

# Work Motivation That Affects the Loyalty of Personnel in Pathumthani Provincial Administrative Organization, Thailand

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## Abstract

The objectives of this research were to: 1) explore the loyalty of personnel; 2) explore the motivation that affect the loyalty of personnel; 3) explore work environment that affect the loyalty of personnel; 4) compare the loyalty of personnel divided by personal characteristics. The study was conducted in participants comprises of civil servants, hiring employees, mission employees, and general employee of Pathumthani Provincial Administration Organization, Thailand. This study is survey research. The samples included in this research were based on simple random sampling techniques with a total number of 215 personnel. Research result found that: The overall personnel opinions towards the motivation that affect the loyalty of personnel was at a high level. The overall personnel opinions towards work environment that affect the loyalty of personnel was at a high level. The level of the personnel loyalty towards Pathumthani Provincial Administrative Organization in overall picture and each aspect were all at high level. The difference in individual characteristics including age, education, type of personnel and work experiences resulting in differences of the level of the loyalty towards Pathumthani Provincial Administrative Organization. Pearson Correlation Coefficient analysis found that the overall motivation and work environment had relationship with Pathumthani Provincial Administrative Organization at a very high level in a positive side.

**Keywords:** Work Motivation, Loyalty, Personnel, Provincial Administrative Organization

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## **Introduction**

Work motivation is considered an important factor that will motivate and encourage people in the organization to be willing to work with determination and dedication (Himthong & Whangmahaporn, 2019; Kuanprasert & Phetsombat, 2019). The more people are motivated, the more people will have performance from actions that only create good things to happen both for themselves and for society (Bunnag, Theeravanich & Siriwongse, 2014; Thanajirachot, Chinuntdej & Nami, 2019). The motivation is the process of encouraging beyond action to support the progress of the performed work and to set the pattern of the performed activities. It can be said that motivating employees is very important thing in an organization in order to help the organization to develop and progress very well (Kavinphattharawach, 2014). Motivational factors consist of 2 main factors which include motivating factor and supporting factor. Both of these factors play an important role in motivating employees. There is a need to work with the organization. Apart from motivating employees, another factor that can be considered as an important factor is the environmental factor in the organization or the workplace environment which will play an important role in motivating people to work in the organization. Regarding human nature, when coming to work in an organization, there is an expectation to find a good environment. It is an environment that allows oneself to use knowledge and ability to full and satisfy oneself. Jones defines environment as everything that surrounds an individual or group, i.e. the physical, social, or cultural environment in which all have influence and feelings of a person (Klapachan, 2007). Working environment refers to the things that surround people while they work. These can be people, things, equipment, places of work, compensation, etc. consistent with Gilmer's theory saying that the security, opportunities for career progress, wages, communication, welfares, other benefits, organization and management are important to facilitate the work leading to commitment and loyalty to the organization which will eventually lead to the achievement of the organization's goals (Laksana, 2013).

From the above reasons, the researchers thus conducted a research study on "Motivation and working environment that affect the loyalty of personnel in Pathumthani Provincial Administrative Organization, Thailand" focusing on the level of personnel opinions regarding work motivation, working environment and the level of loyalty of personnel in the Provincial Administrative Organization, obstacles related to loyalty including suggestions involved in solving problems based on the opinions of personnel. This will lead to improvement of guidelines and operational directions to encourage personnel to be loyal to Pathumthani Provincial Administrative Organization in the future.

The objectives of this research were 1) to study the loyalty of the personnel of Pathumthani Provincial Administrative Organization, 2) to study the work motivation that affects the loyalty of personnel in Pathumthani Provincial Administrative Organization, 3) to study the effective working environment, 4) to compare the loyalty of personnel classified by personal factors of Pathumthani Provincial Administrative Organization.

## **Research Methodology**

This research is a quantitative research conducted on a sample group of civil servants, employees, mission workers, and general employees of the Pathumthani Provincial Administrative Organization. The survey research methodology was used with a total of 215 samples selected by simple random sampling. It was calculated from a total population of 463 persons. The sample size was determined using Yamane's formula at a 95% confidence level. The instrument used in this study was a personnel questionnaire. The sample was divided into 5 parts. Part 1 was General information of personnel in some selected answers, namely gender, age, and highest level of education, type of personnel, monthly income, and work experience. Part 2 was the opinion level of personnel in terms of work motivation that

affected the loyalty of personnel of Pathumthani Provincial Administrative Organization using a rating scale questionnaire with 5 levels, namely, having the highest, high, moderate, low and the least opinion level. Part 3 was the opinion level of personnel in the working environment that affected the loyalty of Pathumthani Provincial Administrative Organization by using a rating scale questionnaire with 5 levels, namely having the highest, high, moderate, low and the least opinion. Part 4 was the loyalty level of personnel to the Pathumthani Provincial Administrative Organization by using a rating scale questionnaire with 5 levels, namely having the highest, high, moderate, low and the least opinion level. Part 5 was the Open Questionnaire on general opinions, problems, obstacles and suggestions. The data was analyzed using descriptive statistics, such as frequency distribution, percentage, mean and standard deviation. The difference was tested using t-test, F-Test and Pearson correlation test.

