affective Commitment	\bar{X}	S.D.	Level of Importance
45) I have been working in this organization because I feel important at work.	3.92	.95	Agree
46) I enjoy discussing my organization with people outside.	3.76	.94	Agree

Table 4.15 (Continued)

Affective Commitment	\bar{X}	S.D.	Level of Importance
47) I feel emotionally attached to this organization.	3.11	1.06	Neither agree or not disagree
48) I would be very happy to spend the rest of my career with this organization.	4.48	.64	Strongly agree
Total	3.82	.348	Agree

The results in table 4.15 show that the respondents have opinion about employee commitment as in affective commitment for each field at agree level with average of 3.82 and considering for each field found that in every fields are average at strongly agree level for one item, agree level for two items and neither agree or not disagree for one item and the first third of sorted highest to lowest by the average is I would be very happy to spend the rest of my career with this organization (4.48), I have been working in this organization because I feel important at work (3.92), and I enjoy discussing my organization with people outside (3.76).

4.2.2.3 The Analysis Results of Opinion Level on Employee Motivation

This section presents the analysis results of opinion level on employee motivation comprising of four factors: expectation, instrumentally, valence and equity. The analysis results are summarized in the following tables.

Table 4.16 Mean, Standard Deviation and Opinion Level on Employee Motivation as Whole and for Each Field.

Employee Motivation	\bar{X}	S.D.	Level of Importance
1) Expectation	3.73	.37	Agree
2) Instrumentally	3.77	.44	Agree
3) Valence	3.72	.36	Agree
4) Equity	3.58	.41	Agree
Total	3.70	.21	Agree

The results in table 4.16 show that the respondents have opinion about employment motivation as whole at agree level with average of 3.70 and considering for each field found that;

Respondents agreed to employee motivation as a whole with an average of 3.70, and agreed for each field which, sorted highest to lowest by the average, is instrumentally (3.77), expectancy (3.73), valence (3.72) and equity (3.58 respectively).

When knowing about analysis results of opinion level on employee motivation, the following is a presentation of opinion level on employee motivation for each field.

Table 4.17 Mean, Standard Deviation and Opinion Level on Employment Motivation as to Expectation

Expectation	\bar{X}	S.D.	Level of Importance
49) If I work very hard, my job performance will significantly improve.	4.35	.68	Strongly agree
50) If I work very hard, I will get a lot more accomplished.	3.84	.95	Agree
51) If I put more effort into my job, my productivity will improve significantly.	4.19	.88	Agree
52) If I put more effort into my job, I will definitely be regarded as an effective employee.	3.15	.99	Neither agree or not disagree
53) I am encouraged to come up with new and better way to do things.	4.41	.70	Strongly agree
54) I avoid trying to learn new things when they look too difficult for me.	4.05	.92	Agree
55) Skilled training provides me the confidence to put more effort to perform better in my job.	2.15	1.09	Disagree
Total	3.73	.37	Agree

The results in table 4.17 show that the respondents have opinion about employee motivation as in expectation for each field at agree level with average of 3.73 and considering for each field found that in every fields are average at strongly agree one item, agree level for three items neither agree or not disagree level one item and disagree one item and the first third of sorted highest to lowest by the average is I am encouraged to come up with new and better way to do things (4.41), if I work very hard, my job performance will significantly improve (4.35), and if I put more effort into my job, my productivity will improve significantly(4.19).

Table 4.18 Mean, Standard Deviation and Opinion Level on Employment Motivation as to Instrumentally

Instrumentally	\bar{X}	S.D.	Level of Importance
56) Good salary is the main motivator for me.	3.95	.89	Agree
57) My job performance is well evaluated.	3.86	.98	Agree
58) I have the possibility to be promoted in my work.	3.52	.94	Agree
59) My salary is according to my responsibility.	3.96	1.01	Agree
60) The organization values my service.	3.82	.93	Agree
61) My supervisor recognizes the extra effort I put at work.	3.53	.94	Agree
Total	3.77	.44	Agree

The results in table 4.18 show that the respondents have opinion about employee motivation as in instrumentally for each field at agree level with average of 3.77 and considering for each field found that in every fields are average at agree level for all items and the first third of sorted highest to lowest by the average is my salary is according to my responsibility (3.96), good salary is the main motivator for me (3.95), and my job performance is well evaluated (3.86).

Table 4.19 Mean, Standard Deviation and Opinion Level on Employment Motivation as to Valence

Valence	\bar{X}	S.D.	Level of Importance
62) The feedback from the supervisor helps improves my performance.	3.70	.98	Agree
63) My salary is satisfactory in relation to what I do.	3.58	.99	Agree
64) I know how my success was measure.	3.67	.98	Agree
65) I am satisfied with the recognition I receive for my accomplishment.	3.78	.89	Agree
66) When I set important goals for myself, I really achieve them.	3.81	.93	Agree
67) I get credit for what I do.	3.76	.93	Agree
Total	3.72	.36	Agree

The results in table 4.19 show that the opinion level of employee motivation as to valence as whole at agree level of 3.72 and considering for each field found that in every fields are average at agree level and the first third of sorted highest to lowest by the average is when I set important goals for myself, I really achieve them (3.81), I am satisfied with the recognition I receive for my accomplishment (3.78), and I get credit for what I do (3.76).

Table 4.20 Mean, Standard Deviation and Opinion Level on Employment Motivation as to Equity

Equity	\bar{X}	S.D.	Level of Importance
68) You think you get fair compensation compares to your knowledge and skill.	3.08	.96	Agree

Table 4.20 (Continued)

Equity	\bar{X}	S.D.	Level of Importance
69) You think you receive the fair compensation when compares to other organizations of the same type.	3.71	1.05	Agree
70) My basic pay is well balanced compare to other employees in the organization.	3.58	1.06	Agree
71) You think you get fair compensation compare to the work you do.	3.59	1.06	Agree
72) My organization provides fair promotion opportunities.	4.17	.81	Agree
73) I feel enjoy to go to work.	3.35	1.18	Agree
Total	3.58	.41	Agree

The results in table 4.20 show that the opinion level on employee motivation as to equity as whole at agree level of 3.58 and considering for each field found that in every fields are average at agree level and the first third of sorted highest to lowest by the average is my organization provides fair promotion opportunities (4.17), you think you receive the fair compensation when compares to other organizations of the same type (3.78), and you think you get fair compensation compare to the work you do (3.59).

4.2.2.4 The Analysis Results of Opinion Level on Employee Performance

This section presents the analysis results of opinion level on employment performance comprising of four factors: task performance, contextual performance, adaptive performance and counter-productive work behavior. The analysis results are summarized in the following tables.

Table 4.21 Mean, Standard Deviation and Opinion Level on Employee Performance as Whole and for Each Field

Employee Performance	\bar{X}	S.D.	Level of Importance
1) Task Performance	3.66	.43	Agree
2) Contextual Performance	3.69	.36	Agree
3) Adaptive Performance	3.72	.47	Agree
4) Counter-productive Work Behavior	2.67	.27	Neither agree or not disagree
Total	3.43	.23	Agree

The results in table 4.21 show that the respondents have opinion on employee performance as whole at agree level with average of 3.43 and considering for each field found;

Respondents agreed to employee performance as a whole with an average of 3.43, and agreed for each field which, sorted highest to lowest by the average, is adaptive performance (3.72), contextual performance (3.69), task performance (3.66) and counter-productive work behavior (2.67 respectively).

When knowing about analysis results of opinion level on employee performance, the following is a presentation of opinion level on Employee Performance for each field.

Table 4.22 Mean, Standard Deviation and Opinion Level on Employee Performance as in Task Performance

Task Performance	\bar{X}	S.D.	Level of Importance
74) My quantity of work is higher than average.	3.01	1.01	Agree
75) My quality of work is much higher than average.	2.92	1.01	Neither agree or not disagree

Table 4.22 (Continued)

Task Performance	\bar{X}	S.D.	Level of Importance
76) Being result-oriented is very appreciated in finishing my job.	4.36	.72	Strongly agree
77) I always try to work efficiently.	3.91	.92	Agree
78) My efficiency is much higher than average.	3.95	1.03	Agree
79) I uphold the highest professional standards.	3.83	1.01	Agree
Total	3.66	.43	Agree

The results in table 4.22 show that the opinion level on employee performance as to task performance as whole at agree level of 3.66 and considering for each field found that in every fields are average at strongly agree one item, agree level for four items, neither agree or not disagree level one item. The first third of sorted highest to lowest by the average is being result-oriented is very appreciated in finishing my job (4.36), my efficiency is much higher than average (3.95), and I always try to work efficiently (3.91).

Table 4.23 Mean, Standard Deviation and Opinion Level on Employee Performance as in Contextual Performance

Contextual Performance	\bar{X}	S.D.	Level of Importance
80) You are good at team working.	3.89	.99	Agree
81) I prefer to cooperate with others.	3.55	.97	Agree
82) I often start new tasks myself, when my old ones are finished.	3.81	1.21	Agree
83) I am able to fulfill my responsibilities.	3.59	.80	Agree

Table 4.23 (Continued)

Contextual Performance	\bar{X}	S.D.	Level of Importance
84) I take initiative when there is a problem to be solved.	3.64	1.04	Agree
85) I accept and learn from feedback.	3.51	1.14	Agree
86) I take on challenging tasks, when available	3.53	1.30	Agree
87) I communicate effectively with colleagues at work.	4.00	.86	Agree
Total	3.69	.35	Agree

The results in table 4.23 show that the respondents have opinion about employee performance as to contextual performance as in whole at agree level with average of 3.69 and considering for each field found that in every fields are average at agree level of all items. The first third of sorted highest to lowest by the average is I communicate effectively with colleagues at work (4.00), you are good at team working (3.89), and I often start new tasks myself, when my old ones are finished (3.81).

Table 4.24 Mean, Standard Deviation and Opinion Level on Employee Performance as in Adaptive Performance

Adaptive Performance	\bar{X}	S.D.	Level of Importance
88) Keeping job skills up-to-date improves our performance.	3.90	.87	Agree
89) I can cope well with uncertainty and unpredictable work situations.	3.77	.97	Agree
90) I easily adjust to changes in my work.	3.98	.91	Agree

Table 4.24 (Continued)

Adaptive Performance	\bar{X}	S.D.	Level of Importance
91) I recover fast after difficult situations or setbacks at work.	3.02	1.12	Neither agree or not disagree
92) I always come up with creative solutions to new problems.	3.73	1.04	Agree
93) I have demonstrated flexibility.	3.90	.89	Agree
Total	3.72	.46	Agree

The results in table 4.24 show that the respondents have opinion about employee performance as to adaptive performance as in whole at agree level with average of 3.72 and considering for each field found that in every fields are average at agree level five items and neither agree or not disagree one item. The first third of sorted highest to lowest by the average is I easily adjust to changes in my work (3.98), and I have demonstrated flexibility and I have demonstrated flexibility (3.90).

Table 4.25 Mean, Standard Deviation and Opinion Level on Employee Performance as in Counter-productive Work Behavior

Counter-productive Work Behavior	\bar{X}	S.D.	Level of Importance
94) I purposely work slowly.	2.90	1.02	Neither agree or not disagree
95) I purposely make mistakes.	2.83	1.12	Neither agree or not disagree
96) I focus on the negative aspects of a work situation.	2.72	1.12	Neither agree or not Disagree
97) I am doing things that harm my organization (ignoring a regulation).	2.47	.88	Disagree

Table 4.25 (Continued)

Counter-productive Work Behavior	\bar{X}	S.D.	Level of Importance
98) I am doing things that harm my co-workers or supervisor.	2.88	1.14	Neither agree or not disagree
99) I complain about unimportant matters at work.	2.23	1.06	Disagree
Total	2.67	.59	Neither agree or not disagree

The results in table 4.25 show that the respondents have opinion about employment performance as to counter-productive work behavior as in whole at neither agree or not disagree level with average of 2.67 and considering for each field found that in every fields are average at neither agree or not disagree four items and disagree two items. The first third of sorted highest to lowest by the average is I purposely work slowly (2.90), I am doing things that harm my co-workers or supervisor (2.88), and I purposely make mistakes (2.83).

4.3 Data Preparation and Screening

Data screening and preparation are the crucial components that most multivariate techniques have to apply (Hair et al., 2010; Pallant, 2010; Meyers, Gamst and Guarino, 2013; Tabachnick and Fidell, 2014). However, it consumes time, but is quite helpful in cutting the non-significant results and biases. Thus, data screening facilitates the multivariate assumptions impact evaluation of the researcher.

In this analysis the independent variables and dependent variables were declared as the following:

Independent variables: total compensation management in cash and benefit namely base pay, incentive pay, merit pay, cost of living pay, additional pay, income protection, allowance and work life balance; employee commitment namely normative commitment, continuous commitment and affective commitment; employee motivation namely expectancy, instrumentally, valence and equity.

Dependent variable: employee performance namely task, contextual, adaptive and counter-productive work behavior.

4.3.1 Normality

The key underlying assumption for multivariate data analysis is normality; it is the extent to which the data or variable corresponds to the normal distribution shape, which is the statistical methods' benchmark (Hair et al., 2010). Though it comes with difficulty, the benefits come from the variations in the normal distribution that can test on the invalid and render all statistical results. It is a common approach to check the uni-variate normality because the multivariate normality refers to each variable being normal in the uni-variate, as well as its combination (Hair et al., 2010). We can evaluate the uni-variate normality by using graphical or statistical approaches in which the later use kurtosis and skewness in normality assessment. Kurtosis means "peakedness" or "flatness" of the distribution in comparison with a normal distribution. As indicated by a positive kurtosis, the distribution is more peaked than a normal distribution, while a negative kurtosis indicated a less peaked distribution compared to a normal distribution. On the other hand, skewness is a symmetry degree of a distribution around the mean. In a positively-skewed distribution, the long distribution tail is on the right, while in a negatively-skewed distribution, the long tail is on the left.

A variable which is normally distributed will result in skewness and kurtosis values that drift between ± 1.0 (Meyers, Gamst and Guarino, 2013). Moreover, the author uses the Kolmogorov-Smirnov test and Shapiro-Wilk test as a statistical test. With these measures, statistical significance has an alpha level of $p < 0.001$, which indicates a possible of normality violating uni-variate (Pallant, 2007; Hair et al., 2010; Meyers, Gamst and Guarino, 2013; Tabachnick and Fidell, 2014). The univariate normality in graphical approaches applies histogram and stem-and-leaf plots to individual variables.

Appendix D presents the skewness and kurtosis of the variables in this study. The results show that most of the skewness values (except variables Q7, Q8, Q23, Q24, Q26, Q27, Q40, Q43, Q53, Q56, Q58, Q61, Q69, Q70, Q84, Q89 and Q92) were positive and close to zero (between 0.01 and 0.9), showing a very slight skew to the

left hand side, while the skewness values for the variables Q7, Q8, Q23, Q24, Q26, Q27, Q40, Q43, Q53, Q56, Q58, Q61, Q69, Q70, Q84, Q89 and Q92 were negative and close to zero (between -0.01 and -0.35), which shows a very slight skew to the right hand side. Furthermore, all of the kurtosis values of variables Q17, Q18, Q19, Q23, Q31, Q33, Q40, Q43, Q56, Q58, Q60, Q61, Q69, Q70, Q74, Q75, Q84, Q89, Q91, Q92, Q94, Q95 and Q97 were negative and roughly close to zero (-0.2 and -0.9). However, Q40 had a kurtosis value of -1.015, while Q70 had a value of 1.00, which shows a very slight flat shape with few cases at the extreme.

On the other hand, the variables Q1-Q16, Q20-Q22, Q25-Q30, Q32, Q34-Q39, Q41, Q42, Q44-Q55, Q57, Q59, Q62-Q68, Q71-Q74, Q76-Q83, Q85-Q88, Q90, Q93, Q96, Q98 and Q99 were positive and roughly close to zero (between 0.01 and 0.9), which shows a slight peaked shape with very close cases at the extreme. Also, variables Q23, Q40, Q43 and Q70 had kurtosis values of between ± 1.36 to ± 1.00 giving an indication of skewness. The results showed that none of the items had extreme skewness as none of the values were higher than ± 3.0 (Mensah, 2015). According to this, as the values were not actually extreme, the assumption can be made on multivariate normality. Indeed, it is argued by Hair et al. (2010) that the significant departures from normality could be crucial and may have no serious effect on the results if there are more than 200 samples. Therefore, no transformation was performed on any of these variables as shown in APPENDIX E.

4.3.2 Multicollinearity, Linearity, and Homoscedasticity

Multicollinearity is an existing condition when there are two or more strongly correlated predictors. There are various ways for addressing multicollinearity; these include the using of correlation matrix, tolerance value, and the variance inflation factor [VIF] (Hair et al., 2010; Pallant, 2010; Meyers, Gamst and Guarino, 2013; Tabachnick and Fidel, 2014). In the correlation matrix, the existence of multicollinearity can be noticed with the correlation between the analyzing variables are very strongly related. Although some disagreement is shown concerning the relationship strength; the correlations of 0.80 and above have raised a red flag. Regarding the tolerance and VIF, the respective values less than 0.10 and more than 10 are suggested to be good for non-existing multicollinearity. In this research, the author used correlation matrix in the multicollinearity assessment since it is difficult

to choose only one variable as the dependent variable to study. As shown in Table 4.27, the result of correlation between the variables was not more than 0.80, which indicates a non-violation on the assumption of multicollinearity.

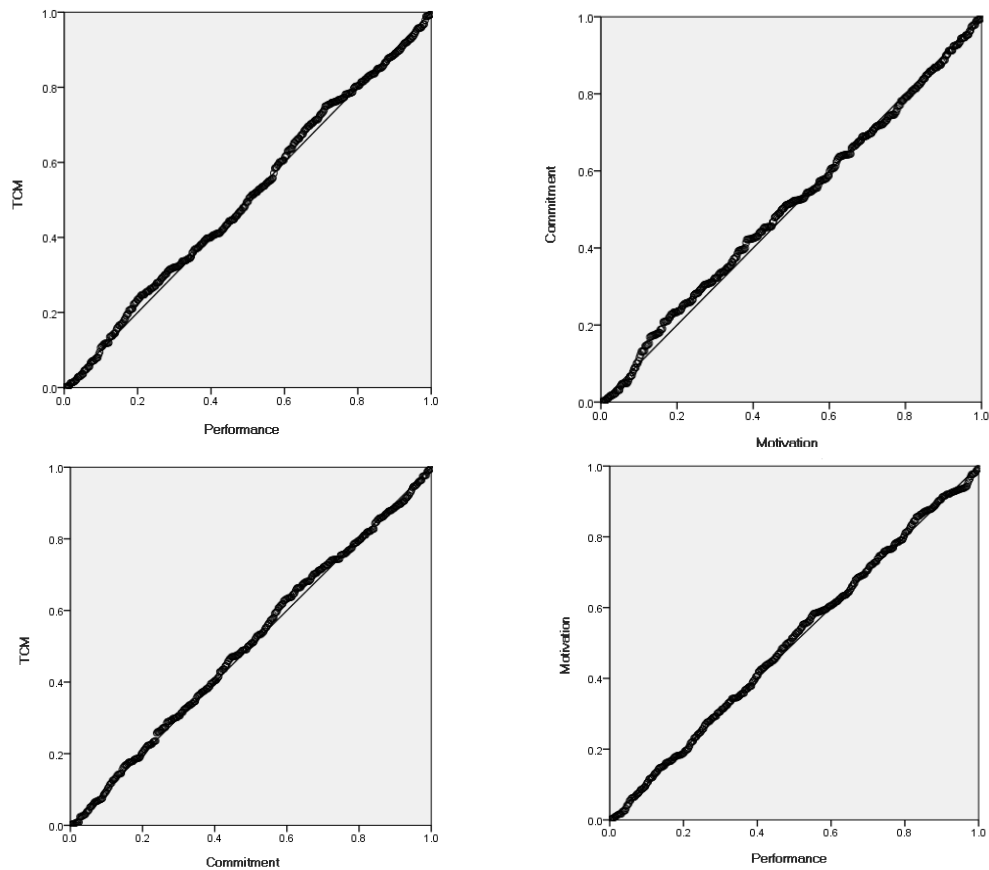


Figure 4.1 Scatter Plots for Some Variables

A scatter plot is used to check for the linearity and it gives satisfactory results since all the relationships between variables are positive (an upward line can be drawn). This is randomly-selected since it is hard to assess each pair of variables via scatter plots when there are various variables involved. Regarding the homoscedasticity, none of the individually independent/dependent variable relationships indicated a homoscedasticity violation (in the shape of a cone or diamond), and all relationships are shown in the shape of a rough cigar. According to Figure 4.1, there is a linear relationship between variables. All the assumptions based on this (multicollinearity, homoscedasticity, normality, linearity, missing data, and outliers) were met; thus, the author can proceed on the measurement model testing.

4.4 Measurement of Reliability and Validity

This section discusses and tests the measure's reliability and validity. The tool that is used to assess the good measure characteristics is validity and reliability (Meyers, Gamst and Guarino, 2013; Tabachnick and Fidell, 2014). Validity and reliability are usually performed to reduce errors in the measurements in most models testing on hypothesis. In this study, the measurements were done on multi-item scales; hence it required an examination on the extent of measurement that was representative for a particular construct.

4.4.1 Reliability

Reliability refers to the accuracy and consistency of a measurement (Hair et al., 2010). It also refers to the degree of stability of a scale. The more reliable an instrument is, the smaller are the random fluctuations and the closer the observed scores to the true score (Tabachnick and Fidell, 2014). There are two main ways for checking for the reliability of a measurement: externally and internally. External reliability has to do with the consistency of the measurement over time. External reliability can be examined through the test-retest method (Babbie, 2013). In this way an instrument can be administered twice to the same respondents. The assumption is that respondents with a high score on the first test would get a high score on the second test too.

However, Bryman and Cramer (2001) have argued that a low test-retest correlation does not always mean that the reliability is low, but it may be due to the underlying concept itself changing. The use of internal reliability is popular in multi-scale items. Cronbach's coefficient alpha is a very common internal reliability measuring statistic. Values of coefficient alpha between 0.70 and 0.90 are normally accepted. However, in dealing with psychological constructs, an exception is made for less than 0.70 (but more than 0.60) of values because of the diversity of the measured constructs (Kline, 1999). Table 4.26 shows the constructs reliability results of every item (variables). All of the constructs had Cronbach alphas ranging from 0.78 to 0.90. The results indicate all of this research's latent variables or factors are reliable.

Table 4.26 Reliability of the Measurement Scale (n=400)

Variables	Number of questions	Cronbach alphas
Cash Compensation		
Base Pay	5	0.921
Merit Pay	3	0.810
Cost of Living	5	0.871
Incentive Payment	4	0.837
Additional Payment	4	0.874
Benefit		
Income Protection	5	0.870
Allowance	4	0.801
Work Life Balance	5	0.918
Employee Commitment		
Normative Commitment	5	0.735
Continuance Commitment	4	0.909
Affective Commitment	4	0.835
Employee Motivation		
Expectation	7	0.826
Instrumentally	6	0.826
Valence	6	0.739
Equity	6	0.870
Employee Performance		
Task Performance	6	0.781
Contextual Performance	8	0.874
Adaptive Performance	6	0.863
Counter-productive Work Behavior	6	0.809

A major deficiency with the coefficient alpha is its positive relationship with the number of scale items. Increasing the number of scale items will increase the value of the coefficient alpha. Therefore, Cronbach's alpha may be inappropriately inflated by including several redundant items (Hair et al., 2010).

4.4.2 Validity

The criterion validity is the final validity test; it emphasizes the importance of scales comparison as used with the criterion variables to understand the relationship among constructs. It is to examine the extent to which a scale performs as needed related to other variables (criterion variable) as the key criteria. To be said also, it is described from criterion validity on the direction and strength the linear variables relationship. It is indicated from the high test score or correlated result that the criteria set is met by the measure. Criterion validity consists of two forms: predictive and concurrent validity. They are dissimilar from one another based on the time dimension. Data on scale and criterion variables for predictive validity are gathered from different times, while gathered at the same time for the concurrent validity (Hair et al., 2010).

This study presents relevant concurrent validity since it is a cross sectional study. The correlational analysis is done for criterion validity analysis; it is processed for all constructs associate degree determination, as well as the study's independent variables multicollinearity. This is not only indicated for the associate degree of variables, but the associate direction as well. Correlation coefficients are between ± 1.0 where the values that fall between ± 1.0 and ± 0.81 are generally seen as "very high" to form data multicollinearity (Hair et al., 2010; Meyers, Gamst and Guarino, 2013; Tabachnick and Fidell, 2014). Table 4.27 shows the study's constructs relationship, evidence there was no strong correlation between the nineteen variable pairs (0.80 and above) in this study. Thus, multicollinearity did not seem to influence further analysis interpretation.

