

The Relationship between Work Performance Motivation and Organizational Commitment of Suvarnabhumi Post Office Branch Employees

SunisaRaksasak, ChinnasoVisitnitikitja
Post Graduate School of business Administration
Kasembundit University, Bangkok
Corresponding Author: tosaporn.mah@kbu.ac.th

Abstract - The purpose of this study is to determine the relationship between Work Performance Motivation and Organizational Commitment of Suvarnabhumi Post Office Branch employees. The samples of this study were 100 post office employees at Suvarnabhumi Post office branch by using questionnaires as a tool. The statistical analysis data were percentage and mean, standard deviation, and comparison of relationships between variables by T-test, F-test, One Way Anova and Regression Analysis. Findings indicated that most of respondents were males, age between 20-30 years, single marriage status, high school or vocational education, monthly income between 10,001-20,000 baht, and at least 10 years of work experience. The opinions on work performance motivation were found with high degree level, as for factors of Organization commitment were at high degree level consist of a willingness to devote its efforts to strengthen the productivity of the organization, willing to stay with organization for the longest, and accepting and believing company policy. Results from hypothesis study found that work experience, job responsibility, relationship with co-workers and supervisor were organizational commitment of Suvarnabhumi Post Office Branch Employees. The recommendations from this study were Administrative officers should consider internal factors important in hiring elder workers, compensation, insist in finding nearby housing, job motivation, appreciation of employees, communication with other, suitable working environment, respectively.

Keywords: Employees Motivation, Commitment Organizational, Suvarnabhumi Post Office, Employees

I. INTRODUCTION

Motivation is a condition in which a person is persuaded to conduct any activity or to behave in some way to achieve his/her goal. Motivation may be a result of internal or external stimulus and also varies according to the person's experience; therefore, it is complicated to specify the motives for particular behavior. Since some action results from many persuasions simultaneously at a time, it could be concluded that human behavior is a result of motivations [7]. For employees in an organization to work effectively, in addition to

knowledge and skills, work motivation is also a very significant element. Human resource is highly valuable to an organization, hence if administrative officers could motivate knowledgeable employees to willingly and responsibly work for an organization, it shall lead to creativity and efficiency in work. This will in turn bring improvement to an organization enabling it to reach the specified targets. To achieve this, administrative officers have to understand employees' needs and then find ways to effectively motivate them to work. Proper motivation can lead to maximum utilization of human resource capacities, and it can be achieved by determining what employees need and what type of job satisfaction is effective for them.

Suvarnabhumi post office branch is one of Thailand Post branches reporting to Ministry of Information and Communication Technology and established on September 28th, 2003 located on 999 Village No.7, Suvarnabhumi 2 Road, Racha Thewa Sub-district, Bang Phli District, Samut Prakan Province 10001. Establishment of Suvarnabhumi post office branch was a consequence of significant change in international transportation by the government moving the main airport of Thailand from Don Mueang airport to Suvarnabhumi airport. The Suvarnabhumi post office was set up to serve international customers with convenience and speed. Currently it is facing problem of employees' resignation and early retirement. The procedures to become permanent officers of Thailand Post take a lot of time and could discourage employees in temporary status. They are not motivated to work and their performance is not reaching the maximum capacity, thus not reaching the organization's targets.

For the above reasons, the researcher is interested to conduct the research on work performance motivation of employees in Suvarnabhumi post office branch. Results of the study would be applied as guidelines to determine strategies and policies that will respond to the needs of employees in order to motivate them to improve

their work performance and commitment to an organization as well as work efficiency. This will enable an organization to be more competitive in the market and will help to maintain quality personnel to continue working for an organization.

A. Research Objectives

1. To determine significance level of work motivation of employees in Suvarnabhumi post office branch.
2. To evaluate organizational commitment of employees in Suvarnabhumi post office branch.

B. Research Methodology

This quantitative research randomly selected the 100 samples from employees in Suvarnabhumi post office branch. Statistics applied in this research for data analysis are:

1. Descriptive statistics include percentage, mean, and standard deviation to explain demographic factors of the questionnaire respondents and variables.
2. Inferential statistics for testing hypothesis include t-test, One-way ANOVA, and Regression Analysis.

Questionnaire created based on concepts, theories, and related studies was used as a tool for data collection and consists of 4 parts as follows:

- Part 1 contains close-ended multiple choice questions on demographic factors of questionnaire respondents.
- Part 2 contains close-ended 5-level rating scale and checklist questions about factors affecting work motivation
- Part 3 contains 5-level rating scale and checklist questions on opinion on organizational commitment of employees in Suvarnabhumi post office.
- Part 4 contains open-ended questions on opinion and suggestions of the respondent.

II. FINDINGS

Findings indicated that most of respondents were males, age between 20-30 years, single marriage status, high school or vocational education, monthly income between 10,001-20,000 baht, and at least 10 years of work experience.

A. Overall picture indicating work motivation

It was found that motivation factors affecting Suvarnabhumi post office’s employees work performance are generally at high level including security, work condition, achievement, relationship with peers, company policy, relationship with subordinate, responsibilities, relation with boss, supervision, work itself, growth, advancement, and recognition. Factors that are in medium level are salary/benefits, work condition, and total life space.