### Research Results

The research results on personal characteristics of the sample group of 215 samples found that most of them for 74.0% were female. 40.0% aged 21-30 years. 67.9% had a bachelor's degree. 71.2% worked as a civil servant. 65.6% had monthly income of 10,001-20,000 baht. 37.7% had 5-10 years working experience.

**Table 1** Shows the number, percentage, mean, and standard deviation of personnel opinions regarding the work motivation that affects the loyalty of personnel in Pathumthani Provincial Administrative Organization.

Issues of opinions	$\bar{X}$	S.D	Interpretation of results
<b>Motivating factors</b>			
1) Achievement at work	4.11	.405	High
2) Respect	4.25	.561	High
3) Nature of performed work	4.20	.566	High
4) Responsibilities to work	4.04	.421	High
5) Career Advancement	4.12	.660	High
<b>Total</b>	4.15	.404	High
<b>Supporting factors</b>			
1) Policy and administration in the organization	4.25	.541	High
2) Relationships among colleagues, supervisor and subordinates	4.22	.562	High
3) Salary and benefits	4.15	.684	High
4) Working status	3.87	.608	High
5) Work stability	4.25	.551	High
<b>Total</b>	4.15	.481	High
<b>Total of motivating factors and supporting factors</b>	4.15	.422	High

Personnel have opinions on the work motivation that affects the loyalty of personnel in Pathumthani Provincial Administrative Organization overall at a high level. Each aspect for both the motivating factors and the supporting factors were considered. There were high opinions on both sides with the same 4.15 mean.

In Table 2, personnel's opinions on working environment that affects the loyalty of personnel in Pathumthani Provincial Administrative Organization overall were at a high level. They have opinions at a high level in every aspect. The top 3 rankings were job-specific features, organization and management, and communication.

**Table 2** Shows the mean and the standard deviation of the opinions of personnel in the working environment that affects the loyalty of personnel in Pathumthani Provincial Administrative Organization.

Levels of opinions	$\bar{X}$	S.D	Interpretation of results
Security	4.07	.436	High
Opportunities for career advancement	4.06	.705	High
Wages	4.08	.685	High
Communication	4.09	.707	High
Welfares and other benefits	3.88	.483	High
Organization and management	4.10	.657	High
Job-specific features	4.18	.575	High
<b>Total</b>	<b>4.06</b>	<b>.495</b>	<b>High</b>

In Table 3, the levels of loyalty of personnel towards Pathumthani Provincial Administrative Organization overall and each aspect were all at a high level. The top 3 rankings were the perception, feeling and expressive behaviors.

**Table 3** Shows the mean and standard deviation, level of loyalty of personnel towards Pathumthani Provincial Administrative Organization

Levels of loyalty	$\bar{X}$	S.D	Interpretation of results
Expressive behaviors	4.10	.461	High
Feeling	4.12	.483	High
Perception	4.19	.563	High
<b>Total</b>	<b>4.13</b>	<b>.470</b>	<b>High</b>

From Table 4, the research results revealed that the different personal characteristics factors, namely educational level, personnel type and work experience affect the loyalty of personnel towards Pathumthani Provincial Administrative Organization differently. Meanwhile, different gender, age, and monthly income had the same loyalty to the organization.

**Table 4** Compares the difference on the mean of levels of opinions of the personnel on the loyalty to Pathumthani Provincial Administrative Organization classified by individual factors.

Individual factors	T/F	Sig. (2-tailed)
Gender	0.066	.948
Age	2.289	.061
Educational level	3.035	.050*
Type of personnel	15.857	.000*
Monthly income	1.867	.136
Work experience	5.632	.000*

Table 5 analyzed Pearson's correlation and it was found that overall motivation was related to loyalty to the Pathumthani Provincial Administrative Organization at very high level in the positive direction ( $r = .833^{**}$ ,  $p = .000$ ). This signifies when the motivation increases, loyalty to the Pathumthani Provincial Administrative Organization will increase.

**Table 5** Shows relationships between motivation and loyalty of personnel to the Pathumthani Provincial Administrative Organization

<b>Relationships of variables of motivation and loyalty of personnel to the Pathumthani Provincial Administrative Organization</b>	<b>Pearson's correlation (r)</b>	<b>p</b>
Total of motivating factors	.778**	.000
Total of supporting factors	.817**	.000
Overall of motivation (both motivating factors and supporting factors)	.833**	.000

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

In Table 6, the overall working environment was related to loyalty to the Pathumthani Provincial Administrative Organization at a very high level in the positive direction ( $r = .820^{**}$ ,  $p = .000$ ). This signifies when there is a better working environment, the loyalty of personnel to the Pathumthani Provincial Administrative Organization will increase.

