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## **WORK MOTIVATION AND ORGANIZATION COMMITMENT ON THE WORK EFFICIENCY OF GROUND SERVICES STAFFS AT DON MUANG AIRPORT**

*Rewat Garchotechai, Aviation Personnessl Development Institute;  
Kasem Bundit University, Bangkok, Thailand  
E-Mail: rewat.gar@kbu.ac.th*

### **ABSTRACT**

Work Motivation and organization commitment are the key that impacts work efficiency and achievement of organization. This paper objectives to examine the relationship between demographic data and the effect on work efficiency, to explore the relationship between the employees' work motivation and the effect on work efficiency and to explore the relationship between employee commitment and the effect on work efficiency. This study employed quantitative research and the population of the study was 400 ground services staffs working at Don Muang Airport. The statistics employed in the data analysis of the study were frequencies, percentages, means, standard deviation, t-test, f-test and correlation. The result of the study revealed that: 1) there is no significant association of any demographic variable with work efficiency which not sig = 0.0996 2) the work motivation correlates with work efficiency with sig = 0.000 3) the organization commitment affects with work efficiency with sig = 0.000 was at a high level. It was considered by aspect that the ground services staffs are highly motivated ( $x=4.12$ ) by their achievement that performed to accomplish to reach the company's goal and their commitment correlate with work efficiency

**Keywords:** Work Motivation, Organization Commitment, Work Efficiency

### **INTRODUCTION**

In competitive global market, businesses competitive are becoming increasingly tight and tension. Employees are considered as core value of most organization. Thus, to maintain a positive relationship and strong commitment between employees and their organization. They should provide the motivation policy in the workplaces. There are vary factors of motivation. Some people are driven by intrinsic factors, and some are extrinsic factor, while others appreciate both factors, for instance, rewards and compensations health-care insurance, salaries, career advancement, psychological atmosphere of the organization, training courses, organization policies, adjustable work schedule, relationship with supervisor or employee benefits.

The organization commitment can be defined as the extent to which the employees feel as integral part of organization. The employees will remain with a company for an extended period because they believe and accept in the objectives of the company. Organization commitment can reduce turnover within the organization and indicate a positive relationship between employee and organization growth. (Antoncić & Antoncić, 2011)

The focus of the paper is on employees work motivation and organization commitment affect work efficiency of the ground services personnel at Don Muang Airport. In this research, will be explore the relationship between demographic data, work motivation, organization commitment based on previous studies and literature, theory.

## **Objectives**

This research purpose to:

1) explore the relationship between the demographic data factors including gender, age, marital status, educational level and average monthly income which affecting the working efficiency of ground services staffs.

2) explore the relationship between the work motivation which affecting the working efficiency of ground service staffs.

3) explore the relationship between the organization commitment which affecting the working efficiency of ground services staffs.

## **LITERATURE REVIEW AND THEORY**

Employees is a core element that organizations should focus to stay in business competitive. Thus, work motivation in the workplace provides quality of life and work life balance to satisfaction and employee retention.

### **Two-factor Theory**

Motivation referred as an internal process which defined as a drive or a need caused by behavioral science (Reeve, 2015). Herzberg, et al. (1959) demonstrated that the major key of the two-factor theory comprises of motivation factors and hygiene factors. Motivation factors in other words intrinsic factors means positive job attitude which led to an increase and improve job satisfaction. Motivation factors referred to a person's job satisfaction which included advancement, the work itself, possibility for growth, responsibility, recognition and achievement. Whereas, hygiene factors in other words extrinsic factor which related to the need to avoid unpleasantness. Hygiene factors referred to company policies, administration, relationship with supervisors, interpersonal relations working conditions and reward and compensations. (Herzberg, 2003).

### **Organization Commitment Conceptualized**

Scholars defined organization commitment as the level of commitment and dedication that team member have to their employment and their willingness to make and effort for the organization (Bateman and Strasser, 1984). Porter et al. described the ground concept

commitment as a combination of attitude and interest in economic gains from associating with the organization. Hence, employee retention, employees’ satisfaction from the job, interpersonal relations, confidence and acceptance in the organizations are the results of economic gains. Mowday et al., (1979) stated that commitment was comprised as three components, namely, 1) strong acceptance which employee belief in the organization goals and values., 2) participation that employee willing to exert considerable effort on behalf of the organization, and 3) loyalty which employees have a strong desire to maintain membership in the organization. Then, table 1 has revealed the previous studied and their findings that there are a number of factors that influenced and lead to organization commitment