Table 4.27 Pearson Correlation Matrix

Construct	Base Pay	Incentive Pay	Merit Pay	Cost of Living	Additional Pay	Income Protection	Allowance	Work Life Balance	Normative	Continuous	Affective	Expectancy	Instrumentally	Valence	Equity	Task	Contextual	Adaptive	Counter-Productive Behavior
Base Pay	1.00																		
Incentive Pay	-0.20	1.00																	
Merit Pay	-0.10	-0.08	1.00																
Cost of Living	-0.05	-0.07	-0.02	1.00															
Additional Pay	0.02	-0.06	0.08	-0.05	1.00														
Income Protection	-0.08	0.00	-0.03	0.15	-.122*	1.00													
Allowance	0.02	0.09	0.09	-0.02	-0.02	-0.16	1.00												
Work Life Balance	0.04	-0.05	0.04	.212**	-0.03	0.06	-0.03	1.00											
Normative	-0.02	-0.15	0.00	.105*	.305**	.157**	.113*	-0.03	1.00										
Continuous	-0.01	0.09	-0.02	-.184**	0.31	.325**	-0.05	0.04	-0.02	1.00									
Affective	-0.04	0.03	-0.07	-.110*	-0.03	.191**	0.08	0.01	.129**	.171**	1.00								
Expectancy	-.149**	0.03	0.00	-.121*	-0.02	0.03	.270**	-0.09	0.21	.100*	.115*	1.00							
Instrumentally	0.02	.209**	0.05	-0.06	0.08	-0.02	0.09	-.136**	0.02	.134**	0.03	.241**	1.00						
Valence	-0.03	-0.10	.299**	.362**	.175**	.173**	0.11	.141**	.343**	0.03	.231**	0.01	-.189**	1.00					
Equity	-0.05	-0.03	0.04	.201**	.227**	0.05	.314**	.207**	.310**	0.09	0.09	.206**	-.273**	.238**	1.00				
Task	.193**	0.04	-.111*	0.02	-.173**	0.02	0.04	.106*	-0.05	0.19	.163**	0.23	-0.09	-0.05	-0.16	1.00			
Contextual	0.05	.165**	0.03	-.318**	0.04	0.24	0.08	-.164**	-.113*	.100*	0.03	.323**	.476**	-.209**	-.224**	-0.03	1.00		
Adaptive	0.32	0.04	.150**	.304**	-0.05	-0.03	-0.02	.240**	0.05	-.113*	-.135**	-0.06	-0.01	.133**	.119*	-0.06	-.175**	1.00	
Counter-Productive Behavior	0.01	0.25	-0.05	0.09	-0.07	0.01	0.14	0.08	0.05	-.102*	0.22	0.09	-0.03	0.06	0.05	.635**	-0.03	0.05	1.00

Note: **. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

4.4.3 Confirmatory Factor Analysis

This analysis aims to reexamine the construct reliability and validity of the four main factors: total compensation management, employee motivation, employee commitment, and employee performance.

The data pool returned from the sample was 400 subjects. The researcher ran factor analysis with principal component extraction and varimax rotation (by SPSS version 22 software package). Loading of .40 and above are considered the threshold for this confirmatory (Jaw and Liu, 2004); results of each factor are shown in Appendix E. Moreover, the researcher recalculated Cronbach's alpha for each construct to compare with the pre-test Cronbach's alpha (see Table 4.33). This supported the validity and reliability of the items (Hair et al., 2010; Meyers, Gamst and Guarino, 2013; Tabachnick and Fidell, 2014).

Table E1 shows factor loadings of total compensation management. There are eight groups: base pay, incentive pay, merit pay, cost of living pay, additional pay, income protection, allowance and work life balance. All items passed the threshold cutting point factor loading and alpha.

Table E2 shows factor loadings of employee commitment. There are three groups: normative commitment, continuous commitment and affective commitment. All items passed the threshold cutting point factor loading and alpha.

Table E3 shows factor loading of employee motivation. There are four groups: expectation, instrumentally, valence and equity. All items passed the threshold cutting point factor loading and alpha.

Table E4 shows factor loading of employee performance. There are four groups: task performance, contextual performance, adaptive performance and counter-productive work behaviour. All items passed the threshold cutting point factor loading and alpha.

The result showed that all 99 items were still valid and there was no need to extract or refine for further study. Consequently, the researcher loaded all items as data into the SEM procedure.

4.5 Model Confirmation

In this stage, the researcher would like to validate the model fit to this research's data collected from samples. Structural Equation Model (SEM) is applied as a tool as it is the statistical methodology that applies confirmatory (i.e. hypothesis-testing) approach to analyze the structural theory as seen in some phenomenon. Typically, the “causal” processes are represented in this theory where it observes various variables (Byrne, 1998). In this model testing, the primary task is determining the goodness of fit between the sample data and hypothesized model.

4.5.1 Evaluating Model-Data Fit

Since this study intended to confirm the reliability and validity of the theory from the overview of the conceptual framework model (Figure 2.5), SEM is appropriate for this study. It was used to assess the relationship between dimensions of total compensation management, employee motivation, and employee commitment and employee performance. The model in SEM is based on a goodness of fit measure rather than statistical calculation. It is necessary to provide information on what is classified as good fit for the model.

In this SEM, chi-square is the only one that is based on statistical calculations (Hair et al., 1992). It was used to examine the exploratory sample to seek the research model fitted by SEM. Only if the residuals between sample covariance matrix and the covariance matrix elements are reproduced in accordance with the model converge in zero probability, the model is acceptable when the sample size becomes infinity. Nonetheless, the chi-square test is restricted to test various models because of the sample size sensitivity. The increasing sampling and trivial residuals could add more likelihood of falsely rejecting the model. Moreover, the establishing of chi-square test is to address a restrictive hypothesis of whether the tested model is correct for the sample. It can be said also that there is the demand from chi-square test on the perfectly reproduced covariance matrix on the theoretical model basis. As a consequence, the chi-square significance test is restricted in the testing practice of the model, and many alternative statistical indices are suggested to determine the adequacy of structural equation models and measurements. Thus, the variety of

alternative fit indices is depended on by most researchers to reduce the sample size dependence in the model fit assessment.

Using the SEM consists of these types of measurement which are the absolute fit, comparative fit or incremental and parsimonious fit. An absolute fit measurement is classified by Hair et al. (1992: 683) as “the degree that the overall model (structural and measurement models) predicts the observed covariance or correlation matrix” (Table 4.28). The most important measure for absolute fit are Chi-square statistic, CMIN, CMIN/DF), the goodness-of-fit index (GFI), the root mean square error (RMR), the root mean square error of approximation (RMSEA) and the expected cross-validation index (ECVI).

Incremental or comparative fit (Table 4.29) refers to the null model as used to measure the single construct model. Comparative fit indices are used to evaluate the proposed model’s ability to account for the data observed in association with the less complex model limited. Adjusted goodness-of-fit index (AGFI), Tucker-Lewis index (TLI), Normed fit index and other incremental fit measures, for example, incremental fit index (IFI), relative fit index (RFI) and the comparative fit index (CFI), are incremental fit index measuring indicators.

Parsimonious fit is the last fit measure that is stated by Hair et al., (1992) as "the measures related to the goodness-of-fit model to the estimated coefficients as required in the level of fit achievement with the main goal to diagnose whether the overall data fitting has been achieved by the model with too many coefficients". Parsimonious fit indices usually recognize the better fit that is simply achieved by the increasing the number of estimated parameters. Parsimonious fit indices give the benefit evaluation with estimating the cost of additional parameters. Parsimonious Normed fit index (PNFI) is included in this fit measurement.

Table 4.28 Absolute Fit

Measurement	Abbreviation	Acceptable level	Comments
Chi-square	X^2 , CMIN	Significant ($p > 0.05$), the fit is good. Not significant ($p < 0.05$), the fit is poor	The chi-square test has sample size sensitivity, Sample size > 200 adds the chance for model to be rejected even it has the significant relationships. (Bollen, 2011)
Chi-square/df	CMIN/DF	A value that is lower than 2 falls within the most conservative estimates.	There is no consensus regarding what ratio constitutes an acceptable fit. When the value are lower than 1.0 or greater than 2.0/3.0 or 5.0 it indicates that the model is still not truly represented for the data as observed.
Goodness of Fit Index	GFI	0 = poor fit, 1 = perfect fit.	GFI is a relative variance and covariance amount measuring. The better-fit can indicate the higher level but there is no absolute threshold level to be accepted.
Root Mean Square Residual	RMR	Set by analyst or < 0.05 .	The average residual value as derived from the variance-covariance matrix fitting in the hypothesized model on the observed variances and covariance's size is represented by RMR. These are difficult to interpret.

Table 4.28 (Continued)

Measurement	Abbreviation	Acceptable level	Comments
Root Mean Square Error of Approximation	RMSEA	Values less than $< .05$ indicate good fit, between 0.05 and .08 indicate mediocre fit and >0.08 indicate poor fit	RMSEA is used for the null hypothesis testing on close fit that is a lot more meaningful if compared to the perfect fit null hypothesis. However, it is sensitive to the number of estimated parameters. RMSEA is sensitive to. RMSEA tends to over-reject the population models with the small sample size.
Expected Cross Validation	ECVI	The smaller ECVI, the predictive better validity of the model.	ECVI is a discrepancy measurement between the fitted covariance matrix in sample analysis and the expected covariance matrix that could be obtained from the similar size of sample (used for alternative models comparison).

Parsimonious Goodness-of-fit index (PGFI), Normed chi-square and Akaike information criterion (AIC). Table 4.28 summarizes the model best fit level with the fit measure of parsimonious. Most recently, according to Bentler's (1990) recommendation regarding the use of CFI over the NFI, the PCFI has been the index of choice (Byrne, 1998).

Table 4.29 Incremental or Comparative Fit

Measurement	Abbreviation	Acceptable level	Comments
Adjust Goodness-of-fit index	AGFI	0 = poor fit, 1 = perfect fit.	AGFI is not similar to GFI since it adjusts for the freedom degrees of the specified model. Better-fit can be indicated from the higher level without absolute threshold levels of acceptability.
Normed Fit Index	NFI	0 = poor fit, 1 = perfect fit.	The tendency for fit underestimation in the small sample is shown from NFI. This is ranged from 0 to 1.00.
Comparative Fit Index	CFI	0 = poor fit, 1 = perfect fit.	CFI value is at least 0.95 for confirmed models and CFI should be the index of choice for the hypothesized model reveals the data adequately fit.
Tucker-Lewis Index or Non-normed Fit Index	TLI	For the large sample size, .95 and 1.0 are the indicative values of good fit	Value greater than 1 indicates over fit.
The Relative Fit Index	RFI	0 = poor fit, 1 = perfect fit.	RFI represents for the NFI derivative, the values range 0- 1.00 while the superior fit is indicated from .95 and above.

Table 4.30 Parsimonious Fit

Measurement	Abbreviation	Acceptable level	Comments
Parsimonious Normed Fit Index	PNFI	<.5 =poor fit 1 = perfect fit (but unexpected)	PNFI is applied to compare the differences between models. Better-fit can be told from the higher level without absolute threshold levels of acceptability.
Parsimonious Comparative Fit Index	PCFI	<.5 =poor fit 1 = perfect fit (but unexpected)	PCFI is used in comparison of the differences between models. Better-fit can be told from the higher level without absolute threshold levels of acceptability.
Parsimonious Goodness-of-fit Index	PGFI	<.5 =poor fit 1 = perfect fit (but unexpected)	PGFI is used to compare the differences between models. Better-fit can be told from the higher level without absolute threshold levels of acceptability.
Akaike information criterion	AIC	The smaller AIC, the better the predictive validity of the model	Parsimony as used in model choices comparing can be indicated from the lesser positive values.

By applying the structural equation modeling approach applying, it enables us to think of Total compensation management, employee motivation, and employee commitment and employee performance as the model's defined "latent constructs" which cannot be directly measured, though it can be indirectly addressed as the set of measurable indicators

Based on the scale scores (N= 400), the structural equation model is grounded in the assumptions below (Byrne, 1998): 1) there is zero mean of latent variables; 2) there are linear structural relationships; 3) there is zero mean of structural errors with

a constant variance throughout the observations (they are independent, i.e., uncorrelated to the latent constructs); 4) the relationships between indicators and the constructs of their associated latent are linear; and 5) there is a zero measurements' mean with a constant variance throughout the observations (they are independent and uncorrelated to the latent constructs as well as between each other).

The latent construct in this paper, "Total Compensation Management," is addressed via eight independent variables: base pay, merit pay, cost of living pay, incentive pay and additional pay. The latent construct, "Employee Motivation," is identified by four observed variables: expectation, instrumentally, valence and equity. The latent construct, "Employee Commitment," is identified by three observed variables: normative commitment, continuous commitment and affective commitment. The last latent construct, "Employee Performance," is identified by four observed variables: task performance, contextual performance, adaptive performance and counter-productive work behavior.

As suggested from the research questions, to assess the influences and investigate each of the indicators' contributions to the "Total Compensation Management", "Employee Motivation", "Employee Commitment", and "Employee Performance", the overall model fit linear structural analysis was conducted using the AMOS version 22 statistical package. AMOS seems to be the best suited package for this research with the some for this directional "influence" linkages strength estimation. For structural relationships analysis between the latent constructs, the author selects AMOS modeling since such covariance-based structural modeling enables for the systematic model identification checked simultaneously with estimation of parameters and providing overall goodness-of-fit measures. This structural equation model theoretically and empirically bridges the knowledge toward the better real world understanding through its interplay flexibility between data and theory.

4.5.2 Validate Model

Capture the direct and/or indirect directional structural relationships between latent constructs (see Figure 4.2).

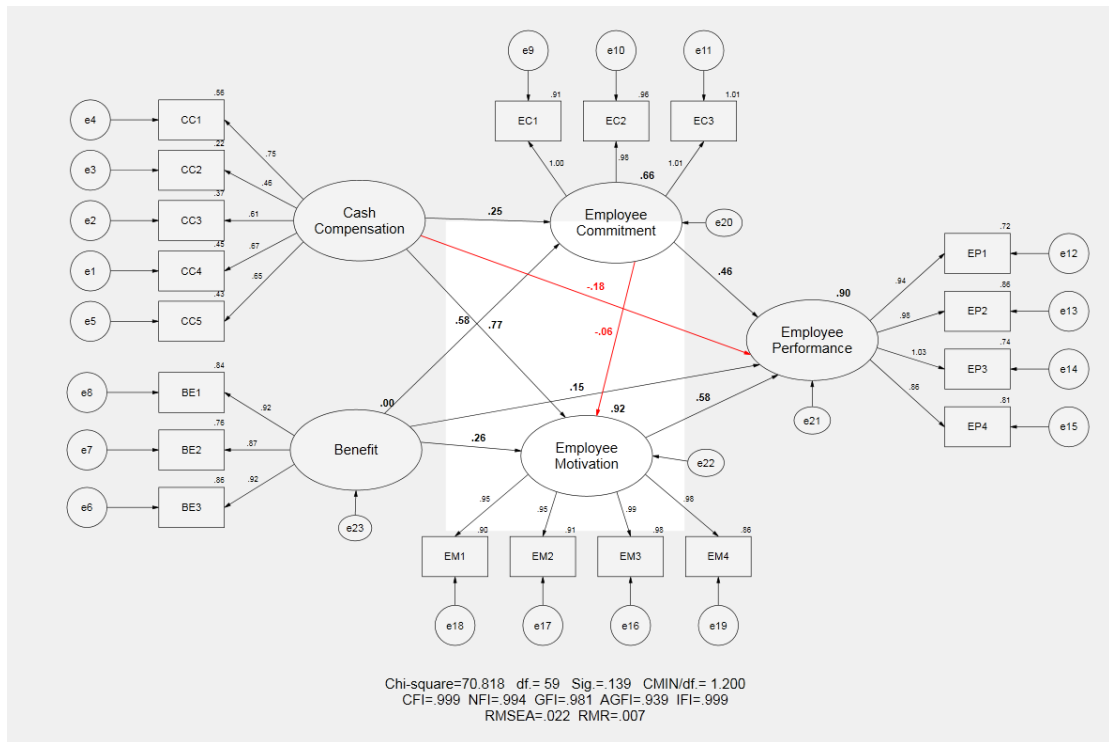


Figure 4.2 Result of Conceptual Framework Structural Equation Model

As shown in the figure, t-values for the structural coefficients are more than 0.10 with the positive except on three paths: “Total Compensation Management (Cash Compensation) and “Employee Performance” (t-value = -0.176); and “Employee Commitment” and “Employee Motivation” (t-value = -0.06). Thus, to say that no direct structural relationship exists between them is not bias. After the result, the model was modified and studied the model influence of total compensation management on employee motivation, employee commitment, and employee performance-a case study of Royal Thai Army - by using the analysis technique of structural equation modeling (SEM) to test the hypotheses about the relationships among various constructs as can be seen in Figure 4.3.

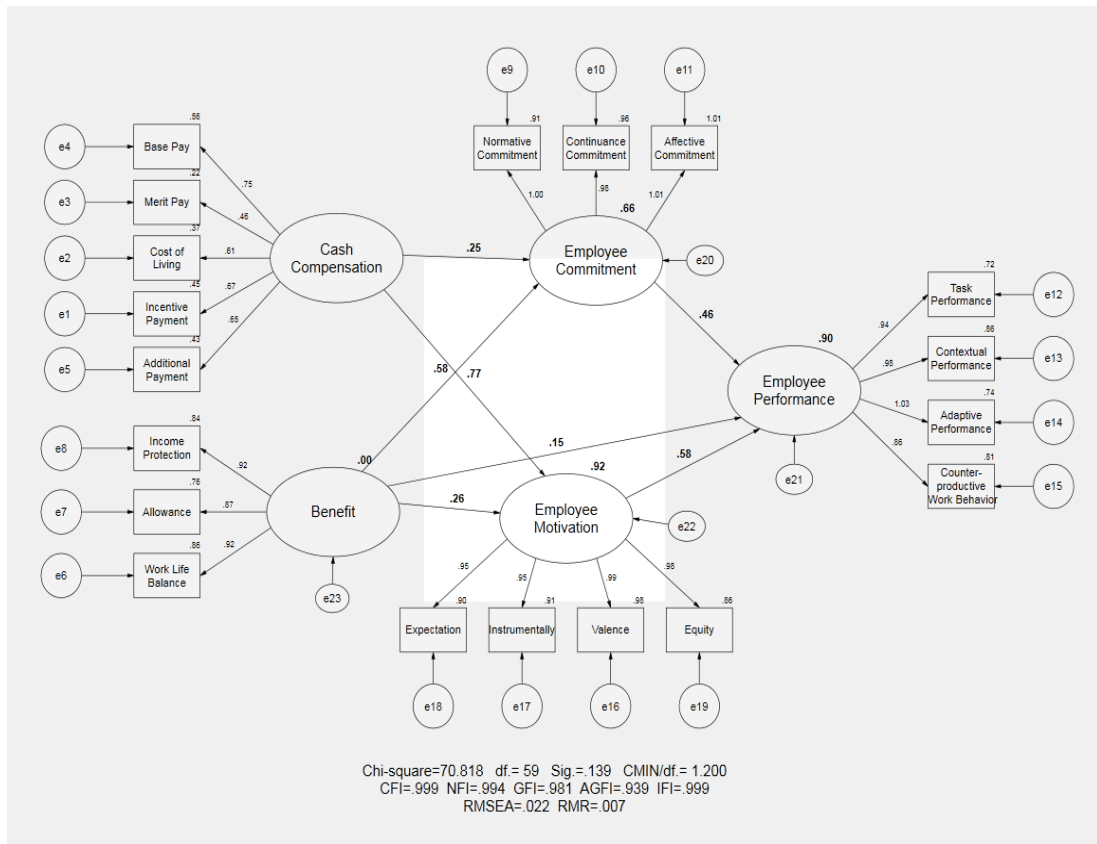


Figure 4.3 Refined Structural Equation Model for This Dissertation

Figure 4.3 structural equation modeling analysis the model influence of total compensation management affects on employee motivation, employee commitment, and employee performance a case study of Royal Thai Army.

4.5.3 Evaluating Model-Data Fit

The reason for model rejection or acceptance in SEM normally uses the overall chi-square goodness-of-fit measure. The model will be accepted only when the residual between sample covariance matrix and the covariance matrix elements are reproduced in accordance with converge of model in probability to zero when the sampling size is infinity. Nonetheless, the chi-square test is restricted for various models testing because of the sample size sensitivity. The sample size increases, though with the increasing likelihood of falsely rejecting the model from trivial residuals. Furthermore, the chi-square test is established for restrictive model

hypothesis tested determination as to whether the model is correct according to the sample. To be said also, the chi-square test needs the perfect covariance matrix reproduced based on the theoretical model. Actually, most of the models for social behavior are merely the truth or reality approximations. As a result, the significant test from chi-square is restricted in the model testing practice, structural equation model and measurement (Watkins and Marsick, 2003). Therefore, several alternative fit indices are relied on by most researchers to lessen the sample size dependence on their model fit assessment. Since the indices are different in their particular assumption, it is advocated from the researchers that the models are judged by multiple fit indices used to represent the different families in measures of fit.

The data revealed of Structural equation modeling (SEM) analysis the model influence of total compensation management affects on employee motivation, employee commitment, and employee performance a case study of Royal Thai Army. The results found acceptable threshold levels consistent with the concept of Hair et al. (1992; 2010) and Bollen (2011) by Chi-Square = 70.818, $df = 59$, Sig. = 0.139 > 0.05, CMIN/df. = 1.200 < 5.0. In addition, the structural equation modeling analysis results from the factor are presented with the relatively reasonable from the twelve models index to data based on the number of fit statistics including

1) Comparative Fit Index (CFI) = 0.999 > 0.90 result consistent with the concept Hair et al. (1992; 2010) a good comparative Fit Index should more than 0.90.

2) Goodness of Fit Index (GFI) = 0.981 > 0.90 result consistent with the concept Hair et al. (1992; 2010) Goodness of Fit Index (GFI) is a measure of fit between the and the observed covariance matrix, hypothesized model and a Goodness of Fit Index should more than 0.90.

3) Adjusted Goodness of Fit Index (AGFI) which is influenced by the number from each latent variable indicator is = 0.939 > 0.90 in which consistent to the concept Durande-Moreau and Usunier (1999). The GFI and AGFI range between 0 and 1, with a cutoff value more than of 0.9 generally indicate for the model fit accepting (Baumgartner and Hombur, 1996)

4) Root Mean Square Error of Approximation (RMSEA) used to steer away from the sample size issue by discrepancy analyzing between the hypothesized

model, with optimally parameter chosen, estimated, and the population covariance matrix (Hooper, Coughlan and Mullen, 2008). Result found $RMSEA = 0.022 < 0.08$ acceptable threshold levels consistent with the concept Hair et al. (1992; 2010), Browne and Cudeck (1993) indicative of acceptable model fit.

5) Root Mean Square Residual (RMR) refers to the discrepancy square root between the model covariance matrix and sample covariance matrix. Result found $RMR = 0.007 < 0.05$ this acceptable threshold levels consistent with the concept Diamantopoulos and Siguaw (2000). The standardized root mean square residual removes the interpretation difficulty in which ranges from 0 to 1 and the value are 0.05 or less can indicate as the acceptable model (Hu and Bentler, 1999).

6) Normed fit index (NFI) is used for the discrepancy analysis between the chi-squared value of the hypothesized and of the null model (Bentler and Bonett, 1980). Result found $NFI = 0.994 > 0.90$ this acceptable threshold levels consistent with the concept Hair et al. (1992; 2010). And both values for NFI should range between 0 and 1, with a cutoff of 0.90 or greater refers to the good model fit (Hu and Bentler, 1999).

7) Incremental fit index; (IFI) result found = $0.999 > 0.90$ this acceptable threshold levels and the values close to 1 indicate a very good fit consistent with the concept Hair et al. (1992; 2010).

8) Tucker-Lewis Index or Non-normed Fit Index (TLI) = 0.997 which between 0.95 - 1.0 result consistent with the concept Hair et al. (1992; 2010) and Mueller (1996). For the large sample size, .95 and 1.0 are the indicative values of good fit.

9) The Relative Fit Index (RFI) = 0.982 which between 0-1.00 result consistent with the concept Hair et al. (1992; 2010) and Mueller (1996). RFI represents for the NFI derivative, the values range 0-1.00 while the superior fit is indicated from .95 and above.

10) Parsimonious Normed Fit Index (PNFI) = 0.547 which higher than 0.5 the result consistent with the concept Hair et al. (1992; 2010) and Mueller (1996).

11) Parsimonious Comparative Fit Index (PCFI) = 0.543 which higher than 0.5 the result consistent with the concept Hair et al. (1992; 2010) and Mueller (1996).

12) Parsimonious Goodness-of-fit Index (PGFI) = 0.563 which higher than 0.5 the result consistent with the concept Hair et al. (1992; 2010) and Mueller (1996).

In summary, The structural equation modeling analysis of the model influence of total compensation management affects on employee motivation, employee commitment, and employee performance - a case study of Royal Thai Army - strongly suggests that each items set represents a single underlying construct and presents the discriminate validity or Good Fit Confirm evidence; overall, the data indicate an excellent fit for the hypothesized model. A summary of the following output is shown in Table 4.31.

Table 4.31 Fit Indices for Proposed Model the model influence of total compensation management affects on employee motivation, employee commitment, and employee performance a case study of Royal Thai Army.