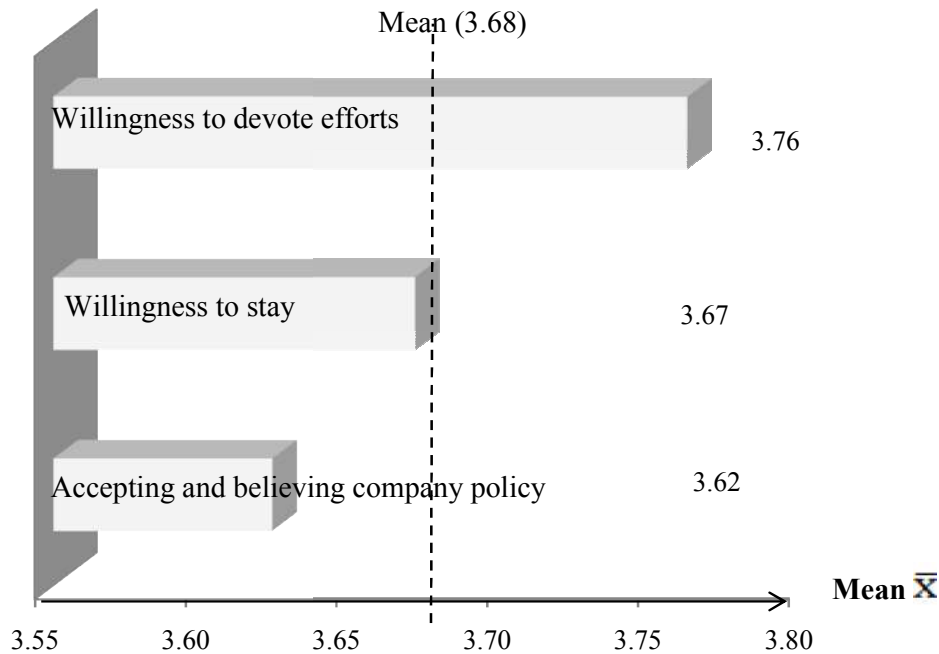


Figure 1. Overall picture of organizational commitment factors

B. Overall Picture of Organizational Commitment Factors

The opinions on factors of Organization commitment were at high degree level consisting of willingness to devote its efforts to strengthen the productivity of the organization, willingness to stay with organization for the longest, and accepting and believing company policy.

III. HYPOTHESIS TEST RESULTS

Hypothesis-1: Demographic factors have influence on organizational commitment of employees in Suvarnabhumi post office. The test results indicated that gender, age, education, and monthly income do not have effect on commitment of employees in Suvarnabhumi post office while marital status and work experience do have the effect.

Hypothesis 2: Work motivation has positive relationship with organizational commitment of employees in Suvarnabhumi post office. The test result showed that work itself, responsibilities, relationship with subordinates, relationship with boss, and work position have positive relationship with organizational commitment of employees in Suvarnabhumi post office while achievement has negative relationship with the commitment.

IV. CONCLUSION AND DISCUSSION

Overall work motivation of employees in Suvarnabhumi post office was found to be in a high level. The finding [9] resembled that the motivation factor and hygiene factor of personnel in Office of The Attorney General to be in high level and also in accordance with the research of [2] which found motivation factors of operational level employees in high level. Further, it was also similar to the finding of [8] that found motivation of employees in one off-shore Construction Company has to be in high level. Organizational commitment of employees in Suvarnabhumi post office was in high level similar to the study of [3] which found that commitment level of personnel working in Chon Buri Provincial Administrative Organization. This finding also resembles that of [5] which revealed that employees in Chiang Mai Provincial Electricity Authority have high organizational commitment.

Hypothesis 1 demographic factors have effect on organizational commitment of employees in Suvarnabhumi post office. The test found that

demographic factors *i.e.*, gender, age, monthly income do not have influence on organizational commitment of employees in Suvarnabhumi post office. This finding resembles the study of [6] that found gender, age, monthly income, and education to have no effect on organizational commitment. For marital status and work experience, they have effect on organizational commitment of employees in Suvarnabhumi post office. This finding is in accordance with [1] who suggested that marital status and work experience have influences on organizational commitment of employees.

Hypothesis 2 work motivation has positive relationship with organizational commitment of employees in Suvarnabhumi post office. The hypothesis test indicated that motivation factors in general have positive relationship with organizational commitment of employees in Suvarnabhumi post office. This is similar to the finding of [4] which showed that overall motivation factors have positive relationship with an organizational commitment.

V. RECOMMENDATIONS

From the study, the researcher has useful recommendations as follows:

1. Administrative officers should consider appropriate benefits provided to employees to encourage them to work and support their morale.
2. Administrative officers should give priority to temporary employees with long tenure to become permanent employees so that they would be encouraged and feel secured to continue working for an organization.
3. Administrative officers should pay attention to improve employees' benefits *i.e.*, provision of residence nearby the work place to enhance work efficiency.
4. Administrative officers should focus on work environment such as working equipment, illumination, temperature, and air circulation because it has impact on the work performance.

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was finally completed. The researcher feels obligated to personnel of Suvarnabhumi post office for their cooperation in providing data as well as their assistance in questionnaires distribution. The researcher believes that this research paper would be useful to administrative officers and personnel of Thailand Post. Results of the study would be used as guidelines for improvement of Thailand Post in the future.

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