**Table 6** shows the relationship between opinions of personnel on working environment and loyalty of personnel to the Pathumthani Provincial Administrative Organization

<b>Relationships of variables of working environment and loyalty of personnel to the Pathumthani Provincial Administrative Organization</b>	<b>Pearson's correlation (r)</b>	<b>p</b>
Total of working environment	.820**	.000

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

## Conclusion & Discussion

According to the study, it was found that the opinions of personnel in terms of work motivation affecting the loyalty of personnel towards Pathumthani Provincial Administrative Organization were overall at a high level. In terms of both motivating and supporting factors, it was found that the opinions of personnel were at a high level in both aspects. However, when considering the sub-items, it was found that 1) in terms of supporting factors, the item with lower mean scores than the others was job responsibility. Those involved may need to consider strategies to determine what incentives can increase the level of responsibility in the work of the personnel in order that the average overall opinion in terms of motivating factors can be increased. 2) In terms of supporting factors, there is one item that has less mean than other items, namely working status. Policy stakeholders may also need to take this into account in order to gain insights why working status has the average opinion lower than the others and which methods or strategies can increase the level of opinions of the working status. The work motivation increase will result in an increase in the level of loyalty to the organization in the direction of the positive relationship. The results of this study are consistent with the theory of Herzberg Gilmer stating that there are two factors that drive people to want to work; motivator factors and supporting factors or hygiene factors (Laksana, 2013). Regarding the assumptions based on this theory, Herzberg believes that a person or an operator can perform a job well and effectively depending on the satisfaction of the operator. The job satisfaction will increase the interest in the job and increase the enthusiasm for work. It will result in higher productivity. This agrees with the results of the study of Teerawanichphan (2007) studying the motivation of employees of Black and Veatch (Thailand) Company Limited. The results of the study found that overall, the employees had the highest level of motivation to work. Under the motivating factors, the employees are motivated to work in terms of job characteristics, job responsibilities and the progress in the job which are at the highest level. They are motivated to work on success. The recognition

and respect are high under the sanitary factor. It was found that employees were motivated to work in policy and administration. The command, income and working environment were at the highest level, and the work motivation in the interpersonal relationship was at the highest level.

The opinions on working environment affected the loyalty of personnel towards Pathumthani Provincial Administrative Organization overall at a very high level. When analyzing each item, it was found that the means were arranged in descending order of the first 3 orders; job-specific features, organization and management, and communication. When considering the mean that is less than the others, they were welfares and other benefits with lower average opinions than others. Therefore, there is a proposal for those involved at the policy level to consider what is involved in the welfare and other benefits of personnel, whether there are any factors that may be improved or amended to support and promote personnel in terms of welfares and benefits. Furthermore, to encourage personnel to have a higher level of opinion on the working environment will result in an increasing level of the loyalty of personnel towards Pathumthani Provincial Administrative Organization. This is consistent with Gilmer's theory stating that job satisfaction refers to the effect of a person's different attitudes on the components of work and in relation to the nature of the job and working environment (Laksana, 2013). The satisfaction is the feeling of success in the job to feel of being respected and feel that there is an opportunity for advancement in the performance. It is also consistent with the study of Kaewkum (2011) on factors affecting the motivation of employees of Siam Commercial Bank Public Company Limited under the Service Business Office, Area 6 Branch, Bangkok. The organization's environment affects the productivity of employees in second level to the group-level organizational behavior factor of the internal environment. It is also consistent with the research results of Nimkaew (2011) studying the environmental factors related to the engagement of personnel in the organization: a case study of the Samsen Royal Irrigation Department Project Administrative Office. It was found to have relationship in the same direction significantly at 0.05 level. It was consistent with the research results of Pholangka (2013) studying the environment within the organization that affects the effectiveness of operations of the operational employees in the Asoke business district, Bangkok. The research results revealed that the influence of the internal environment in the organization on culture and the management aspect affected the efficiency of operations of the operational employees.

Recommendations on the loyalty of personnel towards Pathumthani Provincial Administrative Organization should be considered in the increasing expressed behaviors. It was found to be the aspect that has lower mean than other aspects. Regarding the loyalty level, it was found that the behaviors were expressed in the items, "You intend to work with the organization until retirement" and "You think you will continue to work in this organization even if other organizations offer higher compensation and positions". If personnel get a better offer, they may be considered to promote themselves in order to advance their work by going to work with a new organization. Attitudes and loyalty to the organization may be encouraged through processes such as training to increase good attitude and loyalty in the performed work. There may be a promotion for personnel to have the opportunity to gain advancement in various positions more highly in the organization or gaining advances in self-development, such as continuing to study at a higher level to prepare for stepping into various positions at a higher level. This will allow personnel to have loyalty and desire to continue working in the organization until retirement according to organization regulations.

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