This study selected fourteen criterion indices: the chi-square test CMIN, and CMIN/DF, Joreskog and Sorbom's (1996) goodness-of-fit index (GFI) and goodness-of-fit index adjusted for degree of freedom (AGFI), normed fit index (NFI), Bentler and Bonett's (1980), Bollen's Incremental Fit Index (IFI), Tucker-Lewis index (TLI), Relative Fit Index (RFI), Bentler's (1990), comparative fit index (CFI), root mean square residual (RMR), Steiger's (1990) root mean square error of approximation (RMSEA), Parsimonious Normed Fit Index (PNFI), Parsimonious Comparative Fit Index (PCFI) and Parsimonious Goodness-of-fit Index (PGFI). A summary of the goodness-of-fit statistics is summarized in Table 4.31.

Table 4.31 Goodness-of-fit Statistics

Index	Criteria	Result	References	Result
Chi-Square	$p > 0.05$	70.818	Hair et al. (1998; 2006), Bollen (1989)	Good fit
CMIN/df.	< 5.0	1.200	Bollen (1989), Diamantopoulos and Siguaw (2000)	Good fit
GFI	≥ 0.90	0.981	Hair et al. (1998; 2006), Browne and Cudeck (1993)	Good fit

Table 4.31 (Continued)

Index	Criteria	Result	References	Result
AGFI	≥ 0.90	0.939	Durande-Moreau an Usunier (1999), Harrison walker (2001)	Good fit
NFI	≥ 0.90	0.994	Hair et al. (1998; 2006) , Mueller (1996)	Good fit
IFI	≥ 0.90	0.999	Hair et al. (1998; 2006) , Mueller (1996)	Good fit
TLI	0.95 – 1.00	0.997	Hair et al. (1998; 2006) , Mueller (1996)	Good fit
RFI	0 – 1.00	0.982	Hair et al. (1998; 2006) ,	Good fit
CFI	≥ 0.90	0.999	Mueller (1996) Hair et al. (1998; 2006) , Mueller (1996)	Good fit
RMR	< 0.05	0.007	Diamantopoulos and Siguaw (2000)	Good fit
RMSEA	< 0.05	0.022	Hair et al. (1998; 2006), Browne and Cudeck (1993)	Good fit
PNFI	> 0.5	0.547	Hair et al. (1998; 2006) , Mueller (1996)	Good fit
PCFI	> 0.5	0.543	Hair et al. (1998; 2006) , Mueller (1996)	Good fit
PGFI	> 0.5	0.563	Hair et al. (1998; 2006) , Mueller (1996)	Good fit

According to Table 4.31, the statistical data in goodness-of-fit represent model is clearly presented that the model is good fit in all indicators. As a consequence, the model is valid as the model for RTA.

Taking one last look at this final model, the researcher reviewed the squared multiple correlations (SMCs) shown in Table 4.32. It is a useful statistic that is independent of all units of measurement. Factor of total compensation management explains 55.6% by base pay, 21.6% by incentive pay, 36.7% by merit pay, 45.3% by cost of living pay, 65.7% and 42.5% by additional pay, 84.2% by income protection,

75.5% by allowance and 85.5% by work life balance. Factor of employee commitment explains 99.8% by affective commitment, 95.9% by continuous commitment and 90.8% by normative commitment. Factor of employee motivation explains 89.9% by expectancy, 91.1% by instrumentally, 97.9% by valence and 85.7% by equity. Factor of employee performance explains 72.3% by task performance, 85.8% by contextual performance, 74.5% by adaptive performance and 81.2% by counter-productive work behavior.

Table 4.32 AMOS Squared Multiple Correlations (SMCs)

Variables	Estimate	Variables	Estimate
Cash Compensation	.000	Task	.723
Benefit	.000	Affective	.998
Commitment	.661	Continuous	.959
Motivation	.916	Normative	.908
Performance	.897	Income Protection	.842
Equity	.857	Allowance	.755
Expectancy	.899	Work Life Balance	.855
Instrumentally	.911	Additional pay	.425
Valence	.979	Base pay	.556
Counter-productive Work Behavior	.812	Incentive pay	.216
Adaptive	.745	Merit pay	.367
Contextual	.858	Cost of living	.453

4.6 The Relationship among Variable

Table 4.33 show model the structural equation modeling analysis the influence of total compensation management affects on employee motivation, employee commitment, and employee performance a case study of Royal Thai Army.

Table 4.33 The Relationship among Variable

Variable	Path	Variable	Coefficients	S.E.	t -value	sig.	R ²
Employee Commitment	<--	Cash Compensation	0.25	0.107	2.545	0.011*	66.0%
Employee Commitment	<--	Benefit	0.58	0.077	6.487	0.000**	66.0%
Employee Motivation	<--	Benefit	0.26	0.106	2.108	0.035*	92.0%
Employee Motivation	<--	Cash Compensation	0.77	0.176	4.840	0.000**	92.0%
Employee Performance	<--	Employee Commitment	0.46	0.044	10.186	0.000**	90.0%
Employee Performance	<--	Benefit	0.15	0.049	2.627	0.009*	90.0%
Employee Performance	<--	Employee Motivation	0.58	0.094	6.020	0.000**	90.0%

Note: ** Significance at 0.001, * Significance at 0.05

4.7 Hypothesis Summarize

4.7.1 Cash Compensation

The Cash Compensation, result found have 5 observed variables (Base Pay, Merit Pay, Cost of Living, Incentive Payment and Additional Pay) and factor loading 0.46-0.75 > 0.40. And Cash Compensation factor can explain the causal relationship of model two direct effect and two indirect effect including

1) The cash compensation factor has direct effect to the employee commitment. The regression weight estimate of coefficients 0.25, has a standard error of about 0.107, t-value 2.545, sig. = 0.011 < 0.05. And the cash compensation factor explain the causal relationship of model factor of the influence of total compensation management of the employee commitment at 66.0%, this was significant at or below the 0.05 level.

2) The cash compensation factor has direct effect to the employee motivation. The regression weight estimate of coefficients 0.77, has a standard error of about 0.176, t-value 4.840, sig. = 0.000 < 0.001. And the cash compensation factor explain the causal relationship of model factor of the influence of total compensation management of the employee motivation at 92.0%, this was significant at or below the 0.05 level.

3) The cash compensation factor have indirect effect to the employee performance, the path pass form the employee commitment a total of coefficients 0.12 (0.25*0.46)

4) The cash compensation factor have indirect effect to the employee performance, the path pass form the employee motivation a total of coefficients 0.45 (0.77*0.58)

Then accept;

H1: Cash compensation has positive and significant effect on employee motivation of military in RTA.

H3: Cash compensation has positive and significant effect on employee commitment of military in RTA.

H10: Cash compensation has an effect on employee performance through employee commitment.

H11: Cash compensation has an effect on employee performance through employee motivation.

And reject;

H6: Cash compensation has positive and significant effect on employee performance of military in RTA.

4.7.2 Benefit

The Benefit, result found have 3 observed variables (Income Protection, Allowance and Work Life Balance) and factor loading 0.87-0.92 > 0.40. And Benefit factor can explain the causal relationship of model 3 direct effect and 2 indirect effect including

1) The benefit factor has direct effect to the employee commitment. The regression weight estimate of coefficients 0.59, has a standard error of about

0.077, t-value 6.487, sig. = 0.000 < 0.001. And the benefit factor explain the causal relationship of model factor of the influence of total compensation management of the employee commitment at 66.0%, this was significant at or below the 0.05 level.

2) The benefit factor has direct effect to the employee motivation. The regression weight estimate of coefficients 0.26, has a standard error of about 0.106, t-value 2.108, sig. = 0.035 < 0.05. And the benefit factor explain the causal relationship of model factor of the influence of total compensation management of the employee motivation at 92.0%, this was significant at or below the 0.05 level.

3) The benefit factor has direct effect to the employee performance. The regression weight estimate of coefficients 0.15, has a standard error of about 0.049, t-value 2.627, sig. = 0.009 < 0.05. And the benefit factor explain the causal relationship of model factor of the influence of total compensation management of the employee performance at 90.0%, this was significant at or below the 0.05 level.

4) The benefit factor have indirect effect to the employee performance, the path pass form the employee commitment a total of coefficients 0.27 (0.58*0.46)

5) The benefit factor have indirect effect to the employee performance, the path pass form the employee motivation a total of coefficients 0.16 (0.26*0.58)

Then accept;

H2: Benefit has positive and significant effect on employee motivation of military in RTA.

H4: Benefit has positive and significant effect on employee commitment of military in RTA.

H7: Benefit has positive and significant effect on employee performance of military in RTA.

H12: Benefit has an effect on employee performance through employee commitment.

H13: Benefit has an effect on employee performance through employee motivation.

4.7.3 Employee Commitment

The employee commitment, result found have 3 observed variables (Normative Commitment, Continuance Commitment and Affective Commitment) and

factor loading 0.98-1.01 > 0.40. And the employee commitment factor can explain the causal relationship of model 1 direct effect including

The employee commitment factor has direct effect to the employee performance. The regression weight estimate of coefficients 0.46, has a standard error of about 0.044 t -value 10.186, sig. = 0.000 < 0.001. And the employee commitment factor explain the causal relationship of model factor of the influence of total compensation management of the employee performance at 90.0%, this was significant at or below the 0.05 level.

Then accept;

H9: Employee commitment has positive and significant effect on employee performance of military in RTA.

And reject;

H5: Employee commitment has positive and significant effect on employee motivation of military in RTA.

4.7.4 Employee Motivation

The employee motivation, result found have 4 observed variables (Expectation, Instrumentally, Valence and Equity) and factor loading 0.95-0.99 > 0.40. And the employee motivation factor can explain the causal relationship of model 1 direct effect including

The employee motivation factor has direct effect to the employee performance. The regression weight estimate of coefficients 0.58, has a standard error of about 0.094 t-value 6.020, sig. = 0.000 < 0.001. And the employee motivation factor explain the causal relationship of model factor of the influence of total compensation management of the employee performance at 90.0%, this was significant at or below the 0.05 level.

Then accept;

H8: Employee motivation has positive and significant effect on employee performance of military in RTA.

Table 4.34 summarized of hypothesized model factor of the influence of total compensation management affects on employee motivation, employee commitment, and employee performance a case study of Royal Thai Army.

Table 4.34 Hypotheses Test Results for the Proposed Structural Model

H	Variable	Path	Variable	Coefficients	Effect	Result
H1	Cash Compensation	--->	Employee Motivation	0.77	Direct	Significant
H2	Benefit	--->	Employee Motivation	0.25	Direct	Significant
H3	Cash Compensation	--->	Employee Commitment	0.25	Direct	Significant
H4	Benefit	--->	Employee Commitment	0.58	Direct	Significant
H5	Employee Commitment	--->	Employee Motivation	N/A	N/A	Not Significant
H6	Cash Compensation	--->	Employee Performance	N/A	N/A	Not Significant
H7	Benefit	--->	Employee Performance	0.15	Direct	Significant
H8	Employee Motivation	--->	Employee Performance	0.58	Direct	Significant
H9	Employee Commitment	--->	Employee Performance	0.46	Direct	Significant
H10	Cash Compensation pass Employee Commitment	--->	Employee Performance	0.12	Indirect	N/A
H11	Cash Compensation pass Employee Motivation	--->	Employee Performance	0.45	Indirect	N/A
H12	Benefit pass Employee Commitment	--->	Employee Performance	0.27	Indirect	N/A
H13	Benefit pass Employee Motivation	--->	Employee Performance	0.15	Indirect	N/A

The data revealed of statistics for fit confirm model structural equation modeling (SEM) analysis factor of the influence of total compensation management affects on employee motivation, employee commitment, and employee performance a case study of Royal Thai Army, summarize path coefficients of the relationships as follows;

4.8 Causal Relationships among Variables

According to the results of multiple regressions, the variables' causal relations have been computed via path analysis. It explains these causal relationships as either direct or indirect impacts. Considering the earlier results developed, it implies that (from hypothesis) there are direct and indirect effects from total compensation management in cash compensation and benefit, employee motivation, and employee commitment on employee performance. The direct and indirect effects of Total compensation Management (TCM) in cash compensation and benefit affecting employee motivation, and employee commitment on employee performance are computed and summarized in the tables as follows.

4.8.1 TCM in Cash Compensation

4.8.1.1 Causal Relationship of TCM in Cash Compensation

Cash compensation is directly affected by employee motivation and employee commitment. In this regard, cash compensation is indirectly affected by employee performance. The direct and indirect effects are shown as follows

Table 4.35 Direct, Indirect and Total Causal Effects of Independent Variables to Cash Compensation

Independent Variables	TCM: Cash Compensation: Source of Causation		
	Direct	Indirect	Total
Employee Commitment	0.25	-	0.25
Employee Motivation	0.77	-	0.77
Employee Performance	-	0.57	0.57
Total	1.02	0.57	1.59

From Table 4.35, the factor of cash compensation has a direct effect on employee commitment (0.25) and employee motivation (.77). But employee performance does not have a direct effect on cash composition. Employee performance has an indirect effect (0.57). It can be stated that promoting employee

commitment and employee motivation on employee performance are necessary in total compensation management in cash compensation.

Table 4.36 Direct, Indirect and Total Causal Effects of Independent Variables to Employee Motivation

Independent Variables	Employee Motivation: Source of Causation		
	Direct	Indirect	Total
TCM: Cash Compensation	-	-	-
Employee Commitment	-	-	-
Employee Performance	0.58	-	0.58
Total	0.58	-	0.58

From Table 4.36, the factor of employee motivation does not have a direct effect on TCM (cash compensation) and employee commitment. Employee performance is the variable that gives the highest direct effect on employee motivation (0.58). It can be stated that to promote only employee performance is necessary in employee motivation.

Table 4.37 Direct, Indirect and Total Causal Effects of Independent Variables to Employee Motivation

Independent Variables	Employee Commitment: Source of Causation		
	Direct	Indirect	Total
TCM: Cash Compensation	-	-	-
Employee Commitment	-	-	-
Employee Performance	0.46	-	0.46
Total	0.46	-	0.46

From Table 4.37, the factor of employee commitment does not have a direct effect on TCM (cash compensation) and employee motivation. Employee performance is the variable that gives the highest direct effect on employee

commitment (0.46). It can be stated that to promote only employee performance is necessary in employee commitment.

4.8.1.2 Direct and Indirect Effect of Cash Compensation in RTA Model

As mention earlier that TCM in cash compensation has a direct effect to employee commitment and employee motivation, and an indirect on employee performance. TCM in cash compensation is the highest effect on employee motivation in direct effect (0.77). TCM in cash compensation is the second highest effect to employee commitment in direct effect and total effect (0.25). On the other hand, TCM in cash compensation does not have direct effects on employee performance but has indirect effect through employee motivation (0.45) and employee commitment (0.12) and total effect (0.57).

In this section, total direct effect of cash compensation illustrated that it has higher value than indirect effects. Focus on these variables means RTA organizations will improve their employee performance (see Figure 4.4).

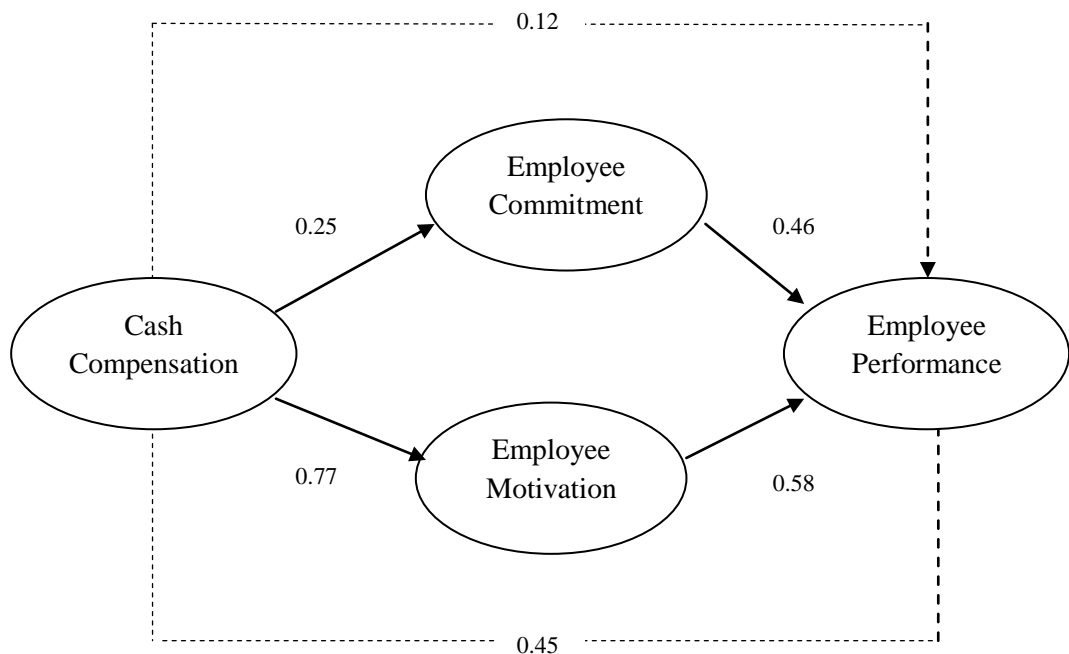


Figure 4.4 Direct and Indirect Effect of Cash Compensation in RTA Model

4.8.2 TCM in Benefit

4.8.2.1 Causal Relationship of TCM in Benefit

Benefit is directly affected by employee motivation, employee commitment and employee performance. The direct and indirect effects are shown as follows.

Table 4.38 Direct, Indirect and Total Causal Effects of Independent Variables to Benefit

Independent Variables	TCM: Benefit : Source of Causation		
	Direct	Indirect	Total
Employee Commitment	0.58	-	0.58
Employee Motivation	0.26	-	0.26
Employee Performance	0.15	0.42	0.57
Total	0.99	0.42	1.41

From Table 4.38, the factor of benefit has a direct effect on employee commitment (0.58), employee motivation (0.26) and employee performance (0.15). Employee commitment is the variable that gives the highest direct effect on TCM in benefit (0.58). Employee motivation comes second highest in direct effect (0.26). Finally, employee performance has third highest effect (0.15), indirect (0.42) and total effect (0.57). It can be stated that promoting employee commitment and employee motivation on employee performance are necessary in total compensation management in benefit.

Table 4.39 Direct, Indirect and Total Causal Effects of Independent Variables to Employee Motivation

Independent Variables	Employee Motivation: Source of Causation		
	Direct	Indirect	Total
TCM: Benefit	-	-	-
Employee Commitment	-	-	-
Employee Performance	0.58	-	0.58
Total	0.58	-	0.58

From Table 4.39, the factor of employee motivation does not have direct effect on TCM (benefit) and employee commitment. Employee performance is the variable that gives the highest direct effect on employee motivation (0.58). It can be stated that to promote only employee performance is necessary in employee motivation.

Table 4.40 Direct, Indirect and Total Causal Effects of Independent Variables to Employee Commitment

Independent Variables	Employee Commitment: Source of Causation		
	Direct	Indirect	Total
TCM: Benefit	-	-	-
Employee Commitment	-	-	-
Employee Performance	0.46	-	0.46
Total	0.46	-	0.46

From Table 4.40, the factor of employee commitment does not have direct effect on TCM (benefit) and employee motivation. Employee performance is the variable that gives the highest direct effect on employee commitment (0.46). It can be stated that promoting only employee performance is necessary in employee commitment.

4.8.2.2 Direct and Indirect Effect of Benefit in RTA Model

As mention earlier, TCM in benefit has direct effect to employee commitment, employee motivation and employee performance. TCM in benefit is the highest effect on employee commitment in direct effect (0.58). TCM in benefit is the second highest effect to employee commitment in direct effect and total effect (0.26) and third highest effect to employee performance in direct effect, indirect effect and total effect (0.15, 0.42 and 0.57 respectively).

In these sections, total direct effects of benefit illustrated that it has higher value than indirect effects. Focus on these variables means RTA organizations will improve their employee performance (see Figure 4.5).

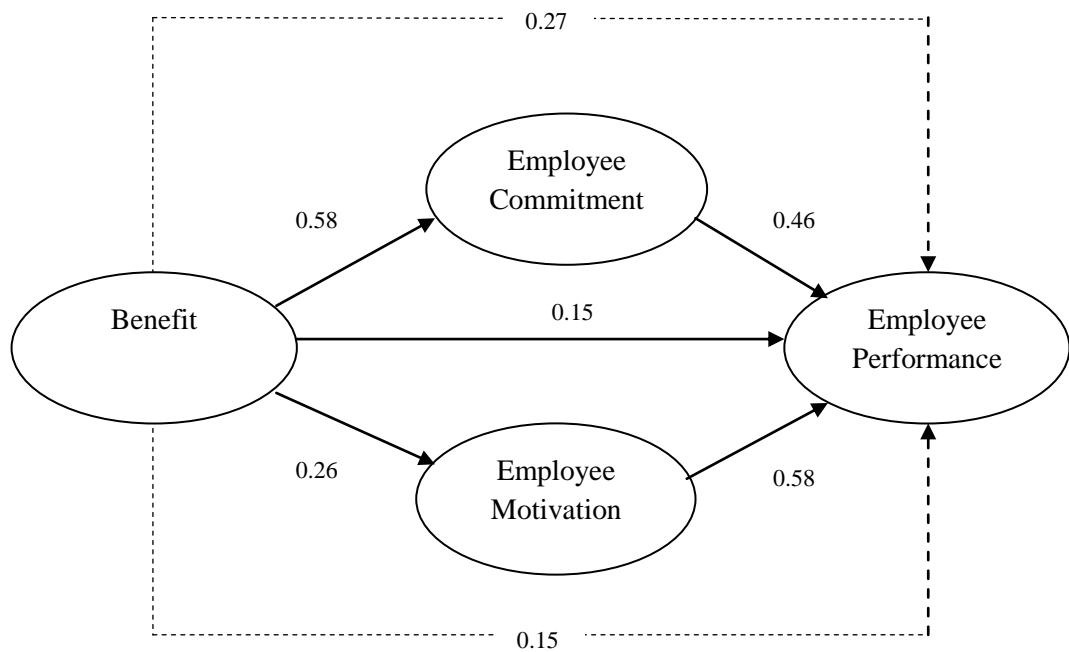


Figure 4.5 Direct and Indirect Effect of Benefit in RTA Model

Although the model is valid when all the figures of goodness-of-fit evidently illustrate quality as present earlier, but two questions raise. The first question is “Are there variables available supporting strategies and activities or current weakness in accordance with total compensation management, employee motivation, employee commitment and employee performance within RTA organization? The second question is “why does relation between total compensation management (cash

compensation) and employee performance, employee motivation and employee commitment in the model be negative?” Literature implied that cash compensation positively affected employee performance and employee commitment positively affected employee motivation. On the contrary, data analyzed from the sample showed the opposite direction.

In order to ensure the validity and trustworthiness of the qualitative study, this research used the method of triangulation (Merriam, 2009; Schensul and LeCompte, 2012). To triangulate the data, it was compared and cross-checked with the raw data collected during the semi-structured participant interviews and the results from quantitative method (Merriam, 2009; Saldana, 2011). After comparing and cross-checking the “actual language used by the participants” and the “fit” in Atlas.ti program picked out and clustered similar words or phrases by coding data and structured data that either appeared to be significant or had the ability to encompass what’s being said by participants into categories or themes in order to reveal what are significant factors according to TCM, employee commitment, employee motivation and employee performance. According to Creswell (2009), by establishing themes based on the different perspectives of interview participants, this research will not only triangulate the results of interview data, but it will also be adding validity to the study in both the quantitative and qualitative parts.

In this qualitative research, the interview is conducted as one of the most important qualitative data sources. The interview strategy applies the open-ended and semi structured forms. An open-ended interview allows the author to ask for the opinion of participants on facts or events. The respondents of a focused interview participate only in a short period where the questions come from the protocol case study. It is particularly useful of the structured interview for the neighborhood study where it requires a formal survey. For the organizational study, it requires studying working people in the organization on the organizational activities caring manners to present the behavioral changes, the extent of knowledge and information transferred or flowed from one person to the other. In general, the author conducts the interviews until getting to the saturation point and adds some more interviews from what is learned or to prove for counter-productivity from additional information. When there is no new information to emerge during the coding, a category is saturated, or when there

are no new dimensions, properties, actions/interactions, conditions, or consequences from the data.

With the support from MOD and RTA, the researcher received ten key informants from different positions and fields of total compensation management in RTA sector with name, position and workplace for qualitative interview in MOD and RTA organizations. The author considers for the critical cases to make quite the dramatic point. A clue for critical case existence is a key observation informant to the impact where if the problems are known by those groups, we then can ensure that all groups recognize the problems. If this organizational model group comments, there is the strong probability that the reality or near to reality will be shown from their opinions. Though a single or few critical cases cannot technically allow for a broad generalization in every case, a logical generalization can normally result from the evidence weight formed in a single critical case study. According to this strategy, the focuses are totally on compensation division which is the heart of HR administration of RTA organization.

In conducting interviews, each of the informants takes one to two hours. Each of them receives the case summary with questions where the author will brief on the research findings then discusses about the questions. To ensure for validity, the author designs to use triangulation as the strategy to confirm data from multiple perspectives, thereby all aspects in the phenomenon will be examined (Krefting, 1991; Yin, 1989). Varies of data source will be assessed in the triangulation against each other in order to cross check for the “minimizing of single data source distortion” (Krefting, 1991). In reference to this project, including in the cross checks, are interviews conducted with 10 different public officials in public sector mentioned above who were involve in the planning process or the implementation of the policy relating to total compensation management, employee motivation, employee commitment and employee performance.

4.9 Qualitative Analysis

The result of the first question when asked if there are variables available supporting strategies and activities or current weak points in accordance with total compensation management, employee commitment, employee motivation and employee performance within RTA context as mentioned in the following.

A qualitative analysis is supporting strategies and important conditions on implementing effective Total Compensation Management of the public, especially RTA organization in Thailand. This part is the culmination of the process of grounded theory as applied in this dissertation. The thoughts, perceptions and experiences of those who are directly involved in the process of total compensation management, employee commitment, employee motivation and employee performance in RTA organization were collected by means of interviews. The process was described in Chapter 3. All the data collected were coded by means of Atlas.ti and structured to enable easy comparisons between “reality” and theory.

Using a qualitative research approach does not necessarily mean that the research must be completely devoid of theory and previous knowledge. Furthermore, the wary researcher who knows the purpose of this research will not allow previous knowledge and research to contaminate the capacity to create new theory. The analysis has been started by many researches with some existing theoretical specifications to narrow down and direct their analysis away from the overwhelming volume of unstructured data. The other reasons to use the existing data including its serving as the theoretical sampling grounds to test on the previous theory via replicating the former cases, extending the theory by selecting the cases with the chance to fulfill the theoretical formulations, or the cases with the polar opposite from the previous cases.

There are two types of relationships in Atlas.ti: code-to-code and hyper-links. Code-code relationships can only be applied to nodes linking codes to codes. Hyper-links, however, have an entirely different set of relationships, which can link quotations to quotations.

By default, there are 3 defined code-code relations. While some attributes of a relationship impact how links are displayed in a network view, others can affect queries. It goes to understand the role plays by the relationship in the theoretical construct. The linking concepts (codes) use relationships to represent the problem domain aspects under the investigation. On the other hand, the author uses relationships to connect with these domain concepts as part of applying phenomena analysis methodology.

1) Transitive Code-code relationships: is-part-of; is-cause-of;

These relationships can be searched using the semantic retrieval discussed in the section on queries.

2) Symmetric Code-code relationships: is-associated-with

These relationships are displayed with both arrows. The relationship works both ways.

3) Asymmetric Code-code relationship: is-property-of

This relationship is displayed with a right-pointing arrow. The relationship works in a singular direction.

This qualitative analysis resulted from all of the above volume of unstructured data at the researcher's disposal was, indeed, staggering, so that it would have been almost impossible to process all of it without using software like Atlas.ti, even though the data constitutes only a sample. Total compensation management, employee commitment, employee motivation and employee performance served as prior theory, which could be extended in the interest of improving the current state of RTA organizations.

Employing both sets of data provided more than one reference point and should improve the results of the study. Furthermore, integrating the data assisted to explain the phenomenon of TCM and employee performance wealth. Onwuegbuzie and Leech (2004) suggested that including qualitative data with quantitative data helps the investigator explain emerging relationships. The relationship between TCM and the employee is complex. It is, therefore, important to use more than one reference point to explain the phenomenon of TCM and employee performance. Augmenting the quantitative results derived from a survey with the qualitative results derived from face-to-face interviews provided greater clarity, confidence, and generalizability of the results (Creswell, 2002).

4.9.1 Promoting a Total Compensation Management

The following Atlas.ti generated diagram, which details the codes used in the section, will also serve as the scope for the section (see Figure 4.6).

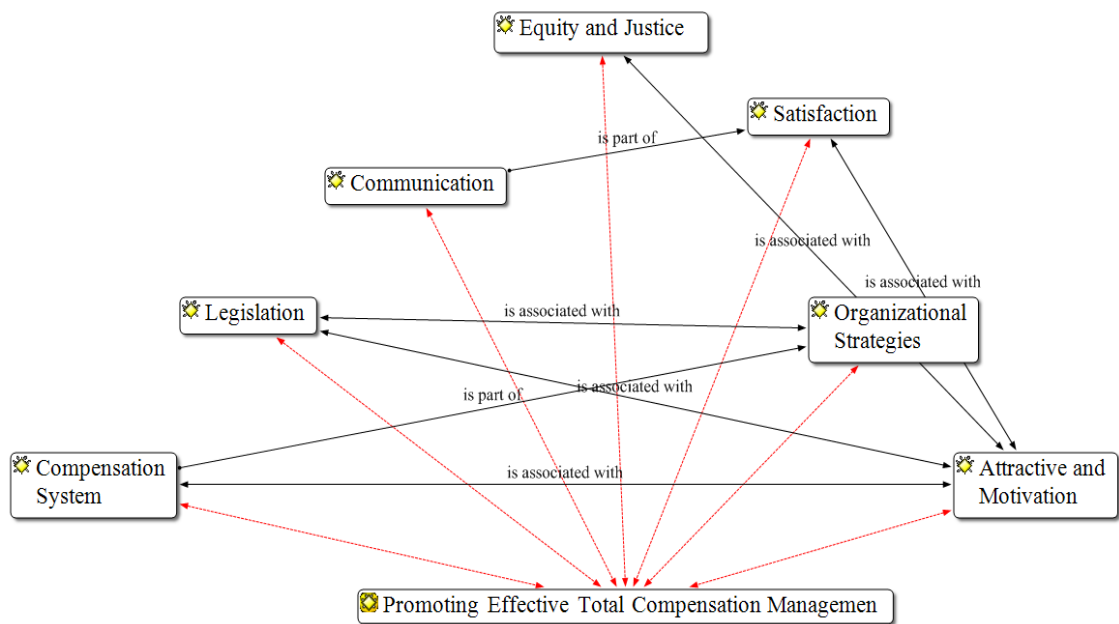


Figure 4.6 Promoting Effective Total Compensation Management

4.9.1.1 Organization Strategies

The key informants stated that the compensation strategy is crucial since the correct compensation strategy allows the organization to form the competitive and effective organization, while the incorrect setting that seems not fit to the organizational requirements and HR or organization can destroy the firm for several years in suffering from the lower performance and use only partial potential of personnel. The bureaucracy system is utilized at RTA for very long time and seems hardly to be changed by the management. The compensation strategy must go in line with the structure of the organization and HR Strategies since employees' compensation is aligned with the top management's expectation on them.

Not often, there will be the change in compensation strategy since the principles of compensation cannot be shifted only in few days since it requires for the approval from the Board of the organization. Compensation strategy is normally owned by the organizational top executive management; it is derived from the Royal Decree regulation to define the organization's position on the market, total cash level as the main principles of the organization and the salary based rules. In addition, the organization's strategies should take into account the surrounding circumstances and to response to employees' need as much as possible. And strategies are the main part

for the organization compensation management development since it is the starting point to manage the whole organization.

4.9.1.2 Legislation

The feedback is provided from the key informants regarding the similar MOD and RTA compensation in direct cash such as salary, incentive pay, cost of living pay, merit pay, and additional pay received by the employees from the workplace morale. This is not so different from other civil servants' career. Nevertheless, administration on remuneration management, either monetary or non-monetary, for army was governed by the Ministry of Finance Budget Office; the annual budget is allocated according to the Royal Decree issued as the compensation for eligible troops, then legislation as the influence factor in RTA compensation management.

4.9.1.3 Attractive and Motivation

Key informants suggested that normally the impact of compensation is on the motivation and job satisfaction of employees, though it is not the sole factor, but many of them are motivated to assist toward the organization's success if the employer runs a fair and equitable administration, such as the plan for merit pay. The greatest compensation impact on performance and productivity is the work performance with the direct association to the compensation; for instance, acknowledgment of special pay provided after achieving certain goals which tend to increase the military officers' performance levels.

4.9.1.4 Compensation System

As they mentioned, the organization uses compensation to attract the employees. The remuneration rate is seen to essentially attract people to work. The firm that gives higher compensation tends to draw the potential candidates to join with the organization. As stated above, high returns given from the organization can attract the candidate with good knowledge and the ability. This may not be congruent with the RTA organization since compensation in cash is relatively low and cannot attract high quality employees. It could result in the underperformance of organizational employees. Therefore, this is the responsibility of the Remuneration Committee in Compensation to consider and research effective compensation management by taking into account the factors of environment like social and

economic conditions, labor market, and industry growth in order to form the sharp decision about the direct and indirect remuneration.

Some of key informants Performance criteria (especially in a pay-for-performance system) are used to give the fixed salary with annual increases. It is the model that relies on the employee payment demands paid based on the amount of work and years of service. Today's compensation must reflect the “new” contract between organization and employees where the reward to performance is given regardless of tenure or effort. Pay-for-Performance systems are mentioned by some key informants as the compensation that directly links with the particular business goals and objectives of the management. To do so, the competitive pay must be offered by the firm at competitive levels of performance and pay above the market for exceptional performance with the reduction of pay for poor performance. To success on this, the organization should match the controllable performance and measure it with the target on the organization objectives.

4.9.1.5 Equity and Justice

TCM relationship with employee performance can be considered as the key compensation factors to boost up toward the optimizing personnel performance. There are factors that can lead to work satisfaction and under the principle of adequate compensation provision is based on justice (the equilibrium principle between proper wages and additional benefits).

Pay equity can impact the effectiveness behavior such as absenteeism, productivity, and work quality. Organizations that neglect to be concerned with the equitability are at risk of having the negative organizational outcomes from the decisions, non-compliance and lower satisfaction. The fairness takes its roles for the employees to determine if they get fairly treat from their jobs and it can influence on the work-related variables. Total of these can lead to the positive behavior that motivates the better performance of employees without doubt on the system.

4.9.1.6 Communication

It is suggested from the key informants that through the organization has the rock-solid structure of payment supporting market data, successful system integration to other systems in the organization (such as fixed pay or performance pay or the policy for personnel promotion); all depend on the best communication.

The organization needs to create changes in their compensation system by developing a plan for effective processing openly and successfully and keep fits with the employees and organizational culture.

Without the clear plan to implement updates for payment base system can result on some common pitfalls ranging from the misunderstanding of employees in the system to the negative impact on finances. To avoid such pitfalls, the organization should make sure to form the communication plan and detailed transition to implement changes on the program as recommended. Included in this communication is the messaging to the Board, top executives and senior management, then the HR staff manager to define the philosophy of compensation. Included in the plan should be the communication strategy with the impact on each employee.

4.9.1.7 Satisfaction

Work environment, compensation, and additional factors can influence employee's satisfaction. To balance the payment with other programs, such as the chance for career development, flexible hours of work and attractive surroundings can improve employees' satisfaction with the job in a cost effective way. Typically, this result can improve morale, lessen absenteeism, job conflicts and boost productivity. Only increased compensation cannot always drive toward the higher job satisfaction. Actually, sometimes the negative effect comes from the small increase.

Both job satisfaction and compensation can affect the morale and satisfaction of employees. The leadership style of supervisors and the level of employees' skill and those with decision-making authority typically can also influence on the attitude of employees toward their jobs. For instance, when working for the autocratic leader who never consults with staff in any decisions he make, though with high compensation, they tend to have low morale and job satisfaction. When people do not feel empowered to contribute toward all organizational planning and direction, typically they will not commit toward the organization's success in the long-term.

4.9.2 Promoting Effective of Employee Commitment

The following diagram is generated from Atlas.ti with detailed codes used in the section to serve for the scope of this section (see Figure 4.7).

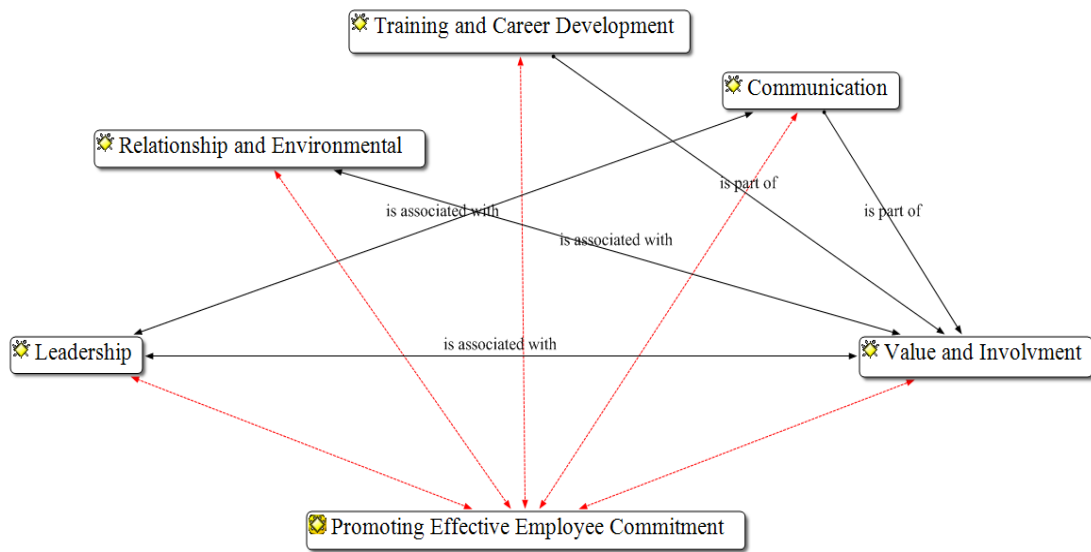


Figure 4.7 Promoting Effective Employee Commitment

4.9.2.1 Communication

Organizational commitment is the indicator for life in the workplace. This is the matter with great interest from those tasks conducted, in particular during the economic recession and uncertainty times, since to become successful, the organization should increasingly depend on the efficient and motivated employees who stay with the firm through either good or bad times. Employees come to work and devote all of their effort, time, and energy to protect the firm's assets and contribute toward the attainment of the organizational goals. If the organizational commitment is conceived from the psychological relationship among employee and organization, we can expect to see communication as the key mechanisms for relationship strengthening and to integrate staff into the organization. It is suggested from the key informants that communication can create the connected feeling of employees where in turn it would connect all the employees to evolve in the challenges toward organization goals. Moreover, new employees can be connected with the organizational culture and colleagues or managers

In contrast, employee satisfaction can have levels of variations with the communication up to the organization characteristics, the organizational culture, and management style. Communication down from the top and senior executives or heads

of each department is the most influential variable toward the effective key communication commitment from the senior management. This is since, among the main tasks, the organization vision should be defined and publicized which will in turn influence the views of people toward the organization and emphasize the communication that represents the need for conceiving communication as the tool for management by means to disclose and attain the organizational goals.

In addition, strategic providing information increases the line of sight; in other words, for the employee to understand the link and contribution from their actions toward the achievement of organization results. Probably, it has to do with the communication management that involves the ongoing commitment development process toward the organization strategies and to confirm the clear understanding of employees on what they can do to help achieve these strategies.

4.9.2.2 Training and Career Development

It is suggested from the key informants that training can enhance the work performance and improve the skills, attitudes and knowledge of the current and special staff to work effectively, accurately with responsibly to ensure the improvement of ongoing work quality. Training is also pertaining to the set of activities aimed to facilitate knowledge learning, skills and attitude of organizational people too. It will improve the performance on the current job and contribute toward the achievement of organizational goals.

However, to accomplish the organizational goals, it requires to satisfy the need of employees in a way to form the good working environment for them to have jobs committed. In creating of such programs, it requires the leaders and managers planning on a way to avoid mistakes. When supports from the organization are recognized by the employees, they would feel obligated for the organization, but when they feel lack of support, they could feel like being betrayed and lessen their commitment.

In short, we can reach the organizational goals if our employees are fully committed to work. It requires the firm to make sure of the satisfaction of employees to keep them. Most organizations lose their staff from changes and dissatisfaction from the lack of motivation, knowledge and skills.

4.9.2.3 Value and Involvement

Committed employees seem to be loyal and devoted on the work as project team and for the organization. In general, commitment is seen as the emotional attachment and identification of employees to the organization with the strong desire to keep their organization membership on the implication comes from value and involvement on the organizations that try to enhance employee commitment via increasing their involvement in work. Anticipation is made that improving these factors can help reduce the absenteeism and turnover, and hence establish more organization effectiveness. The more effective organizational environment from implementing participatory management will recognize the professional military practice values and value on leadership and organization communication which will lead to the well military practice.

Therefore, the employees should be encouraged to join in decision making. An appropriate level of employee participation can foster their understanding of the project mission and influence them to commit more either on the project or for the organization in common. A person could feel proud as part of the project team and mission target, respect on the values and accomplishments and take these values to practice. Internalization takes place when there is the acceptance on this influence as induced attitudes and behavior are congruent to the values of one. This is to make the same values for themselves and organization.

4.9.2.4 Leadership

As suggested from the key informants, the crucial factor in military organization is inspiring leaders who commit and motivate the others to have the strong energy and enthusiasm. The leader should energize the team to reach over the difficult goals and increase staff performing level. The focus of many leaders is on tasks accomplishment as defined in job description but ignore the inspiration. It results in mistakes because without inspiration, employees will not work properly. However, when focusing on inspiration, the leaders unlock additional levels of energy and effort that can generate the difference between failure and success of the organization. The point is that it requires all leaders to seek for the way to inspire their employee for higher performance.

If working together, leaders can push work of employees to develop new skills and abilities for them that it would form the higher satisfaction and commitment level. New skill developing employees can perform better and get promoted. Effective leaders are thrilled by the others' success. Leaders can promote employees toward better development via forming the learning environment that encourage people to learn from mistakes, take time for success analysis, and understanding on what went well. Leaders who keep in touch with the individual concerns and issues in the work group can keep the employees at higher levels of commitment and satisfaction.

4.9.2.5 Relationship and Environmental

As suggested from the key informants, we normally use commitment to get to know the relationships between people in order to check on relationship with other co-workers and environments. It is mentioned that individual's commitment with the working environment is crucial for employee behavior; for example, the willingness to work and devote to the public service if they feel comfortable with the original setting and having good relationships with colleagues. It is revealed from the analysis that both the participants with environmental satisfaction and investment in the environment seem to be committed to that environment.

4.9.3 Promoting Effective of Employee Motivation

The following diagram of Atlas.ti presents the codes used in the section and serve as the scope for the section (see Figure 4.8).

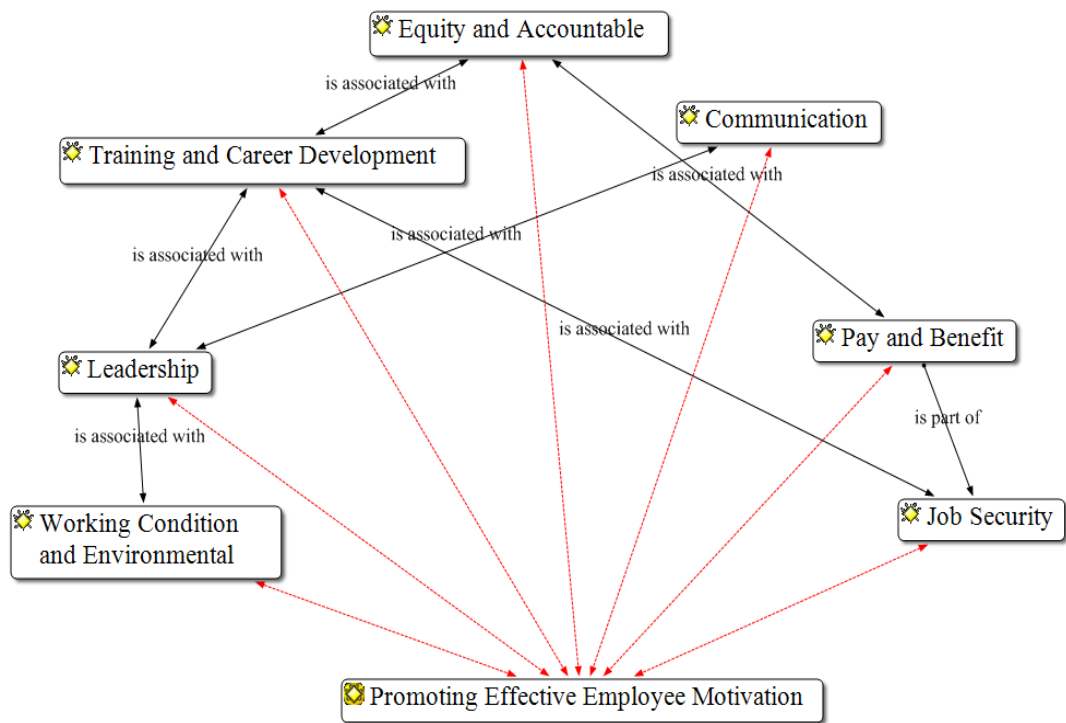


Figure 4.8 Promoting Effective Employee Motivation

4.9.3.1 Working Condition and Environmental

It is suggested from the key informants that employees are motivated to accomplish the tasks when they know that the result can satisfy more or less their basic needs as a human. To confirm for the long-term motivation, work environment must be created by leaders and managers to give the chance to satisfy the basic needs of employees on a regular basis, as it is said that motivation results from caring, not scaring. In the motivation strategy, fear must never be used because it can help you get what you want immediately but will form what you do not want from people in the future as people will lack motivation and commitment when they become angry and resentful. When staff can sense caring from supervisors or managers and they are treated with respect as the valuable organization's members, they will tend to cooperate more with enthusiasm and commitment toward the organization's goals now and then. This is because the motivation of employee grows and blossoms at the right setting.

One hundred percent of time and effort will be given from employees in return when they feel as being well nurtured, appreciated, acknowledged, and

respected. It is the leaders' job to form the work environment that gives the opportunity for the employees to attain their goals and experience on what they value the most in their career

4.9.3.2 Leadership

As a leader in a military organization, it requires you to motivate employees for the well performance and job satisfaction. Success cannot be forced from the leader on to the employee to do the job; they can only motivate them through fair treatment and adequate compensation and incentives. Management takes the role to lead and motivate employees to do their best. Leaders must have a true understanding on the motivation of each employee in their organization. Some are motivated by benefits and money, whereas some are motivated by praise or work-life balance. As a leader or manager, each employee's responsibilities must be assessed with the underlying motivations. It requires conducting an employee analysis by meeting with each of them to discuss their desires related to work. Most employees would appreciate the sincere interest on their lives by the leader.

As a leader, one of the best things to motivate the employees to take lead; for instance, if you are lazy, prone to postponement or allow your temper to burn, you can have similar behavior with employees. You should motivate them to pursue for the excellence in job responsibilities, act in the way you want to see from them, speak kindly to them with respect and praise on them properly. The difference can be visible and impact on employee motivation and the effectiveness of leader can truly create the difference in the morale of employees.

4.9.3.3 Job Security

Our military organization has never laid off any staff with seriously harmful employees in the organization according to the public sector nature. Most of the military officers are people with the conservative belief that military and public officers have greater job security compared to the private sector; this great perception continues to exist until recent.

It is argued that job security should be quantified and set to compare between the private and public compensation. It is viewed by the key informants that while job security is attractive, the other non-monetary factors make attractive the public sector jobs, though with the negative factors from low compensation. By the

way, job security value estimation suggested being huge enough to motivate workers to more or less join in public organization.

4.9.3.4 Pay and Benefits

According to the key informants, it can be summed that an approach to motivate employees is to add the primary factor for performance improvement into their individual jobs. Endless mixes between compensation and benefits for employees, such as base pay, life insurance, health care and so on, are used as the efforts of the firm to keep employees happy as it is believed to motivate them. From the workplace age diversity, factors are changing in employee motivation since they may be interests in work life quality, the working hours per week match with the circumstances, while many of them are left wondering how to meet their life demands beyond the workplace. Normally, the concern takes place and could reduce the productivity and morale of employees. Organizations with flexible employee arrangements can generate more motivation which increases their productivity. Such as programs incorporate flextime, condensed workweeks, or job sharing used to be success via the overwhelmed employees focusing to balance their demands of private lives and work done however, it not so easy to process in the military organization.

Monetary: money still ranks in the major place for all the motivators. Monetary and other rewards are offered to the employees to make process-improving ideas, saving cost or to boost performance, productivity, and reduce absenteeism. Money is effective if it is tied directly to the ideas or accomplishments of employees. Nevertheless, if it is not mixed with others, non-monetary motivators have short-lived impact on motivation. Monetary incentives can further improve the counter-productivity but cannot be available to all organizational members.

Other incentives: as suggested from the key informants, for the public organization, nonmonetary is mostly used as a motivation tool. Monetary systems are not enough according to the motivators since expectations always exceed over the results and disparity between individual salaries could divide rather than unite employees. Benefit is another motivator to boost up motivation; for instance, the accommodation allowance, work life balance, income protection and more. At the end, a program that combines extrinsic systems and intrinsic satisfies needs on self-actualizing which could be the most potent motivator for employees.

4.9.3.5 Communication

Employee motivation is crucial for maintaining productivity. Many factors can have impact on motivation, including pay, positive relationships in the workplace and career advancement. Leaders and managers must understand the communication role toward employee motivation. Sometimes it can have the very basic errors from communication that result on dissatisfaction of employee. Good communication facilitation can improve employee motivation in various ways.

The vital information according to the employees should be distributed from the organization, such as changes in plan or strategies within the workforce, unless it is confidential. If employees inquire for the rumor validity for the organization to be shutting down for an extra day during the festival holidays, the management must respond by immediately announcing the accurate information. Not only does this make the employees feel respected, but it helps combat rumors which may result in morale problems.

Furthermore, the communication with honest and clear content can strengthen the relationships and facilitate toward maximum productivity. The organization leaders can keep the productive relationship to the organizational members via the regular department meetings and support the employees on career development programs with the help and monitoring on their progress. Keeping good relationships in the workplace makes employees reach over the strong performance level as this can support employees.

4.9.3.6 Equity and Accountable

Fairness is the main workplace motivating factor. The fair cash compensation, benefits and rewards system in the organization can encourage the employees to work hard. As an employer, favoritism should never be shown. Using the fair compensation programs, evaluation on employee performance, and consistent policies in the workplace are recommended since the organization should form the consistent and equitable environment of work.

It is expected by the employees to get the fair compensation though those employees may not adequately perform their job responsibilities. One employee can perform job effectively while another cannot is an example.

The effective employee has to study leadership skills and finding for the chance to progress and work in the organization. The ineffective employee has low

work motivation to join with colleagues, and inconsistently completes on the expected performance. Employees may want to work as trained and join in the meaningful work experiences. Simply, the employees would be highly motivated if opportunity is given from the job and leader who applies the good motivation methods.

4.9.3.7 Training and Career Development

Skill set training programs could be another way for most employees to get help on career development. If there is no employee performance monitoring by employers to improve their performance via training programs, then employees would be suffering with skill sets. Communication between the employee and manager and staff with the human resources is crucial for training programs development to improve job skills and motivate employees toward success. Among the strong points on compensation management at recent, motivation systems gained the high focus for basic skills and knowledge improvement for individuals with former disadvantages, where emphasizing on the unemployed. Learners usually have the unmotivated problem that results on the exorbitant amounts money of paid without any gain back from learning and training in the public sector annually. Then, learning and training should, therefore, be supported to form the work opportunity and use an integrated approach to further expand it.

4.9.4 Promoting Effective of Employee Performance

The following diagram of Atlas.ti presents the codes used in the section and serve as the scope for the section (see Figure 4.9).

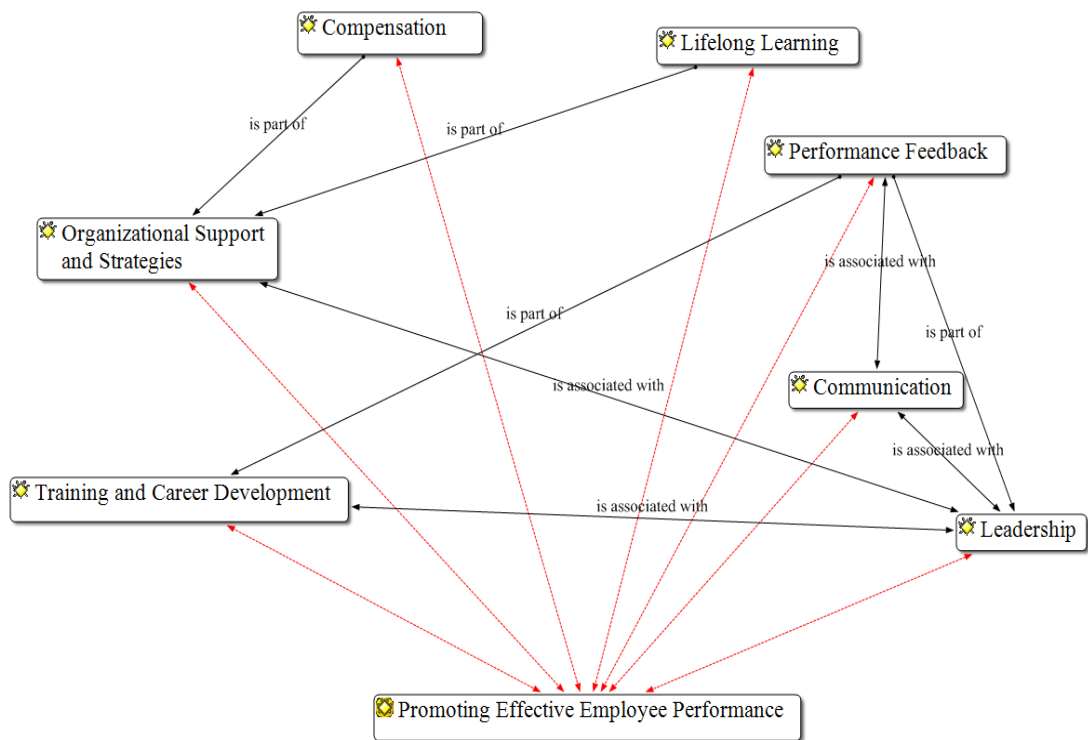


Figure 4.9 Promoting Effective Employee Performance

4.9.4.1 Leadership

It is suggested from the key informants that the rising and maintaining of high performance among employees are the crucial element for the business to achieve the goals. Leadership, executives, managers and supervisors have the crucial role to ensure constantly high employee performance levels. For many leaders, this is the challenge but it can be resolved. Effective leadership can enhance the work force and is the most valuable resource of the organization.

One of the outstanding leadership traits is the ability to develop effective interpersonal communication skills and adapt them with several cultures, work styles, and employees' needs as the military organization leader should find the way to support the performance and keep people having job satisfaction. Employees cannot be forced to be successful by the manager; however, they can be motivated from the proper compensation, benefit and fair treatment. Management shall take the role to lead as a good example to motivate employees to perform their best. Leaders require to have a true understanding of how to motivate each employee in the

organization since some could be motivated by money or benefits, while some are motivated from praise and work-life balance. The assessment should be made by a leader or manager on responsibilities of each staff and the underlying motivations. The analysis of employees shall meet to discuss with their desires related to work. Most employees appreciate the sincere interest of the leader about their lives.

4.9.4.2 Organizational Support

As suggested from some of the key informants, though the support from the organization can probably have an effect on the performance of many employees, this is unnecessarily to increase or decrease the productivity. In the bureaucracy, this is a must due to the low organizational support perception which results on the wary of reciprocation among employees. Reciprocation wariness can result from the perceived events as not so beneficial to the employee; for instance, not get the good payment that match with the appropriate time.

4.9.4.3 Communication

Leaders must communicate with the employee on an ongoing basis and do not let them be uninformed about the organizational changes, work policies and, importantly, expectations from the job. The employees that feel valued from the organization seem to have the better performance records and remarkably well performance in a collegial and cohesive setting. If there is no communication from the leadership, employees can sense they are unimportant and devalued, though it comes from an unintentional lack of communication. All the necessary organization information must be shared to make employees understand the overall organization objectives and their role. This technique can confirm the exchanging of the fluid ideas and opinions between employees and leader.

The clear and effective communication is known as the critical part for the healthy organization, especially on the compensation management. This is far more related, rather just the issue information providing on RTA vision and mission of RTA. This requires for active participation with the individuals openness at all levels where everyone has the chance to discuss the issues and role to make the decision before finalizing. Effective communication is well connected with and must be regarded as part of the compensation processes management.

Effective communication is any democratic system principle and open communication foundation for quality management consist publishing policies and

criteria for quality management. Communicating accurate and relevant information toward staff is also another key condition for the successful implementation of the total compensation management framework.

4.9.4.4 Training and Career Development

Some of the key informants mentioned that the prime opportunity is presented in training that intends to expand all employees' knowledge based, but it is found by many of them that they are expensive development opportunities. Also, the employees have to waste the work time to attend the training sessions where it can delay the project completion. Despite the possible drawbacks, both training and development offer the organization with benefits for the individual employees to make worth from the invested cost and time.

Normally, employees would feel more engaged if they recognized the concern from the employer on their well-being and the bottom line of the organization, as well as offer them the venue to achieve the individual career goals during work toward the organization's mission fulfillment. There is the direct impact from career development on the whole organization by offering more money, improving career satisfaction, motivation, morale, productivity and responsiveness for the department and goals of the organization.

The path of career development is an ongoing mechanism to enhance the employees' skills and knowledge and allows them to master on the jobs with professional development. The ultimate result is the better workplace productivity and performance. In forming the career development plan, the employees' full life cycle must be taken into account. Most organizations can respond to employees' needs via ad hoc training and haphazard ways, while others set to address the needs for training then design the rational training activities and conduct the assessment of training results.

4.9.4.5 Performance Feedback

Employees can emulate the behavior and it is likely that modeling behavior is the best for employees training in the nuances of workplace professionalism. As the workplace professionalism has become the standard procedure, employee performance will be improved since the pride of the work force on the manner they perform on duties and interact with customers, either internally or

externally. It is most likely that the employees can exceed the job expectations with the sense of pride with their work. Moreover, praise on the efforts of employees and job well done, and giving them feedback on a regular basis is another true leader's and effective manager's trait.

Employee job performance evaluation must be incorporated with more than an annual chart, as in RTA which has a performance evaluation twice a year. Performance management offers a tremendous amount of real-time feedback in its process where employees know well to give more productivity and performance.

4.9.4.6 Lifelong Learning

The employee performance system should underpin the goals with the quality training notion. In addition, the organizational performance system must support a comprehensive quality cycle knowledge setting. In order to confirm the criteria of performance met by the integrated framework of work performance that encourages for the lifelong learning. Lifelong learning is also the crucial organizational and employee performance element.

4.9.4.7 Compensation

Compensation to the employees with the exceeding expectations performance and performance improvement plans development for employees that their performance falls below the expectations. The management should work together with the employees to form up the plans to enhance the skill sets and prepare them for future roles in the organization. Time and energy investment on work force development give the crucial returns. Money still occupies as the major factor immix motivators. Monetary and other rewards are placed for the employees to make the process-improving ideas and cost-saving, reduce absenteeism and boost up productivity. It is effective when money is directly tied with the ideas and accomplishment of an employee.

4.9.5 Critical Point in Total Compensation Management

The following diagram of Atlas.ti presents the codes used in the section and serve as the scope for the section (see Figure 4.10).

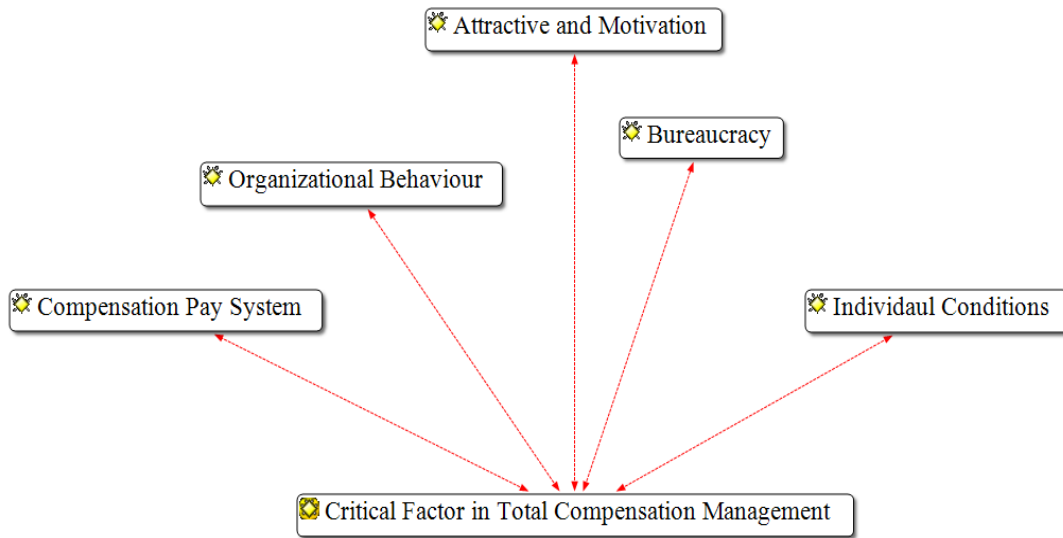


Figure 4.10 Critical Factor in Total Compensation Management

4.9.5.1 Bureaucracy

RTA organization is the bureaucracy term. This was recognized from the stringency, stiffness, and delay as categorized into the pyramid of power, transcribed rules and guidelines, separation of labor and specialism, employment based on practical qualifications, and impersonality where individuals interact on official not individual criteria. According to the characteristic of the bureaucratic policy rule and style, an important dimension shaped the Thai bureaucracy character in which it was discernible as much in the efforts on a particular set of social, economic and political privileges preservation and to use as the rational administration tool.

A typical analysis is provided from some interviewees about Thai bureaucratic behavior: the hierarchically organization in bureaucracy aims to reflect the difference in status and power rather than a rational labor or chain of command from divisions; it offers the priority to personal patronage and dependency relationships to the deference and loyalty that are far more crucial than merit. This emphasized, upon all else of its members, security. Thai bureaucracy was characterized by departmentalism, factionalism, and a tendency to diffuse the decision responsibility for the individual status and autonomy, cliques and departments

preservation. These bureaucracy system reasons could make the obstacles on total compensation management.

4.9.5.2 Organization Behavior

If there is the incorrect management in the organizational behavior or left unmanaged for the worse case, this could become toxic and dysfunctional. In these events of total compensation management, organizational behavior can become a liability rather than asset. Also, it can lead to the organizational failure. Success in the long-term relies on the nurtured and living behavior. Behavior is where the organization and its strategy thrives or dies a slow death.

In reference to the nurturing habitat for success, the organization must be genuinely nurtured by everyone down from the top executives. It is restricted not to neglect the behavioral health. The patterns of organizational behavior as raised from the cultural factors could either hinder or complement the organizational operation. Particularly, the administration said about the issuing of decisions that behavior can affect the content and format of individual relationships in the organization. More attention should be paid from administration on the corporate behavior. The corporate behavior and suitability assessment on the organization values can help generate the corporate behavior and maximize the organization benefit which could lead to the total effective compensation management.

It requires several components to address the compensation systems development to confirm that it will get along well with the objectives and strategy of the organization. One thing to remember is that the compensation strategy should facilitate to form the required work behavior, and how the systems are structured and managed as the equity issues, either internally or externally; it can directly reflect the effectiveness of compensation management.

4.9.5.3 Individual Condition

As suggested from the key informants, effective compensation determination should go with the uniqueness in each employee. People come with different needs and working reasons and the best compensation should meet with the needs of each. The fair and proper compensation in the large degree in employee's mind where good compensation strategy consists of the balance between the competitiveness from external and internal equity. Compensation and benefits

influence the employees' happiness and productivity, as well as the organizational ability to effectively realize its goals. Ensuring the creative compensation and beneficial knowledge to employees based on these conditions will be to the organization's advantage.

It is crucial to be sure to take the approach that can guide for the consistent application of compensation philosophy. The organization must ensure that the guidelines or policy as placed are followed since compensation that is not tailored to a person jeopardizes the organization to take great financial burden and flexible arrangements could hinder the completion of critical work. The needs of the individual and the organization must be balanced in order to have the optimal structure of compensation management.

4.9.5.4 Attractive and Motivation

Expecting extrinsic rewards by employees can have a major impact on their behavior and motivation. Since among employees, salaries can never be kept a secret, the most apparent issue to make public, the employee salaries can make some employees feel slighted if they set less than others. Some may understand the reason of different pay and the fair rate, but some may disagree with it. In RTA, there is a sort of structure that facilitates the determination for the amount to pay for each employee, whether based on the skill, seniority, or other factors. While the structure of salary may be straightforward to employers, employees might not understand the structure and feel disenchanted if it is made public. Making a public salary structure, the gaps that may help employees understand better about their own salary should be explained, and this can prevent the resentment issues.

Transparency in salary can help motivating the employees if they see the clear and obtainable rewards from their work effort input. This, in some cases, can facilitate to boost the productivity and performance without any changes. If the employees see in opposite way and no compensation gave to their extra effort, it could affect to lessen then motivation and productivity.

4.9.5.5 Compensation Pay System

It is mentioned from some interviewee that fix pay does not induce the employee performance anymore. Pay-for-performance has been widely used as the mean to improve the productivity and costs savings for the public sector. At least,

there is the hope the global governments will try to answer on how to increase the public sector productivity, many countries turned to the private sector for model searching. One that could be possible was to fundamentally change the way that government pays the workers. Many governments specifically instituted some pay-for-performance scheme to the government officers; this can also be called merit pay or performance-based pay. These schemes tie the employee's base pay and bonuses with their work productivity.

System pay either typical or traditional in the governmental sector has been a system of seniority and grades, where in the civil service sector pay is of the different grades assigned to different positions or some other designation to differentiate the pay based from the perceived value or difficulty in the fulfillment of a position's demands. A clerk/typist or a operator position, for instance, can generally be assigned with a lower grade than a the senior administrator.

Such raises normally come on an annual basis and automatically based on seniority. Further, regardless of performance, public sector workers in many countries were (and remain) difficult to terminate from a position. This has led to the perceptions of the civil servants from the public as the under-worked and overpaid. These may lead to the unpleasantness of employees and this would lessen their performance too.

4.9.6 Critical Point in Employee Motivation and Employee Commitment

The following diagram of Atlas.ti presents the codes used in the section and serve as the scope for the section (see Figure 4.11).

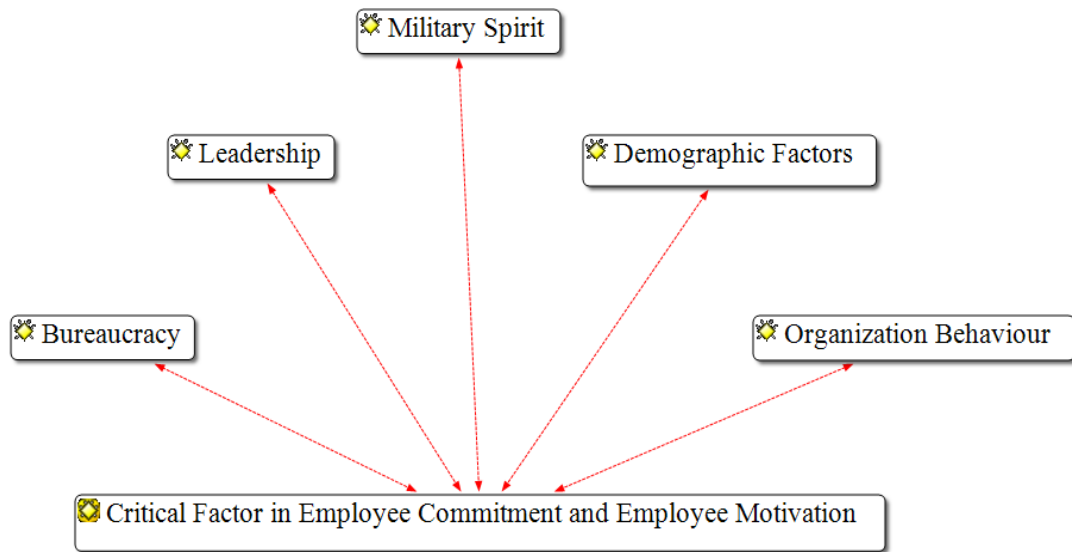


Figure 4.11 Critical Factor in Employee Commitment and Employee Motivation

4.9.6.1 Military Spirit

Some key informants stated that the Thai army has a good reputation, and a strong reflection of its soldiers and officers. This reputation derives from, and depends upon, unequivocal commitment, self-sacrifice and mutual trust. Our values and standards are vital to operational effectiveness; they are the lifeblood that sustains the Army. Especially in a combat component they have to be more than just words; they must believe in them and live by them. Therefore, it is the effective and coherent translation of these values and standards into actions that must penetrate every command and organization until they are instinctive. The values are about character and spirit; the standards define our actions and behavior.

Today, to cultivate the military may not be as strong as in the past. Because the fact that there come from the different originate of soldiers such as from pre-cadet and civilians, flexibility is come toward, this lead to un-tighten strong bond of commitment to the organization. In military career, to be proud in honor and dignity of career and organization has fewer commitments as well. This variant is a key factor in reshaping the organization's ties as a catalyst to create the incentive to work that the organization should reconsider.

4.9.6.2 Leadership

This is the key determination factor on the way people hope and motivate to join in the organization. Frequently, changing the leader can change the organization's psychological climate and, in turn, the whole people performance of the organization. The proper leadership style relies on the organization goals and objectives, organizational people and the surrounding environment.

The ranger team or bomb department would be more direct to the appropriate style while the staff in charge is told quickly on what to do with the minor concern on the individual sensitivities. We can also find this style in the entrepreneurial organizations that manage themselves in a way to struggle to survive. In many cases, traditional top-down leadership style is not acceptable anymore with the new generation of employees that tend to openly speak out with the clear influence on the way they work.

Leaders in these highly-visible environments want the government officers to highly engage if they want to gain success. This requires leaders from the public sector to address and understand the factors that can increase the public sector to engage in the special challenge.

4.9.6.3 Bureaucracy

Furthermore, all the terms of reliable, precise and stable are what is desired in the large and complex organizations that have to control the huge numbers of employees. Bureaucracy is based on the legitimate authority; those under the others' control and accept oppression as part of their work. Particular organizations are molded by several characteristics in the bureaucracy model, such as rules, appointment, salaried careers, hierarchy, and written documents. These characteristics serve as a guideline or the manual of owner with the preconceived effect for each cause in the organization. Even the bureaucracy has worked with its full capacity for the organization; sometimes it may no longer be efficient to solely apply. Bureaucracy still is required to be use in the organization but in conjunction to other choices. This is no secret for the public sector management compared to others in the world of business. Normally, the climate that the government managers have operated in can truly form the difficulties for the compensation management success; for instance, the de-motivated types of the traditional or typical system of governmental sector

payment based on grades and seniority. Civil service sector pay comes from the sense to assign different grades to different positions with diverse pay based from the perceived value or difficulty involved the fulfillment of the position's demands.

4.9.6.4 Organization Behavior

Organizational behavior includes management, theories and motivation practices, and the fundamental design and structure of organization is an extensive topic. As stated above, if there is the incorrect managing of the organizational behavior, or in the worst case it is left unmanaged, it can lead to the toxic and dysfunction. In this total event for compensation management, the organizational behavior can lead to the liability rather than asset, as well as the organizational failure.

The patterns of organizational behavior as raising from the cultural factors can either hinder or complement the organization operation. Particularly, the administration said about the issuing of decision that behavior can affect the content and format of individual relationships in the organization. More attention should be paid from administration on the corporate behavior. The corporate behavior and suitability assessment on the organization value can help generate the corporate behavior, and maximize the organization benefit which could lead to the total effective compensation management. Unfairness perceived by employees in reward systems with the lack of commitment on the ethical standards of management can add the potential of unethical behavior.

4.9.6.5 Demographic Factors

The key informants suggest that these might be the most important factors that grow up inside of the spirit because one of the most impactful influences on commitment and motivation are different demographics such as age, gender and background. In comparing, the older employees have more engagement to the organization than the younger ones, and the pre-cadets who came from the Chulachomklao Royal Military Academy are more committed than the civilians. With at this century there are more divergent in many factor that may come across to influence on commitment and motivation in work as well, this should be the factor that the organization must reconsideration or take a close look in deep detail to prevent the problem that may occur.

There are various components to add in the development of compensation systems to confirm the alignment with the strategy and objectives of the organization. The important thing to keep in mind is that the compensation strategy must assist to form the demanding work behavior. The way to structure and manage the internal and external equity issues in the system will directly place the organizational behavior. Long-term achievement depends on the nurtured and nature behavior. Behavior results from the environment that the organization uses the strategy to thrive or dies a slow death. The organization should consider this as the nurturing habitat for success since behavior cannot be manufactured, but to genuinely nurture from everyone down to the hierarchy. It is not good to ignore the behavioral health.

According to the information from ten key informants, in apparent style of leadership style and workplace behavior, ineffective communication and organization structure, as bureaucracy in RTA organization, have presented with some limitations and barriers for the promotion of total effective compensation management.

4.10 Conclusion

The results from this chapter are according to the competing models as shown in Chapter 3. Structure Equation Model (SEM) was applied to examine the selected model; a model that presents the confirmed result on the most valid model used in RTA organization. Finally, the author used Path Analysis to examine the relationships between the independent and dependent variables.

Structure Equation Model (SEM) showed the results from the proposed model as mentioned in chapter 3 as fit. Then the relationship among variables are presented from the author using Path Analysis and qualitative analysis via Atlas.ti application to bridge the research gap by offering the useful and reliable reference material on the critical factors for total compensation management, employee commitment, employee motivation, and employee performance. Those serve as the priority theory that can be extended with the interest to improve the current organization performance for RTA.

The path analysis result showed that total cash compensation management has the direct effect on the employee motivation and commitment, while it shows indirect effect on to the performance of employee. Total compensation management has the direct beneficial effect on the motivation, commitment and performance of employees. To focus on these variables, RTA organizations significantly improve the outcome of performance.

CHAPTER 5

DISCUSSIONS AND IMPLICATIONS

This chapter begins with an overview of the study, and then the findings and conclusions from SEM and path analysis are discussed. Finally, suggestions for future research are presented.

5.1 Overview of the Study

This study was conducted to answer two main research questions. The first was to find the relationship between TCM (cash compensation and benefits), employee motivation, employee commitment and employee performance within the Royal Thai Army (RTA). The second examined the direct and indirect effects of TCM (cash compensation and benefits), employee motivation, employee commitment and employee performance within RTA. More specifically, using the TCM model, the study examined the effects of TCM (cash compensation; merit pay, incentive pay, cost of living pay and addition pay; benefits; income protection, work life balance and allowances), employee motivation (expectation, instrumentally, valence and equity), employee commitment (normative commitment, continuous commitment and affective commitment) and employee performance (task, contextual, adaptive and counter-product work behavior) (see proposed model, Figure 3.1).

Participants in the study were selected from the military officers who were commissioned officers and non-commissioned officers in RTA as representatives for analysis in the model. Both of these groups must have been involved in the questionnaire survey in TCM with the purpose of inducing employee performance. The unit of analysis was the individual level with 400 military officers representing the command component, combat component, regional component, logistics component, combat support component, national development support component, and education and training component.

The author proposed the validate model fit for collected data. An instrument selected to apply here was the Structural Equation Model (SEM). This is a statistical method that analyzes a structural theory bearing on some phenomenon by the confirmatory (i.e. hypothesis-testing) approach. This theory is typically used for the “causal” processes for multiple variables observation. This model testing procedure was primarily aimed to determine the “goodness of fit” between the sample data and the hypothesized model. According to the limitations of time and resources, the author divided the variables into four main groups: TCM, employee commitment, employee performance and employee motivation.

In the analysis of the variance, as shown in the dependent variables, Path Analysis was applied when the sets of independent variables were input into the regression model by the hypothesis sequence. Path analysis is a useful method for examining causal inferences. The sequence of loading into the regression model is shown in Figure 3.1, which is validated by SEM. Nine direct hypotheses and four indirect hypothesis with nineteen variables (variable sets) were analyzed in order to describe the employee performance variances, including task, contextual, adaptive and counter-productive work behavior.

5.2 Summary of Findings

The discussion of each finding is organized around the two major areas of construct validity of research scale and the structural equation model (SEM) as follows:

5.2.1 Discussion of the Construct Validity of Research Scale

The present study shows strong evidence of construct validity for the scale measuring each variable in the research. The variables in this research were divided into five groups, totaling nineteen variables. The first and second group, referred to as TCM, had eight variables: cash compensation, base pay, merit pay, incentive pay, cost of living pay, benefits, income protection, work life balance, and allowances. There were 35 questions in this group. The second group, referred to as employee commitment, had three variables: normative commitment, continuous commitment and affective commitment. There were 13 questions in this group. The third group,

referred to as employee motivation, had four variables: expectancy, instrumentally, valence and equity. There were 25 questions in this group. The last group, referred to as employee performance, had four variables: task performance, contextual performance, adaptive performance and counter-productive work behavior. There were 26 questions in this group. In total there were 99 questions in the questionnaire pool.

The structural scale here can provide future research with a useful framework for the study of TCM, employee commitment and employee motivation, as well as their relationships with the variables from employee performance. The internal consistency and all construct reliability of all variables is presented as the evidence in the results. Here the developed variables have researcher's useful tool for assessing of TCM model dimensions.

The confirmation of construct validity is supported by two principal reasons. Firstly, this set of questions is not a new innovation, being developed from pools of questions as mentioned earlier. All questions have been tested in specific conditions. They were carefully reviewed and selected for this research. Experts from the Directorates of Personnel Department in RTA and professionals in human resource academics were consulted and they recommended the selection and wording of the questions. The pre-test questionnaire was tested as detailed in Chapter 3. The final questionnaire was prepared after considering pre-test results and recommendations from the experts. The number of questions was set at ninety-nine.

Secondly, internal consistency calculated for each scale in the pre-test was estimated by calculating Cronbach's alpha (Table 4.33). The results of component reliability were calculated between CO and NCO. All coefficients shown in Table 4.33 are above the recommended .70 level of reliability for research purposes by Nunnally (1967). From statistical results, it can be claimed that the pre-test is internally consistent.

The questionnaire achieved a high level of reliability. It also confirmed the analysis, construct reliability and validity of all variables and sample data in the five main groups: TCM namely cash compensation, TCM namely benefit, employee motivation, employee commitment and employee performance. The data pool was a sample of 400 participants, and Cronbach's alpha was recalculated for each construct to compare with pre-test results. The results showed that all 99 items were valid.

5.2.2 Discussion of the Structural Equation Model (SEM)

By adopting a structural equation modeling approach, TCM, employee motivation, employee commitment and employee performance are defined in the model as “latent constructs” which are directly measurable; they can also be indirectly identified via the measurable indicator set.

The author adopted the approach of structural equation modeling with the “Total Compensation Management” latent construct that was separated into two sets of cash compensation and benefits. Eight independent variables were identified: cash compensation; base pay, merit pay, incentive pay, cost of living pay, addition pay; benefits, income protection, work life balance, allowances. The latent construct “Employee Motivation” was identified by four variables: expectation, instrumentally, valence and equity. The latent construct “Employee Commitment” was identified by three variables: normative commitment, continuous commitment and affective commitment. The fourth latent construct “Employee Performance” was identified by four variables: task performance, contextual performance, adaptive performance and counter-productive work behavior. In order to assess the influences suggested by the research question, as well as to investigate the contributions of each of the four indicators “TCM”, “Employee Motivation”, “Employee Commitment” and “Employee Performance” a linear structural analysis of the overall model fit was performed using the AMOS version 22.0 statistical package. This structural equation model bridges theoretical and empirical knowledge for a better understanding of the real world through its flexible interplay between theory and data.

This study was required to confirm the theory (reliability and validity) of the overview conceptual framework (Figure 3.1) by showing the model fit to the data. Therefore, SEM was appropriate for this study. It was used to assess the relationship between the dimensions of the five constructs: TCM in cash compensation, TCM in benefits, employee motivation, employee commitment and employee performance. The SEM model is based on a 400 “goodness of fit” measure rather than statistical calculations. It is necessary to provide information on what is classified as a good fit for the model.

According to the figure, the t-values for the structural coefficients are noticed to be higher than 0.15 with a positive direction except on two paths of “Total

Compensation Management (Cash Compensation) and “Employee Performance” (t-value = -0.176); “Employee Commitment” and “Employee Motivation” (t-value = -0.06). Thus, to state that between them there were no direct structural relationship was not shown any bias.

It is shown from the study, the structural coefficients model estimation where we can see each of these coefficients as an unstandardized regression coefficient from an exogenous variable related with the endogenous variable when took out all other variables' effect. There is a statistically significant in all path coefficients in the positive direction. As suggested from the results, TCM, namely cash compensation, base pay, merit pay, cost of living pay, incentive pay and additional pay, had direct significant effects on employee commitment and employee motivation. Cash compensation, employee commitment and employee motivation had indirect significant effects on employee performance. TCM, namely benefits, income protection, work life balance and allowances, had a direct significant effect on employee commitment, employee motivation and employee performance. Employee motivation, namely expectation, instrumentally, valence and equity and employee commitment, namely normative, continuous and affective commitment, had direct significant effects on employee performance. Benefits, employee commitment and employee motivation had indirect significant effects on employee performance.

A statistical summary of the goodness-of-fit was shown in Table 4.31. It was indicated from the results that the model is well fitted with the exploratory data. Although the overall model tests by chi-square test showed statistical significance (70.8), RMSEA at 0.022 indicated that the model data-fit was good. All of the ad hoc fit indices are above 0.90 (NFI = 0.994, TLI = 0.997, CFI = 0.999, RFI = 0.982, GFI = 0.981 and AGFI = 0.939), indicating good model-data fit. In other words, more than 90% of the joint amount of variances and covariance of the data could be accounted for by the model being tested.

5.3 Discussion of Research Questions and Hypotheses Testing

The summary and discussion of the findings from the data collected concerning the two research questions of this study are as follows.

5.3.1 Research Question # 1:

How does the relationship between TCM (cash compensation and benefits), employee motivation, employee commitment and employee performance within RTA organization?

The data collected from the questionnaires was used to analyze quantitative techniques by means of AMOS. It was employed to find the relationship between independent and dependent variables and to test the hypotheses. In addition, path analysis was used to find both direct and indirect relationships among the variables. The model used for testing was shown in Figure 2.5. The model with significant paths was illustrated in Figure 4.3.

When proving hypothesis 1, cash compensation has a positive and significant effect on employee motivation of military in RTA. It was found that cash compensation has a significant effect on employee motivation. The cash compensation factor has a direct effect on employee motivation. The regression weight estimate of coefficients is 0.77, and has a standard error of about 0.176, t-value of 4.840, and sig. = 0.000 < 0.001. The cash compensation factor explains the causal relationship of model factor of the influence of total compensation management of employee motivation at 92.0%, and this was significant at or below the 0.05 level. For hypothesis 2, a benefit has a positive and significant effect on employee motivation of military in RTA. It was found that benefit has a significant effect on employee motivation and the benefit factor has a direct effect to the employee motivation. The regression weight estimate of coefficients is 0.26, and has a standard error of about 0.106, t-value of 2.108, and sig. = 0.035 < 0.05. The benefit factor explains the causal relationship of model factor of the influence of total compensation management of the employee motivation at 92.0%, and this was significant at or below the 0.05 level. For hypothesis 3, cash compensation has a positive and significant effect on employee commitment of military in RTA. It was found that cash compensation has a significant effect on employee commitment. The cash compensation factor has a direct effect on the employee commitment. The regression weight estimate of coefficients is 0.25, and has a standard error of about 0.107, t-value of 2.545, and sig. = 0.011 < 0.05. The cash compensation factor explains the causal relationship of model factor of the influence of total compensation management of the employee

commitment at 66.0%, and this was significant at or below the 0.05 level. For hypothesis 4, benefit has a positive and significant effect on employee commitment of military in RTA. It was found that benefit has a significant effect on employee commitment. The benefit factor has a direct effect on employee commitment. The regression weight estimate of coefficients is 0.59, and has a standard error of about 0.077, t-value of 6.487, and sig. = 0.000 < 0.001. The benefit factor explains the causal relationship of model factor of the influence of total compensation management of the employee commitment at 66.0%, and this was significant at or below the 0.05 level. For hypothesis 5, employee commitment has a positive and significant effect on employee motivation of military in RTA. It was found that employee commitment has no positive and significant effect on employee motivation; both had a t-value = -0.06. For hypothesis 6, cash compensation has a positive and significant effect on employee performance of military in RTA. It was found that cash compensation has no positive and significant effect on employee performance (t-value = -0.18). For hypothesis 7, Benefits has a positive and significant effect on employee performance of military in RTA. It was found that benefits have significant effect on employee performance. The benefit factor has a direct effect on employee performance. The regression weight estimate of the coefficients is 0.15, and has a standard error of about 0.049, t-value of 2.627, and sig. = 0.009 < 0.05. The benefits factor explains the causal relationship of model factor of the influence of total compensation management of the employee performance at 90.0%, and this was significant at or below the 0.05 level. For hypothesis 8, employee motivation has a positive and significant effect on employee performance of military in RTA. It was found that employee motivation has a positive and significant effect on employee performance. The employee motivation factor has a direct effect on employee performance. The regression weight estimate of coefficients is 0.58, and has a standard error of about 0.094, t-value of 6.020, and sig. = 0.000 < 0.001. The employee motivation factor explains the causal relationship of model factor of the influence of total compensation management of the employee performance at 90.0%, and this was significant at or below the 0.05 level. For hypothesis 9, employee commitment has a positive and significant effect on employee performance of military in RTA. It was found that employee commitment has a positive and significant effect on employee performance. The employee commitment factor has a

direct effect on employee performance. The regression weight estimate of coefficients is 0.46, and has a standard error of about 0.044, t-value of 10.186, and sig. = 0.000 < 0.001. The employee commitment factor explains the causal relationship of model factor of the influence of total compensation management of the employee performance at 90.0%, and this was significant at or below the 0.05 level. This is consistent with the model that was validated by SEM and is shown in Figure 5.1.

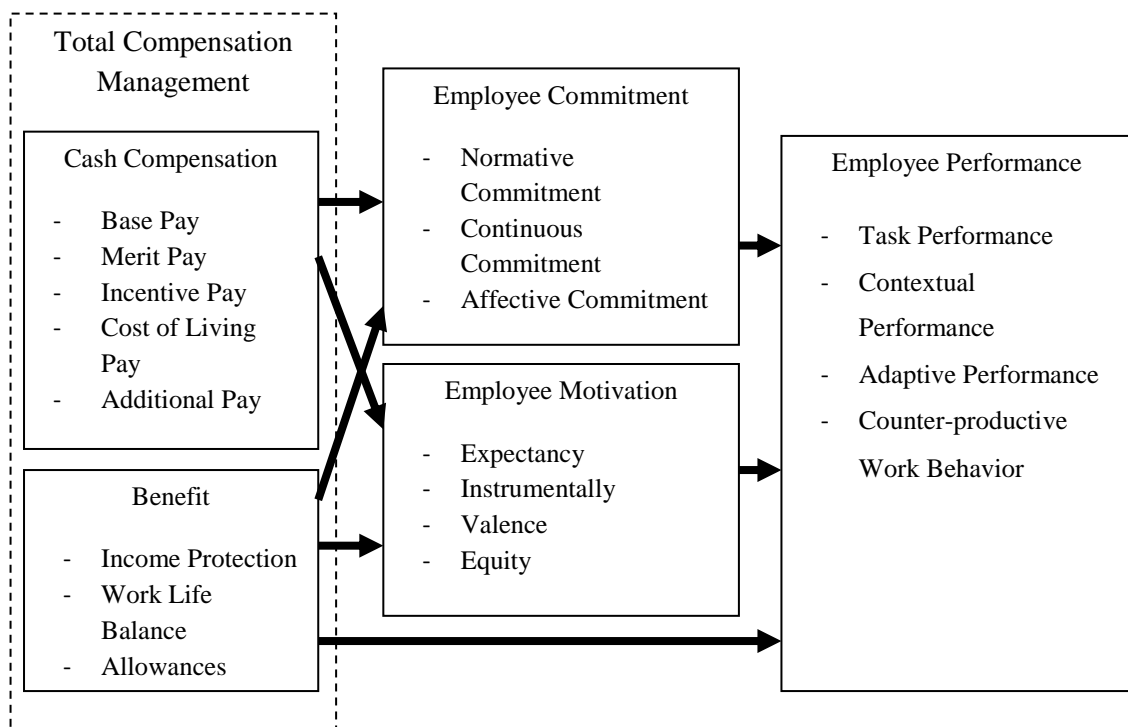


Figure 5.1 A Path Model of the Factors Affecting Employee Performance of Military Officer in RTA

In the structural model,

- 1) The relationship between cash compensation and employee commitment was shown to be significant,
- 2) The relationship between cash compensation and employee motivation was shown to be significant,
- 3) The relationship between TQM cash compensation and employee performance was shown to be not significant,

4) The relationship between benefits and employee commitment was shown to be significant,

5) The relationship between benefits and employee motivation was shown to be statistically significant, and

6) The relationship between benefits and employee performance was shown to be statistically significant, while

7) The relationship between employee commitment and employee motivation was shown to be insignificant.

The finding (hypothesis 5 and 6) of the paths showed negative effects on the relationship between cash compensation and employee performance and the relationship between employee commitment and employee motivation. As stated by Levitin and Redman (1995), usually the public sectors have multiple and unclear goals which are hard to measure. Thus, public sectors tend to be presented with a difficult to quantify goals and measure study outcomes. However, it is argued by Kanji (1990) that in the determining whether the differences as identified are the true characteristics or not since the public sectors is typically complex. Thus, it can be concluded that the military officers in RTA both in CO and NCO can be the same objective goal in order to achieve quality performance.

5.3.2 Research Question # 2:

How does the direct and indirect effect of TCM (cash compensation and benefits), employee motivation, employee commitment and employee performance within RTA organization? TCM in cash compensation is directly affected employee commitment and employee motivation. TCM in cash compensation is indirectly affected employee performance through employee commitment and employee motivation.

TCM in cash compensation has a direct effect on employee commitment and employee motivation. TCM in cash compensation has the highest effect on employee motivation with a direct effect (0.77) and employee commitment with a direct effect (0.25). And TCM in cash compensation effects employee performance through employee motivation and employee commitment indirectly (0.45 and 0.12 respectively).

TCM in benefits has a direct effect on employee commitment, employee motivation and employee performance. TCM in benefits has the highest effect on employee commitment with a direct effect (0.58), employee motivation with a direct effect (0.26), and employee performance with a direct effect (0.15). And TCM in benefits effects employee performance through employee commitment and employee motivation indirectly (0.27 and 0.15 respectively). These relationships were presented in Figure 4.3 which showed the causal relationships among the variables. Figure 4.3 showed that the total direct effects illustrated had higher values than indirect effects.

The data revealed of statistics for fit confirm model structural equation modeling (SEM) analysis factor of the influence of total compensation management affects on employee motivation, employee commitment, and employee performance a case study of Royal Thai Army, summarize path coefficients of the relationships as follows;

1) The Cash Compensation, result found have 5 observed variables (Base Pay, Merit Pay, Cost of Living, Incentive Payment and Additional Payment) and factor loading $0.46-0.75 > 0.40$. And Cash Compensation factor can explain the causal relationship of model 2 direct effect and 2 indirect effect including

(1) The cash compensation factor has a direct effect on employee commitment. The regression weight estimate of coefficients is 0.25, and has a standard error of about 0.107, t-value of 2.545, and sig. = $0.011 < 0.05$. The cash compensation factor explains the causal relationship of model factor of the influence of total compensation management of the employee commitment at 66.0%, and this was significant at or below the 0.05 level.

(2) The cash compensation factor has a direct effect on employee motivation. The regression weight estimate of coefficients is 0.77, and has a standard error of about 0.176, t-value of 4.840, and sig. = $0.000 < 0.001$. The cash compensation factor explains the causal relationship of model factor of the influence of total compensation management of employee motivation at 92.0%, and this was significant at or below the 0.05 level.

(3) The cash compensation factor has an indirect effect on employee performance through the employee commitment a total of coefficients 0.12 ($0.25*0.46$)

(4) The cash compensation factor has an indirect effect on the employee performance through the employee motivation a total of coefficients 0.45 (0.77×0.58)

2) The Benefit, result found have 3 observed variables (Income Protection, Allowance and Work Life Balance) and factor loading 0.87-0.92 > 0.40. And Benefit factor can explain the causal relationship of model 3 direct effect and 2 indirect effect including

(1) The benefits factor has direct effect to employee commitment. The regression weight estimate of coefficients is 0.59, and has a standard error of about 0.077, t-value of 6.487, and sig. = 0.000 < 0.001. The benefits factor explains the causal relationship of model factor of the influence of total compensation management of the employee commitment at 66.0%, and this was significant at or below the 0.05 level.

(2) The benefits factor has a direct effect on employee motivation. The regression weight estimate of coefficients is 0.26, and has a standard error of about 0.106, t-value of 2.108, and sig. = 0.035 < 0.05. The benefit factor explains the causal relationship of model factor of the influence of total compensation management of the employee motivation at 92.0%, and this was significant at or below the 0.05 level.

(3) The benefits factor has a direct effect to the employee performance. The regression weight estimate of coefficients is 0.15, and has a standard error of about 0.049, t-value of 2.627, and sig. = 0.009 < 0.05. The benefit factor explains the causal relationship of model factor of the influence of total compensation management of the employee performance at 90.0%, and this was significant at or below the 0.05 level.

(4) The benefits factor has an indirect effect on employee performance through the employee commitment a total of coefficients 0.27 (0.58×0.46)

(5) The benefits factor has an indirect effect on employee performance through the employee motivation a total of coefficients 0.16 (0.26×0.58)

3) The employee commitment, result found have 3 observed variables (Normative Commitment, Continuance Commitment and Affective Commitment) and

factor loading $0.98-1.01 > 0.40$. And the employee commitment factor can explain the causal relationship of model 1 direct effect including

The employee commitment factor has a direct effect on employee performance. The regression weight estimate of coefficients is 0.46, and has a standard error of about 0.044 t-value 10.186, and sig. = $0.000 < 0.001$. The employee commitment factor explains the causal relationship of model factor of the influence of total compensation management of the employee performance at 90.0%, and this was significant at or below the 0.05 level.

4) The employee motivation, result found have 4 observed variables (Expectation, Instrumentally, Valence and Equity) and factor loading $0.95-0.99 > 0.40$. And the employee motivation factor can explain the causal relationship of model 1 direct effect including

The employee motivation factor has a direct effect on employee performance. The regression weight estimate of coefficients is 0.58, and has a standard error of about 0.094 t-value of 6.020, and sig. = $0.000 < 0.001$. The employee motivation factor explains the causal relationship of model factor of the influence of total compensation management of the employee performance at 90.0%, and this was significant at or below the 0.05 level.

5.4 Further Findings from the Total Compensation Management (TCM)

Model

TCM modeling is a systematic approach and fit for RTA organizations. The empirical results obtained from the 400 military officers can be used as reference by using variables such as TCM, employee motivation and employee commitment on employee performance. Although, there was confirmation on several hypotheses according to the quantitative data from the questionnaire survey and the qualitative data from the in-depth interviews, it can be confirmed that the TCM model is useful and should not be ignored. The main aim of this study is to improve performance of military officers in RTA. Thus, the TCM model's major targeted areas must take into account the most crucial factors in employee motivation and employee commitment to improve employee performance effectively and efficiency. Based on the targeted

TCM areas, the effects of cash compensation and benefits should be ranked in terms of their potential contributions to RTA performance improvement. Even though the results found that cash compensation has no positive relationship with employee performance, this could lead the organization to reconsider cash compensation management. To develop an accurate and simple rank, we should carefully study these feasible constructs; it is a prerequisite for the formulation of the most effective TCM model if we understand it well.

The qualitative and quantitative results obtained from the key informants who participated in the questionnaire survey and in-depth interview are important findings. The research findings obtained from the surveys showed several practical implications. Firstly, TCM in benefits has positive effects on military officers in RTA, while in contrast with the cash compensation and action should be taken on implementing effective TCM in public sectors. Secondly, employee motivation and employee commitment are decisive factors in determining the success of employee performance. At the end, the two hypotheses in this study were not confirmed by the data as retrieved from the questionnaire survey. However, the disconfirmation does not imply the useless and non-significance of the TCM model. But RTA organizations should instead address this model's problem areas and more effectively improve on them.

In reference to the existing literature about TCM, RTA organizations can adopt the findings from the questionnaire, ten structured interviews, and TCM model development. From the differences in terms of RTA organizational styles, objectives, structure, systems, culture, processes, services, and working environment. Thus, the uniqueness of RTA should be combined in this TCM model to consequently develop and improve methods of their own.

5.5 Research Contributions

The contribution of this study to the existing literature has many implications.

5.5.1 Academic Implications

As presented here, the conceptual model can contribute valuable efforts to move TCM research forward by incorporating employee motivation and employee

commitment as two of the many possible mediators of the relationship between TCM and employee performance. Moreover, it is expected that the findings will deepen and enhance the understanding on the relevant issues to TCM, employee motivation, employee commitment and employee performance in the public sector, especially in RTA, which will be useful for building theory in TCM studies of public servants.

Although this research is focused on RTA organizations and building public understanding, other types of organization can also benefit from the findings. Since this is the first attempt to relate TCM, employee motivation, employee performance and employee performance, this work contributes to the enrichment of human resource management research, in particular within the public sector in Thailand. This study's findings boost the understanding of TCM administration to embrace the TCM, employee motivation, and employee commitment concept related to the performance of RTA organizations. In addition, a strong contribution is provided for the understanding of TCM, especially in the public sector of Thailand.

In addition, the application of SEM in this study is the best way for the simultaneously models analysis to assess on the mediating on the effects of employee motivation and employee commitment. This contribution is important because the simultaneous investigations of different dimensions of TCM practices (cash compensation; base pay, merit pay, cost of living pay, incentive pay, benefits income protection, work life balance and allowances), employee motivation and employee commitment allow for a more comprehensive understanding of this phenomena. The current knowledge can be advanced by the investigations concerning the interrelationships of the eight TCM practices with employee commitment and employee motivation on the performance of officers in the RTA.

Strong validity evidence is presented from the study on each variable scale measurement, thus additional foundation for the research is provided. The five groups of variables comprised of 19 variables and 99 items where each variable is measured in the questionnaire pool. These structural scales provide a useful framework for the others to research TCM dimensions and the relationships with other variables in the organizational performance. These research results present the internal consistency evidence and all variables construct reliability. Here the developed variables can provide the researcher with a useful tool for the assessment of TCM dimensions. The

confirmation of construct validity is supported by two principal reasons. Firstly, the set of questions in the questionnaire was developed from literature and selected by experts as mentioned earlier. The researcher carefully reviewed and chose some of them for this research.

Moreover, the study has proposed TCM as a mediating role, determined by employee motivation and employee commitment, with direct influence on improved performance. In this framework is the basis for TCM effectiveness, employee motivation and employee commitment assessment by the refining use of the technique for structural equation modeling.

Finally, the usefulness of attention on the latent variables as well as the structure of their covariance is demonstrated in this research. The technique of structure equation modeling is well suited to capture the connection between TCM, employee commitment, employee motivation, and employee performance in the context of RTA.

None of the former studies had done in TCM area, then this research explored on both the direct and indirect impacts in the relationships amongst TCM practices, commitment and motivation of employees in the context of public organization in Thailand. Regarding this, multidimensional and mediating relationships forming among eight TCM practices, motivation and commitment of employees which is the key distinction of this study that never been done by other studies.

5.5.2 Practical Implications

Earlier, employee motivation and employee commitment have been a disruptive human resource management issue in Thailand for both individuals and organizations. According to the practical view, crucially we must recognize the TCM dimensions with a significant association with employee motivation and employee commitment as the public employees experienced. Since it is allowed from the proposed model on the independent dimension analysis in TCM related to employee motivation and employee commitment, this study's research model serves as a tool to diagnose HRM, organizational administrators, and managers in order to gain insight on the positive and negative influences on the practices of TCM among the public employees on their motivation and commitment. This is crucial analysis since when

the relationships on the differences of TCM components, employee motivation and employee commitment on the performance of RTA military officers are realized, public organizational administrators and HRM practitioners can then effectively manage it.

Although TCM components are the essential management trials source as well as subject for the large published research volume, TCM practices still be little known and the effect of employee motivation and employee commitment in RTA performance as experienced by public employees (military officers). To date, this is the research area and ignored to use by the academicians, HRM practitioners and administrators. As a result, this research wants to contribute in the research model formulation to test then explain on how and the reason that the different types of TCM components have different relationships with employee motivation, employee commitment and employee performance in RTA. Besides to enlarge the current findings on TCM, the research model, as the author has proposed, can fill in the research gap according to the TCM literature on public organizations.

5.5.3 Theoretical Contributions

There are also the methodological contributions from the study. First, most of the empirical studies on TCM have been based on qualitative methodologies of interviews, case studies, focus group discussions. The few quantitative studies did not use complex techniques such as SEM; instead, they utilized ordinary regression techniques, ANOVA, and logistics regression for statistical analyses. By the way, it requires researchers to be aware of the possible complexity in the relationship between TCM and employee performance by applying more rigorous, sophisticated, and robust analytical tools, specifically SEM, to test potential variables to mediate the relationship.

This study, on the other hand, used SEM to examine these complex relationships, which made the results much more valid, reliable, and robust than other statistical techniques used in previous studies.

Second, this study contributes toward the TCM literature in the non-Western context. Thus, while interest in TCM research is growing, the current assumptions and concepts in the TCM literature are strongly embedded in the American and European

contexts. As a result, recommendations have been made for further research to examine TCM systems in different contexts, regions, and countries. Therefore, this study has responded to filling this gap by discussing evidence of TCM and employee performance in Thailand, a non-Western and non-European country. Overall, it is suggested from the findings of this research that TCM systems have the potential to lead to employee performance through TCM mechanisms, but they have not been seen to have a direct relationship as postulated in most of the Western literature.

5.6 Limitations of the Research

Several limitations have been detected in conducting this study. Thus, in reference to the literature reviews and research findings, five limitations are listed as follows.

1) According to quantitative data analysis, the instrument is very give the result as sophisticate, valid and robust. Firstly, the instrument consumed time in a work setting. Thus, the scales need to be refined with additional validation studies. Several validity techniques of the instrument would add to the credibility of the findings for future studies. SEM has several aspects that set it apart from the older multivariate procedural generation. Firstly, SEM approaches the data analysis by applying a confirmatory, rather than an exploratory, approach. In addition, by demanding that the inter-variable patterns of relationships are specified a priori, SEM lends itself well to the inferential purposes of data analysis. On the contrary, by nature most other multivariate procedures are mainly descriptive (e.g. exploratory factor analysis), thus, hypothesis testing is not easy. Secondly, according to the incapable of traditional multivariate procedures to assess for the error correcting on the measurement, the explicit error variance parameters estimation is provided by SEM. Thus, the serious inaccuracies can be avoided by SEM procedures. Thirdly although the former methods of data analyses are based only on the observed measurements, those using SEM procedures can incorporate them with either observed or unobserved (i.e. latent) variables. Lastly, there are no alternative methods that wide and easy for modeling multivariate relationships, or to estimate on the point and/or interval unintended effects; SEM methodology is suited to be used with these crucial features.

In the qualitative part, the Atlas.ti program is very powerful in constructing the data from many sources such as text and voice recordings; with this function it is a very useful tool to generate the output from the interview with a precise and good in data coding construct of variables that is very interesting for further research.

However, there are still some obstacles in the process and interaction of these instruments. In generating SEM and Atlas.ti, the quantitative analysis by AMOS programme is complex and quite complicated to manipulate by inexperienced users. With time limits the process of analysis by AMOS software consumes time to conceptualize the data and develop a more integrated understanding of the outcomes; therefore, the AMOS experts were consulted in processes and interactions for accurate results. The qualitative analysis using Atlas.ti software was found to be a little complicated in data conceptualizing, and to develop a more mutual understanding on the processes, interactions and events. The experts on Atlas.ti also gave the advisory on complexity of the programme which could result in a obstacles for inexperienced users to manipulate.

2) The 400 participants involved in this study were recognized by RTA (military organization). It is difficult to know if the results of the study reflect the findings about TCM theory or if they reflect findings about their organizations. This is especially true regarding unexpected results where variables did not perform as expected. The cause may be that some variables are as yet undeveloped within the surveyed organizations. Moreover, there are over 130,000 military personnel within RTA; the sample size of 400 in this research may not represent the whole organization. But one thing to be concerned with when using SEM is that it is very sensitivity to a large sample size, as the chi-square test is restricted to test on various models since the sample size sensitivity. The increased sampling and trivial residuals could add more of a likelihood that the model could be rejected falsely (Hair et al., 1992).

It is, therefore, important that the hypotheses be tested with more samples and in varied components, groups and organizations, especially in recognized with others of seven components of RTA and others field of armed forces.

3) This study may have limited organizational ability to adopt some of the recommendations made for developing TCM in HRM practices. Organizations in

private enterprise may have greater opportunities to improve TCM practices. The hypotheses should be tested in organizations of various types, and the results compared to those from diverse organization environments to determine if TCM (cash compensation and benefit), employee motivation and employee commitment react differently.

4) The fourth limitation to this research is the exclusive adoption of single source, self-report, and subjective measures of all variables. Self-evaluation is from the perspective of the employee him/herself. Subjective and self report data has been criticized for having many systematic biases related to order, bias in inflating results, and concerns on the general method variance. Therefore, these contaminating effects from the bias in the response can form the problem on interpretational level to get the results. The measure of perceived government officials only in military officers in this study would be weak, because military officers were asked for their common perception about their respective organizations. According to the secondary data, asking alternative sources cannot be completed which is equivalent to direct questioning on the individuals related to their organizational performance. Thus, biases could be found on research findings.

5) This study used cross-sectional data; hence, conclusions regarding causality cannot be made. That is, the results must be interpreted as associations rather than in terms of causality. In other words, the cross-sectional data of this study did not offer the accurate and clear information that provides the relationship directions between the study variables. Therefore, the results of this study are still somewhat inconclusive as to the causality of the relationships. A longitudinal study will provide additional insights to establish causality that could help evaluate the stability of employee performance, and determine whether they are static within individuals that do not change over time, which can be affected by organizational changes.

5.7 Recommendations for Future Research

The results from the structural equation model and regression analyses also highlight the need for additional research. This section discusses suggested future research directions and contributions.

1) Constructing a valid instrument is an ongoing process. Although evidence of validity of the instrument has been shown, the discriminated nature of the instrument needs to be fully explored in the future. Further studies are needed for the scale with different types of organizations, particularly private or nonprofit organizations.

2) It requires more studies on the cross-validation instrument on different organizational cultures and populations to strongly establish its validity and utility. At present, NCO military officers are the majority of the respondents rather than CO officials, and among those involved in the survey; male's participation was greater than female. Furthermore, the most partial group of military officers came from different work functions such as the command component (31%), logistic component (20%) and education and training component (12%). According to the different work functions of each component it has a different in function of work and different in military spirit of military that might cause in the different self-value. The broad cross-sectional study on the employees in similar organizations is required across the different components, groups, genders and organizations.

3) The model between TCM, employee motivation, employee commitment and employee performance was not identified and empirically tested first with construct validation and exploratory factor analysis (EFA), but do the confirmative factor analysis (CFA) to test significance of the measurement model by hypothesis testing. They became the development of the significant relationships between five cores of independent variables and employee performance and the model data-fit. The structural equation modeling results indicated considerable variance proportion among the perception of respondents on the outcomes of employee performance which can be explained by TCM variables. It requires that future research must form the relationships between the TCM construct and other common variables as used to measure the employee performance in other mediating variables of psychological mechanism, other types of pay and other total returns from work as relational returns.

4) In using SEM to validate model fit to sample data, five groups of variables were used: TCM (cash compensation and benefits), employee motivation, commitment, and performance. It should be taken into the structural model to identify

and generalize in the study since the complex nature of TCM and its multidimensional and the relationship among the identified and tested variables could be the possible structures, and there may be another model that could illustrate better fit. More complicated interactions among variables need to be proven.

5) It is the first attempt that this study develops a tool for the employee motivation and employee commitment construct measurement as a mediating role through the proper statistical procedures. The literature was drawn from the TCM conceptual developing definition, employee motivation and employee commitment, then measuring it to give its construct validity evidence to demonstrate its relationship with the model of employee performance. These efforts are hoped to continue to encourage more organizational scholars to embark on the substantive study by addressing the TCM construct and its employee development role.

6) The author conducted an in-depth interview with different organizations in order to obtain the insight of applying the TCM model in practice. More semi-structured interviews could be differently conducted in several public sector areas to keep improving the TCM model. Thus, the model could be better completed with the requirements of different sectors.

7) The results from in-depth interviews reveals plenty of unexpected factors that came out from the experience of key informants which could be a hint for future research to study total compensation management in public organizations, and hint some argument that intrinsic motivators are more implicate to induce employee performance within RTA organizations.

5.8 Conclusion

This study was conducted to answer two main research questions. Firstly, it was to examine the relationship between TCM, employee motivation, employee commitment and employee performance within the RTA context. Secondly it examined the direct and indirect effect of TCM, employee motivation, employee commitment and employee performance within the RTA context.

As indicated in Chapter 4, the strong construct validity evidence was shown from the study on each variable scale measured in the research.

In discussion of Structural Equation Model (SEM), since it is intended by this study to confirm the theory (reliability and validity) of conceptual framework model overview as identified as fit to the data, then SEM is suitable to this study. It was applied for the assessment of the relationships between TCM dimensions, employee motivation and commitment and employee performance within the RTA context. The SEM is based on a “goodness of fit” measure rather than statistical calculations. It is necessary to provide information on what is classified as “good fit” for the model.

The data collected from the questionnaires was used to analyze the path model through quantitative techniques using Analysis of Moment Structure (AMOS) version 22. This was employed to find the relationship between dependent and independent variables, as well as hypotheses testing. In addition, path analysis was used in Chapter 4 to find both direct and indirect relationships among variables. At last, future research is suggested with seven implications for their contribution. There are contributions of this research that showed in implication as research especially in HRM practice and policy maker, even though the results of the findings provide of some limitations.

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APPENDICES

APPENDIX A

MILITARY ORGANIZATION OVERVIEW

Military Organization Context

Personnel are as valuable resource and are extremely important to the organization. Personnel who are competent and high quality in performance will lead the organization to goals perfectly. However, employee will be able to perform well and quality to meet the goals of the organization. Employee need to be welcoming and encouraging to operate work with motivators. Morale and incentive have the power to make employee want to work to achieve their goals. As Pinyo Satorn (1973) stated that morale and incentive are what makes people want to work well by voluntarily and are happy with the work. It is important issue that the executive cannot ignore. Therefore, it is incumbent on the administrators or supervisors need to focus by strengthening the morale and incentive of employee within the organization (Satorn, 1973). Government organizations have civil servants as an important mechanism in operation in order to bring the organization into action and to reach goals. Organizations therefore need to nurture and strengthen the morale and incentive of the personals that make up the government accomplished goals. Especially, civil servant who working in national security field; as military servants.

In The Constitution of the Kingdom of Thailand BE 2550, Section 77, "the State shall protect and maintain monarchy, sovereignty and integrated picture of jurisdictions and are required to have military weapons that advanced technology and sufficient. Democracy with the King as Head of State, in order to safeguard independence sovereign, state security, monarchy, national interests and the regime. The responsible of military are;

Protection the Nation

- Maintain Independence
- State Security
- Monarchy
- National Interest
- The democratic regime of government with the King as Head of State.

Developing Countries

According to Ministry of Defense Organization Management Act B.E. 2551, Section 19 stated the responsibility of Army as the following: “The Army is responsible for preparing the army for national defense, and action regarding the use of force by the authority of the Ministry of Defense, the military command responsible for the functions defined by the Act”. There are three main functions, as follows;

Preparation of military force, the scope is as follows:

- Provides a number of military forces for combat from normal situation to critical times.
- Planning the use of military force are available in both peacetime and wartime
- Prepares mobilization of military forces in accordance with nation defense plan.
- National Defense, the scope is as follows:
 - The use of military land forces to do battle plan.
 - Mobilized as needed to support military operations as nation defense planned.

However, due to a change in the current situation on the concept of free trade and communication breakdown (spread worldwide). Thailand, which is a free and democratic country, is affected by the inevitable. Changes of the world situation and domestic situation challenge the Army to make adjustments to suit with the situation in order to maintain sufficient capacity in maintain stability of nation. Therefore; Revolution in Military Affair (RMA) and Military Operation Other Than War (MOOTW) become key concepts for Army using to adjust organization management and use of military technology in order to handle the change.

From this reason, Army needs to study the role that society expectation to keep up with the change and consistent with society. This will help Army to gain good collaboration and budget from society.

The Role and Duty of Military is Declared in Various Sources.

The Constitution of the Kingdom of Thailand BE 2540 Section 5 of the Basic Principles, Article 72 requires the state to provide a military force to defend the nation independence, state security, Royal institution, national interest and the democratic regime of government with the King as Head of State and to develop the country.

Furthermore; Ministry of Defense Act 2503 Section 4 also regulates the power and duty of Army to protect and preserve the stability of the kingdom, threats from both outside and inside the country by providing troops for combat or war in order to protect the monarchy, for suppressing the rebellion and rioting, for developing countries and for responsible for maintaining national interests which are otherwise required by law, as well as operations on the defense industry and military power.

From His Majesty the King Bhumibol speech during ceremonial parade of the King's guard on December 3, 2533 also mention "... the duty of the military if look externally is a battle or war that fight against the enemies of the nation. But if look deep insight, The Combat is only part of duty. The duty of military also requires maintaining independence, sovereignty and security of the country, beside because the country required stability in all areas at all times. Therefore; soldiers are obliged other important duty beside the battle. For example, development which means the development of both the military and all other aspects as military capable to assist and support ...".

From the above, in the normal situation, society expects the Army to use its capability and potential to keep stability and to develop the country. This conclusion is consistent with the policy of the National Security Act 2558-2564. However, the role that society expects a role that must follow, it's true. But in practice, military has limitations. Therefore; actual role for must be analyzed.

From the Concept of Revolution in Military Affair (RMA)

Development of technology allows countries to quickly create the war with massive destruction weapons. Furthermore; forward convey information and communications technology also develop to delivery information, knowledge and experience to other. The faster from a computer that allows quick access to remote data communication simultaneously at multiple locations, and simultaneously with the actual time of the event (Real Time). This makes the concept of military operations in the war changed accordingly.

The revolution in military affairs may not be equal in each country because of their potential. The countries that have less potential always find new tactics to survive. However; the concept that every countries use is to operate proactively in virtually every mission accomplished, for example, the concept of practice - the Preemptive Strike as America as a superpower's military and the preventive diplomacy which is Active Defense that use from less potential military.

In addition, Thailand also has a concept of security cooperation from defense forces, protecting and honor to the Crown, reforming and developing the defense industry, and develop complementary to the military strategy. These are key ideas to perform the role of the military as well.

The revolution in military affairs and the potential difference between states make the concept of military operations other than war (MOOTW) is used more. But the expected roles from parts in military may differ and along with the globalization changes. That creates an issue of causing not understand the role of the military, especially in Thai Military. In the past, there is no job specification and active only during a critical situation such as war. In normal situation, only officers work as government employee. Other lower rank, some work part time and work in private sector as civilian. When military systems are becoming increasingly important and job specification established. Currently, many people serve as commission officer is bonded to the government until retirement. Non Commission Officer also get to retire as well. However; military job specification grows more like industrial job which create conflict on the role.

Competition of economy is currently worldwide and free. Thai military has to adjust the concept of using military technology to keep up with changes including

adjust in military operation and preparation for emergency. Furthermore; technology is used to support to military operations to maintain a military career and to specialize in their job as other civilized countries done. This is the role of Thai military should be done with the revolution in military affairs (RMA) to keep pace with change and increase operation in military operations other than war (MOOTW), especially.

American military verifies MOOTW to 16 states. However; Thai military implements American pattern and indicate own states at least 19.

- | | |
|-------------------------------------|--|
| (1) Enforcement of Sanctions | (2) Enforcing Exclusion Zones |
| (3) Protection of Shipping | (4) Strikes and Raids |
| (5) Arms Control Support | (6) Domestic Support Operations |
| (7) Foreign Humanitarian Assistance | (8) Nation Assistance |
| (9) Show of Force | (10) Support to Insurgency |
| (11) Combating Terrorism | (12) Support to Counter-drug
Operations |
| (13) Ensuring Freedom of Navigation | (14) Noncombatant Evacuation
Operations |
| (15) Peace Operations | (16) Recovery Operations |

Thai Military Indicate More States Below

- (17) Preventing and combating the insurgency
- (18) Implementation of the project due to the Royal initiative
- (19) National Disaster Mitigation including search and rescue
- (20) Other operation such as the conservation of natural resources, air support for the government, VVIP protection, and so on.

The strategy of way indicates that it is better to win without get into the fight. MOOTW is one important role for military, however; many soldiers still do not understand how important and role of MOOTW. In the fact that, MOOTW is one of use of force but in readiness and preparation of troops such as recruit and private training, maintenance, healthcare or even military attached job. The role of the military was expanded as never before. The public administrative function was perceived as so important by the Allies that special attention was given to recruiting civil administrators, city planners, urban development specialists, and hundreds of persons skilled in operating the systems of modern cities and their governments.

As the new system was being put together, the military was still very much involved in civil affairs and therefore played a major role in humanitarian operations. The military had the resources and controlled the logistics, so that a natural association developed between humanitarian assistance and military involvement. Many of the strategies and approaches that have been used since that time evolved from this post-war association. Use of military forces for humanitarian purposes is a long-established tradition in all corners of the world. In the public mind, there is an association between disaster relief and military involvement; indeed, there is often an expectation that military units will assist the civilian population in the immediate aftermath of wars and large-scale emergencies.

Military Organization Structure

According from the Constitution of the Kingdom of Thailand in 2550, Section 77.

1. Mission

The Constitution of the Kingdom of Thailand BE 2550, Section 77, "the State shall protect and maintain monarchy, sovereignty and integrated picture of jurisdictions and are required to have military weapons that advanced technology and sufficient. Democracy with the King as Head of State, in order to safeguard independence sovereign, state security, monarchy, national interests and the regime. The responsible of military are;

1.1 Protection the nation

- Maintain Independence
- State Security
- Monarchy
- National Interest
- The democratic regime of government with the King as Head of

State.

1.2 Developing countries

According to Ministry of Defense Organization Management Act B.E. 2551, Section 19 stated the responsibility of Army as the following: "The Army is

responsible for preparing the army for national defense, and action regarding the use of force by the authority of the Ministry of Defense, the military command responsible for the functions defined by the Act. There are three main functions, as follows;

- Preparation of military force, the scope is as follows:
 - Provides a number of military forces for combat from normal situation to critical times.
 - Planning the use of military force are available in both peacetime and wartime
 - Prepares mobilization of military forces in accordance with nation defense plan.
- National Defense, the scope is as follows:
 - The use of military land forces to do battle plan.
 - Mobilized as needed to support military operations as nation defense planned.

2. The Government Management

As Royal Thai Army is one of the part of Royal Thai Armed Forces Headquarters as follows the Government Management and Divided Functions of a Royal Thai Armed Forces Decree, Ministry of Defense, Thailand B.E.2551, the division of the army was divided into 34 departments as follow;

The Army Departments divided into 34 departments as follows:

- 2.1 Office of the Army Secretary
- 2.2 Directorate of Personnel
- 2.3 Directorate of Intelligence
- 2.4 Directorate of Operations
- 2.5 Directorate of Logistics
- 2.6 Directorate of Civil Affairs
- 2.7 Office of the Army Comptroller
- 2.8 The Army Research and Development Office
- 2.9 Finance Department
- 2.10 Military Police Department

- 2.11 Inspector General Department
- 2.12 Army Welfare Department
- 2.13 The Adjutant General Department
- 2.14 Territorial Defense Command
- 2.15 Army Internal Audit Offices
- 2.16 Department of Army Transportation
- 2.17 Engineering Department
- 2.18 Signal Department
- 2.19 Veterinary and Remount Department
- 2.20 Quartermaster Department
- 2.21 Medical Department
- 2.22 Post Engineer Department
- 2.23 Ordnance Department
- 2.24 Chemical Department
- 2.25 Army Training Command Department
- 2.26 Chulachomklao Royal Military Academy
- 2.27 Royal Thai Army Aviation
- 2.28 First (1st) Army Area
- 2.29 Second (2nd) Army Area
- 2.30 Third (3rd) Army Area
- 2.31 Forth (4th) Army Area
- 2.32 Special Warfare Command
- 2.33 Army Air Defense Command
- 2.34 Other military units, which are equivalent Brigade Troop Battalion

which report directly to the Army.

The 34 army departments can be clustered into 7 sectors as Figure B-1;

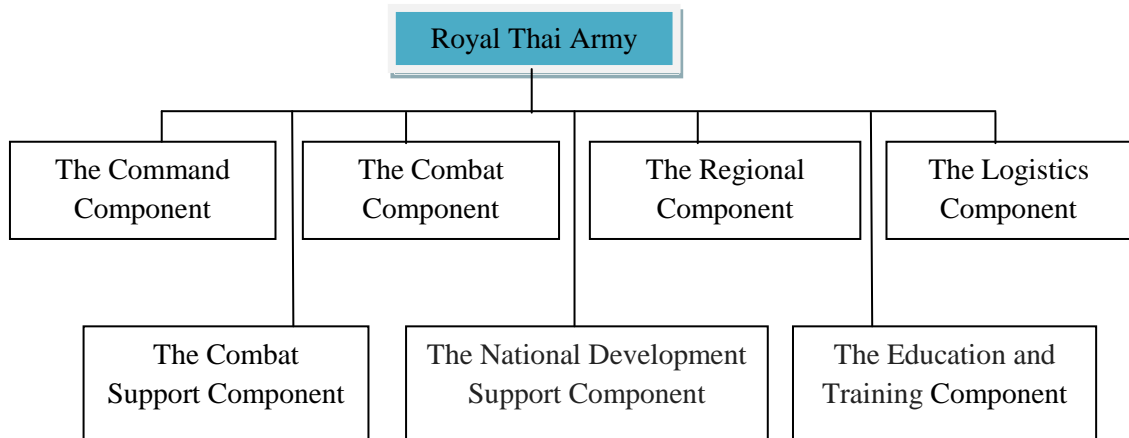


Figure B-1 Unit Army Components

A: The Command Component: Control, command, coordination and planning the operations of the army in peacetime and wartime. The command sector consists of;

- a. The Command Headquarter
- b. Office of the Army Secretary
- c. Chief of Staff departments
 - Directorate of Personnel
 - Directorate of Intelligence
 - Directorate of Operations
 - Directorate of Logistics
 - Directorate of Civil Affairs
 - Office of the Army Comptroller
- d. Department of Special Affairs
 - Finance Department
 - Military Police Department
 - Army Welfare Department
 - The Adjutant General Department
 - Territorial Defense Command
 - Army Internal Audit Offices

- The Army Research and Development Office
- Military Police Department
- The Adjutant General Department
- e. Operation Service Departments
 - Engineering Department
 - Signal Department
 - Veterinary and Remount Department
 - Quartermaster Department
 - Medical Department
 - Post Engineer Department
 - Ordnance Department
 - Chemical Department
 - Department of Army Transportation

B: The Combat Component: A major component of the army has the power of force, opposed to the national defense force. The military forces sector consists of;

- 1st Army Area
- 2nd Army Area
- 3rd Army Area
- 4th Army Area
- Special Warfare Command
- 2nd Cavalry Division King's Guard
- 15th Infantry Division

C: The Combat Support Component: Responsible for reinforcement to the military force directly to enhance the capabilities and strengthen the troops.

- Artillery Division
- Anti Aircraft Artillery Division
- Aviation Battalion
- Psychological Operation Battalion
- 11st Engineer Regiment
- Chemical Company
- Defense Battalion Base
- Communication Battalion Command
- Army Military Intelligence Command
- K-9 Battalion

D: The Logistic Component: Responsible for the logistics support to military agencies in the army, including the logistics of the return and treatment of sick and transportation. The logistic sector consists of;

- Engineering Department
- Signal Department
- Veterinary and Remount Department
- Quartermaster Department
- Medical Department
- Post Engineer Department
- Ordnance Department
- Chemical Department
- Department of Army Transportation

E: The Regional Component: Responsible for taking care of the outbound area to maintain order and discipline, outside the department, as well as responsibilities in regard to the mobilization of recruiting a military court, the military unit in charge of security to compliance with laws and customary provincial town. The provincial consists of;

- Army Areas (1st – 4th)
- Military Circles in Army Areas (1st – 4th)
- Military Districts (36 units)

F: The Education and Training Component: Responsible for directing and implementing training and education of personnel. The education and doctrine sector consists of;

- Army Training Command Department
- Chulachomklao Royal Military Academy
- Institute of Advanced Military Studies
- Territorial Defense Command
- Special Warfare Command
- Royal Thai Army Aviation
- Infantry Center School
- Cavalry Center School
- Artillery Center School
- Army Non Commissioned Officer School
- Royal Thai Army War College
- Center for Doctrine and Strategy Development
- Army Tactical Training Center
- Army Aviation Center
- School of Military Departments

G: The Developing Country Sector: Responsible in development of the country due to the initiative and projects. Developed to strengthen the troops and military equipment from various units into operation. The developing country sector consists of;

- Army Area Level: one of Development division per one Army Area
- Royal Thai Army Level: Engineer Division (in case of the exceeded of mission of Development Division)

APPENDIX B

IOC TEST RESULT

Statement Items	Opinion of Expertises			Total	IOC
	1	2	3		
Cash Compensation					
<u>Base Pay</u>					
1. Your salary is hierarchy amount and adjusted by step (ladder step).	1	1	1	3	1
2. Your salary reflects the number of jobs you are able to perform.	1	1	1	3	1
3. Your salary is appropriate to duties and your responsibility.	1	1	1	3	1
4. Your salary motivates you to have a desire to work with the organizations.	1	1	1	3	1
5. You satisfied with the amount of salary that you got.	1	1	1	3	1
<u>Merit Pay</u>					
6. Your merit pay is based on performance (Merit pay is dependent on performance).	1	1	1	3	1
7. Your merit pay reflects the number of jobs you are able to perform.	1	1	1	3	1
8. You satisfied if the organizations give merit pay by base on the performance.	1	1	1	3	1
<u>Cost of Living Pay</u>					
9. Your organization provides the appropriate in medical expense for you and your family.	1	1	1	3	1
10. Your organization provides the housing unit for a staff.	1	1	1	3	1
11. The canteen is available for all employees.	0	1	1	2	0.67
12. You are satisfied with the amount of	1	1	1	3	1

adjusted salary due to the rising of cost of living.					
13. You think the amount of adjusted salary due to cost of living is fairly distributed among member of organization.	0	1	1	2	0.67
<u>Incentive Pay</u>					
14. You think the organization should give the extra incentive base upon performance.	1	1	0	2	0.67
15. Sometimes you get an additional incentive/reward in the form of cash which independent of salary.	1	1	1	3	1
16. You often get compliments or rewards from your supervisor/organization.	1	1	1	3	1
17. Organization provides standard incentive pay for employee who meets higher achievement.	1	1	1	3	1
<u>Additional Pay</u>					
18. I get an additional payment in the form of a cash amount such as position, risk.	1	1	1	3	1
19. I feel satisfied with the additional payment that I have got.	1	1	1	3	1
20. You agree with the amount of additional payment regarding to position occupy.	1	1	1	3	1
21. You agree with the amount of additional payment regarding to experiences, specialist and skills.	1	1	1	3	1
Benefit					
<u>Income Protection</u>					
22. My pension benefits are good.	1	1	1	3	1
23. My medical scheme is satisfactory.	1	0	1	2	0.67
24. I am covered by health and accident insurance.	1	0	1	2	0.67
25. The organization benefits in income protection programs are good.	1	1	1	3	1

26. The organization benefits in loan and saving plan are good.	1	1	1	3	1
<u>Allowance</u>					
27. You agree with the allowances offered by the organization in education, accommodation, travel, subsidy etc.).	1	1	1	3	1
28. You think the allowances offered by the organization are attractive.	1	1	1	3	1
29. I got education allowance for myself and my family.	1	1	1	3	1
30. I got accommodation allowance for myself and my family.	1	1	1	3	1
<u>Work Life Balance</u>					
31. My working hours are reasonable.	1	1	1	3	1
32. I am never overworked.	1	1	1	3	1
33. My supervisor is available for consultant.	1	1	1	3	1
34. I never have problem with my arrangement for leave.	1	1	1	3	1
35. My supervisor is flexible towards my family responsible.	1	1	1	3	1
<u>Normative Commitment</u>					
36. I have been working in this organization because I am responsible to my work.	1	1	1	3	1
37. I would feel guilty if I left my organization now.	1	1	1	3	1
38. I feel a strong sense of belonging to my organization.	1	1	1	3	1
39. I would not leave my organization right now because I have a sense of obligation to the organization.	1	1	1	3	1
40. This organization deserves my loyalty.	1	1	1	3	1
<u>Continuance Commitment</u>					
41. If I got another offer for a better job elsewhere I would not feel guilty, it was right	1	1	1	3	1

to leave my Organization.					
42. Jumping from organization to organization does not seem at all unethical to me.	1	1	1	3	1
43. I really feel as if this organization's problems are my own.	1	1	1	3	1
44. I was taught to believe in the value of remaining loyal to one organization.	1	1	1	3	1
<u>Affective Commitment</u>					
45. I have been working in this organization because I feel important at work.	1	1	1	3	1
46. I enjoy discussing my organization with people outside.	1	1	1	3	1
47. I feel emotionally attached to this organization.	1	1	1	3	1
48. I would be very happy to spend the rest of my career with this organization.	0	1	1	2	0.67
<u>Expectation</u>					
49. If I work very hard, my job performance will significantly improve.	1	1	1	3	1
50. If I work very hard, I will get a lot more accomplished.	1	0	1	2	0.67
51. If I put more effort into my job, my productivity will improve significantly.	1	1	1	3	1
52. If I put more effort into my job, I will definitely be regarded as an effective employee.	1	1	1	3	1
53. I am encouraged to come up with new and better way to do things.	1	1	1	3	1
54. I avoid trying to learn new things when they look too difficult for me.	1	1	1	3	1
55. Skilled training provides me the confidence to put more effort to perform better in my job.	1	1	1	3	1

<u>Instrumentally</u>					
56. Good salary is the main motivator for me.	1	1	1	3	1
57. My job performance is well evaluated.	1	1	1	3	1
58. I have the possibility to be promoted in my work.	1	1	1	3	1
59. My salary is according to my responsibility.	1	1	1	3	1
60. The organization values my service.	1	1	1	3	1
61. My supervisor recognizes the extra effort I put at work.	0	1	1	2	0.67
<u>Valence</u>					
62. The feedback from the supervisor helps improves my performance.	1	1	1	3	1
63. My salary is satisfactory in relation to what I do.	1	1	1	3	1
64. I know how my success was measure.	1	1	1	3	1
65. I am satisfied with the recognition I receive for my accomplishment.	1	1	1	3	1
66. When I set important goals for myself, I really achieve them.	1	1	1	3	1
67. I get credit for what I do.	0	1	1	2	0.67
<u>Equity</u>					
68. You think you get fair compensation compares to your knowledge and skill.	1	1	1	3	1
69. You think you receive the fair compensation when compares to other organizations of the same type.	1	1	1	3	1
70. My basic pay is well balanced compare to other employees in the organization.	1	1	1	3	1
71. You think you get fair compensation compare to the work you do.	1	1	1	3	1
72. My organization provides fair promotion opportunities.	1	1	1	3	1

73. I feel enjoy to go to work.	1	1	1	3	1
<u>Task Performance</u>					
74. My quantity of work is higher than average.	1	1	1	3	1
75. My quality of work is much higher than average.	1	1	1	3	1
76. Being result-oriented is very appreciated in finishing my job.	1	1	1	3	1
77. I always try to work efficiently.	1	1	1	3	1
78. My efficiency is much higher than average.	1	1	1	3	1
79. I uphold the highest professional standards.	1	1	1	3	1
<u>Contextual Performance</u>					
80. You are good at team working.	1	1	1	3	1
81. I prefer to cooperate with others.	1	1	1	3	1
82. I often start new tasks myself, when my old ones are finished.	1	1	1	3	1
83. I am able to fulfill my responsibilities.	1	1	1	3	1
84. I take initiative when there is a problem to be solved.	1	1	1	3	1
85. I accept and learn from feedback.	1	1	1	3	1
86. I take on challenging tasks, when available	1	1	1	3	1
87. I communicate effectively with colleagues at work.	1	1	1	3	1
<u>Adaptive Performance</u>					
88. Keeping job skills up-to-date improves our performance.	1	1	1	3	1
89. I can cope well with uncertainty and unpredictable work situations.	1	1	1	3	1
90. I easily adjust to changes in my work.	1	1	1	3	1
91. I recover fast after difficult situations or setbacks at work.	1	1	1	3	1

92. I always come up with creative solutions to new problems.	1	1	1	3	1
93. I have demonstrated flexibility.	1	1	1	3	1
<u>Counter-productive Work Behavior</u>					
94. I purposely work slowly.	1	1	1	3	1
95. I purposely make mistakes.	1	1	1	3	1
96. I focus on the negative aspects of a work situation.	1	1	1	3	1
97. I am doing things that harm my organization (ignoring a regulation).	1	1	1	3	1
98. I am doing things that harm my co-workers or supervisor.	1	1	1	3	1
99. I complain about unimportant matters at work.	1	1	1	3	1

APPENDIX C

SURVEY QUESTIONNAIRE

Title: The Influence of Total Compensation Management Affects on Employee Motivation, Employee Commitment, and Employee Performance
“A Case Study of Royal Thai Army”

This questionnaire is a part of research project in the topic of “The Influence of Total Compensation Management Effect on Employee Motivation, Employee Commitment, and Employee Performance; A Case Study of Royal Thai Army” of the Doctor of Public Administration, National Institute of Development Administration (NIDA, Tel: 0-2374-4977) Please give information based on your general perception of the above specified organization you have been working with and are most familiar with.

Please kindly answer the questionnaire as much as possible and based on the fact based that you have. Data will be analyzed in the holistic picture, we will not disclose any personal data, except your consent, the data will be analyzed in the holistic picture and will be presented and disseminated in the finding information for public administrative development and for organizational development use only.

แบบสอบถามความคิดเห็นนี้ใคร่ขอให้ท่านตอบตามความเป็นจริงข้อมูลจะเป็นการเปิดเผยในภาพรวมมิใช่ส่วนบุคคลโดยข้อมูลจะนำไปใช้เพื่อประโยชน์ในเชิงวิชาการและเป็นข้อเสนอแนะสำหรับหน่วยงานทางราชการหรือสำหรับการพัฒนาองค์กรต่าง ๆ เท่านั้น ขอขอบพระคุณท่านมา ณ โอกาสนี้

Any issue or suggestion please kindly contact NIDA, or the researcher per se at

Tel: 0818061502 (Nuchrawee Jamjumrus).

Thank you very much for your time and help

Part I: This questionnaire is to describe the demographic information of respondent, which provides additional background with purposeful for this study. Confidentiality is guaranteed. Please respond by making a mark ✓ in in front of the answer that applies to you:-

1. Gender

1. Male 2. Female

2. Age

1. Under 20 years old 2. 20 - 29 years old
 3. 30 - 39 years old 4. 40 - 49 years old
 5. 50 - 59 years old 6. 60 years or over

3. Marital Status

1. Single 2. Married
 3. Divorced/Separate 4. Widow

4. What is the highest level of education that you have completed?

1. High School 2. Diploma or Equivalent
 3. Bachelor's Degree 4. Master Degree
 5. Doctoral Degree 6. Others

5. Are you?

1. Commissioned Officer 2. Non-Commissioned Officer

6. What is your position in your current job?

1. Senior Executive Level (Rank: Colonel(s) - General)
 2. Middle Executive Level (Rank: Major - Colonel)
 3. Executive level (Rank: First Lieutenant - Captain)
 4. Operational Level (Rank: Corporal – Master Sergeant)

7. How long have you been in your current position?

1. 0 – 5 years 2. 6 – 10 years
 3. 11 – 15 years 4. 16 – 20 years
 5. 21 years or over

8. What is your present component?

1. The Command Component
 2. The Combat Component
 3. The Regional Component
 4. The Logistics Component
 5. The Combat Support Component
 6. The National Development Support Component
 7. The Education and Training Component

9. How long have you been working in RTA?

1. 0 – 5 years 2. 6 – 10 years
 3. 11 – 15 years 4. 16 – 20 years
 5. 21 years or over

10. Salary /Month

1. Less than 15,000 Baht 2. 15,001-35,000 Baht
 3. 35,001-60,000 Baht 4. 60,001-80,000 Baht
 5. 80,001-100,000 Baht 6. More than 100,000 Baht

Part II: This questionnaire is to describe total compensation management, employee motivation, employee commitment and employee performance as you perceive it. Please answer all items on this answer sheet. Ninety-nine descriptive statements are listed on Part 2. Please indicate the extent to which you agree or disagree with the following statements by putting a ✓ in the appropriate box. Please check only one answer per question and answer all of the questions, use the following rating scale:-

By which; 1 = Strongly Disagree 2 = Disagree 3 = Neither Agree or Not Disagree
 4 = Agree 5 = Strongly Agree

SECTION 1 TOTAL COMPENSATION

Statement Items	Strongly agree 5	Agree 4	Neither Agree or Not Disagree 3	Disagree 2	Strongly disagree 1
Cash Compensation					
<u>Base Pay</u>					
1. 1. Your salary is hierarchy amount and adjusted by step (ladder step).					
2. Your salary reflects the number of jobs you are able to perform.					
3. Your salary is appropriate to duties and your responsibility.					
4. Your salary motivates you to have a desire to work with the organizations.					
5. You satisfied with the amount of salary that you got.					
<u>Merit Pay</u>					
6. Your merit pay is based on performance (Merit pay is dependent on performance).					
7. Your merit pay reflects the number of jobs you are able to perform.					
8. You satisfied if the organizations give merit pay by base on the performance.					
<u>Cost of Living Pay</u>					
9. Your organization provides the appropriate in medical expense for you and your family.					
10. Your organization provides the housing unit for a staff.					

11. The canteen is available for all employees.					
12. You are satisfied with the amount of adjusted salary due to the rising of cost of living.					
13. You think the amount of adjusted salary due to cost of living is fairly distributed among member of organization.					
<u>Incentive Pay</u>					
14. You think the organization should give the extra incentive base upon performance.					
15. Sometimes you get an additional incentive/reward in the form of cash which independent of salary.					
16. You often get compliments or rewards from your supervisor/organization.					
17. Organization provides standard incentive pay for employee who meets higher achievement.					
<u>Additional Pay</u>					
18. I get an additional payment in the form of a cash amount such as position, risk.					
19. I feel satisfied with the additional payment that I have got.					
20. You agree with the amount of additional payment regarding to position occupy.					
21. You agree with the amount of additional payment regarding to experiences, specialist and skills.					

Benefit					
<u>Income Protection</u>					
22. My pension benefits are good.					
23. My medical scheme is satisfactory.					
24. I am covered by health and accident insurance.					
25. The organization benefits in income protection programs are good.					
26. The organization benefits in loan and saving plan are good.					
<u>Allowance</u>					
27. You agree with the allowances offered by the organization in education, accommodation, travel, subsidy etc.).					
28. You think the allowances offered by the organization are attractive.					
29. I got education allowance for myself and my family.					
30. I got accommodation allowance for myself and my family.					
<u>Work Life Balance</u>					
31. My working hours are reasonable.					
32. I am never overworked.					
33. My supervisor is available for consultant.					
34. I never have problem with my arrangement for leave.					
35. My supervisor is flexible towards my family responsible.					

SECTION 2 EMPLOYEE COMMITMENT

Statement Items	Strongly agree 5	Agree 4	Neither Agree or Not Disagree 3	Disagree 2	Strongly disagree 1
<u>Normative Commitment</u>					
36. I have been working in this organization because I am responsible to my work.					
37. I would feel guilty if I left my organization now.					
38. I feel a strong sense of belonging to my organization.					
39. I would not leave my organization right now because I have a sense of obligation to the organization.					
40. This organization deserves my loyalty.					
<u>Continuance Commitment</u>					
41. If I got another offer for a better job elsewhere I would not feel guilty, it was right to leave my Organization.					
42. Jumping from organization to organization does not seem at all unethical to me.					
43. I really feel as if this organization's problems are my own.					
44. I was taught to believe in the value of remaining loyal to one organization.					
<u>Affective Commitment</u>					
45. I have been working in this organization because I feel important at work.					
46. I enjoy discussing my organization with people outside.					

47. I feel emotionally attached to this organization.					
48. I would be very happy to spend the rest of my career with this organization.					

SECTION 3 EMPLOYEE MOTIVATION

Statement Items	Strongly agree 5	Agree 4	Neither Agree or Not Disagree 3	Disagree 2	Strongly disagree 1
<u>Expectation</u>					
49. If I work very hard, my job performance will significantly improve.					
50. If I work very hard, I will get a lot more accomplished.					
51. If I put more effort into my job, my productivity will improve significantly.					
52. If I put more effort into my job, I will definitely be regarded as an effective employee.					
53. I am encouraged to come up with new and better way to do things.					
54. I avoid trying to learn new things when they look too difficult for me.					
55. Skilled training provides me the confidence to put more effort to perform better in my job.					
<u>Instrumentally</u>					
56. Good salary is the main motivator for me.					
57. My job performance is well evaluated.					
58. I have the possibility to be promoted in my work.					

59. My salary is according to my responsibility.					
60. The organization values my service.					
61. My supervisor recognizes the extra effort I put at work.					
<u>Valence</u>					
62. The feedback from the supervisor helps improves my performance.					
63. My salary is satisfactory in relation to what I do.					
64. I know how my success was measure.					
65. I am satisfied with the recognition I receive for my accomplishment.					
66. When I set important goals for myself, I really achieve them.					
67. I get credit for what I do.					
<u>Equity</u>					
68. You think you get fair compensation compares to your knowledge and skill.					
69. You think you receive the fair compensation when compares to other organizations of the same type.					
70. My basic pay is well balanced compare to other employees in the organization.					
71. You think you get fair compensation compare to the work you do.					
72. My organization provides fair promotion opportunities.					
73. I feel enjoy to go to work.					

SECTION 4 EMPLOYEE PERFORMANCE

Statement Items	Strongly agree 5	Agree 4	Neither Agree or Not Disagree 3	Disagree 2	Strongly disagree 1
<u>Task Performance</u>					
74. My quantity of work is higher than average.					
75. My quality of work is much higher than average.					
76. Being result-oriented is very appreciated in finishing my job.					
77. I always try to work efficiently.					
78. My efficiency is much higher than average.					
79. I uphold the highest professional standards.					
<u>Contextual Performance</u>					
80. You are good at team working.					
81. I prefer to cooperate with others.					
82. I often start new tasks myself, when my old ones are finished.					
83. I am able to fulfill my responsibilities.					
84. I take initiative when there is a problem to be solved.					
85. I accept and learn from feedback.					
86. I take on challenging tasks, when available					
87. I communicate effectively with colleagues at work.					
<u>Adaptive Performance</u>					
88. Keeping job skills up-to-date improves our performance.					

APPENDIX D

ASSESSMENT OF NORMALITY

Construct	Items	SKEWNESS	KURTOSIS
Cash Compensation			
Base Pay	Q1	.925	.068
	Q2	.482	.685
	Q3	.718	.129
	Q4	.808	.200
	Q5	.675	.394
	Q6	.191	.543
Merit Pay	Q7	-.347	.563
	Q8	-.176	.950
	Q9	.462	.373
Cost of Living Pay	Q10	.719	.531
	Q11	.377	.195
	Q12	.240	.362
	Q13	.085	.401
	Q14	.204	.479
Incentive Pay	Q15	.171	.499
	Q16	.239	.360
	Q17	.002	-.719
	Q18	.324	-.564
Addition Pay	Q19	.472	-.230
	Q20	.701	.267
	Q21	.242	.837
Benefit			
Income Protection	Q22	.454	.198
	Q23	-.134	-.362
	Q24	-.316	-.877
	Q25	.280	.048
	Q26	-.314	.552
Allowances	Q27	-.124	.065
	Q28	.693	.051
	Q29	.975	.330
	Q30	.568	.274
Work Life Balance	Q31	.207	-.966
	Q32	.118	.815
	Q33	.309	-.495
	Q34	.070	.182

	Q35	.380	.548
Employee Commitment			
Normative	Q36	.365	.610
	Q37	.759	.135
	Q38	.280	.854
	Q39	.445	.308
	Q40	-.210	-1.015
Continuous	Q41	.288	.899
	Q42	.369	.102
	Q43	-.209	-.158
	Q44	.528	.010
Affective	Q45	.382	.853
	Q46	.336	.695
	Q47	.114	.575
	Q48	.969	.355
Employee Motivation			
Expectancy	Q49	.813	.423
	Q50	.630	.058
	Q51	.855	.149
	Q52	.154	.326
	Q53	-.037	.737
	Q54	.905	.599
	Q55	1.002	.448
	Q56	-.563	-.001
Instrumentally	Q57	.554	.316
	Q58	-.093	-.548
	Q59	.676	.351
	Q60	-.620	-.047
	Q61	-.076	-.637
	Q62	.488	.484
Valence	Q63	.229	.667
	Q64	.393	.446
	Q65	.308	.563
	Q66	.413	.370
	Q67	.381	.372
	Q68	.026	.367
Equity	Q69	-.012	-.358
	Q70	-.161	-1.000
	Q71	.272	.848
	Q72	.717	.119
	Q73	.415	.625
Employee Performance	Q74	.038	.094
Task	Q75	.213	-.063
	Q76	.785	.250
	Q77	.454	.517
	Q78	.731	.225

	Q79	.682	.224
	Q80	.397	.971
Contextual	Q81	.034	.852
	Q82	.813	.468
	Q83	.214	.467
	Q84	-.109	-.177
	Q85	.232	.975
	Q86	.535	.862
	Q87	.616	.095
	Q88	.414	.464
Adaptive	Q89	-.258	-.603
	Q90	.626	.236
	Q91	.396	-.759
	Q92	-.268	-.034
	Q93	.447	.471
	Q94	.090	-.220
Counter-Productive	Q95	.074	-.442
	Q96	.132	.491
	Q97	.368	-.681
	Q98	.057	.554

Q29							.662	
Q30							.651	
Q31								.741
Q32								.677
Q33								.613
Q34								.683
Q35								.635

SPSS Factor Loading

Table E2 SPSS Factor Loading of Employee Commitment

(Principal Components Extraction and Varimax Rotation, sample size = 400)

	Normative	Continuous	Affective
Q36	.692		
Q37	.611		
Q38	.733		
Q39	.730		
Q40	.678		
Q41		.718	
Q42		.721	
Q43		.776	
Q44		.656	
Q45			.853
Q46			.682
Q47			.688
Q48			.785

SPSS Factor Loading

Table E3 SPSS Factor Loading of Employee Motivation

(Principal Components Extraction and Varimax Rotation, sample size = 400)

	Expectancy	Instrumentally	Valence	Equity
Q49	.702			
Q50	.787			
Q51	.788			
Q52	.655			
Q53	.723			
Q54	.683			
Q55	.804			
Q56		.621		
Q57		.655		
Q58		.718		
Q59		.728		
Q60		.650		
Q61		.722		
Q62			.613	
Q63			.754	
Q64			.873	
Q65			.789	
Q66			.769	
Q67			.816	
Q68				.725
Q69				.665
Q70				.850
Q71				.701
Q72				.743
Q73				.660

SPSS Factor Loading

Table E4 SPSS Factor Loading of Employee Performance

(Principal Components Extraction and Varimax Rotation, sample size = 400)

	Task	Contextual	Adaptive	Counter-Productive
Q74	.959			
Q75	.964			
Q76	.960			
Q77	.765			
Q78	.951			
Q79	.751			
Q80		.700		
Q81		.754		
Q82		.705		
Q83		.800		
Q84		.802		
Q85		.631		
Q86		.757		
Q87		.682		
Q88			.604	
Q89			.750	
Q90			.761	
Q91			.754	
Q92			.706	
Q93			.658	
Q94				.693
Q95				.884
Q96				.850
Q97				.804
Q98				.845
Q99				.844

BIOGRAPHY

NAME

Major Nuchrawee Jamjumrus

ACADEMIC BACKGROUND

Bachelor of Science (Petrochemical
Technology)
King Mongkut's Institute of Technology
Ladkrabang (KMITL) 2004

Master of Science (Engineering and
Operational Management)
Shinawatra University (SIU) 2007

PRESENT POSITION

Research and Development Project
Coordinator at Quartermaster Royal Thai
Army since 2005-present

Project Coordinator and Strategic
Planning at Royal Thai Army Radio and
Television Station since 2008 - present