Table 1. Summary of literature reviews

Author	Title	Findings
Bodhisuwan (2006)	Factors Related to Corporate Loyalty of Practitioner Level Employees in Private Enterprise Organizations in Bangkok Metropolitan Region	Motivation and expectation in job performance, were at a high level and the level of engagement was factor influenced to corporate loyalty.
Tobuts (2563)	Factors effecting teamwork efficiency of Government officer in Prachinburi. Faculty of Business Administration, Ramkhamhaeng University.	The studied revealed that demographic factors not significant different of working efficiency
Tovmasyan & Minasyan (2020)	The Impact of Motivation on Work Efficiency for both employers	People were motivated by two main factors- first, intrinsic factors

**METHODOLOGY**

Questionnaire is considered the main data collection tool and a structured questionnaire with likert-type scale 5 rating. The constructions were measured by questions that were picked up and adapted from previous research. Work motivation was measured by 16 questions. For the assessment of the dependent variable – work efficiency and control variable (age, gender, work motivation, organization commitment). The survey questionnaire divided into four sections relating to demographic characteristics, work motivation, organization commitment and work efficiency.

Data collection was conducted in -person interviewed and via on line. The research population were ground services staffs working in Don Muang Airport. The total number of these ground services staffs approximately 1,642. The researchers choose sampling methodology and employ the convenience sampling design to represent all population by krejeic and morgan sample size table. Research sample is calculated to be 400 from the research population.

## RESULTS

The result revealed 1) level of the aspects of work motivation 2) organization commitment 3) correlation between work motivation, organization commitment and work efficiency.

Table 2. Results of the level of the aspects of work motivation

Aspects of Work Motivation	$\bar{x}$	S.D.	Meaning
1.Achievement	4.12	0.56	high
2.Work itself	4.07	0.53	high
3.Advancement	4.01	0.71	high
4.Interpersonal	4.08	0.50	high
5.Job security	4.00	0.67	high
Total	4.06	0.50	high

Table 2. Revealed that 5 aspect or work motivation factors measured, it indicated that the achievement at very high level (mean = 4.12). Next, work itself is at high level (mean = 4.07), advancement (mean = 4.01), interpersonal (mean4.08). The lowest score is job security (mean = 4.00).

Table 3. Result of the relationship between organization commitment and work efficiency

Correlation		Organization commitment	Work efficiency
Organization commitment	Pearson Correlation Sig (2-tailed) N	1 400	.813** .000 400
Work efficiency	Pearson Correlation Sig (2-tailed) N	.813** .000 400	1 400

Table 3. Revealed that organization commitment correlates with work efficiency with sig.000

Table 4. Result of the correlation between demographic data, work motivation, organization commitment and work efficiency

Correlation		Demographic date	Work motivation	Organization commitment	Work efficiency
Demographic data	Pearson Correlation	1	-.002	.021	.000
	Sig (2-tailed) N	400	400	400	400
Work motivation	Pearson Correlation	-.002	1	.826**	.666**
	Sig (2-tailed) N	400	400	400	400

Organization commitment	Pearson	.021	.826**	1	.813**
	Correlation	.671	.000		.000
	Sig (2- tailed) N	400	400	400	400
Work efficiency	Pearson	.000	.666**	.813**	1
	Correlation	.996	.000	.000	
	Sig (2- tailed) N	400	400	400	400

\*\* The correlation is significant 0.01.-

Table 4. Revealed that there is no significant association of any demographic variable which not sig = 0.0996, while work motivation and organization commitment are significantly correlate with work efficiency sig = .000 and .000 respectively.

## CONCLUSION

Based on this study, the demographic profile (gender, age, education, working-experience, social-status, titles) is no significant =.996, which indicated that demographic data are not affect with work efficiency. Whereas the aspect of achievement of work motivation is at high level = 4.12, indicated that ground services staffs focus on their achievement in order to motivate their work. Next, organization commitment revealed corelate significantly = .000 with work efficiency

## DISCUSSION AND RECOMMENDATION

The research results revealed that the ground services staffs focus on their career achievement ( $\bar{x} = 4.12$ ) at high level. Work motivation and organization commitment correlated with work efficiency, while demographic data was not correlated with work efficiency. The recommendation of the study was the employers should emphasis this motivation policy in order to the most affects their work efficiency lead to organization commitment (Herzberg, 2003). This commitment will therefore be a key element of the loyalty. The future study should be on how employee's loyalty impact organization performance.

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**ASEAN AVIATION PERSONNEL' SATISFACTION TOWARDS AVIATION  
TRAINING CENTER, AVIATION PERSONNEL DEVELOPMENT  
INSTITUTE, THAILAND**

Nisakorn Suwansingha, *Aviation Personnel Development Institute,*  
*Kasem Bundit University, Bangkok, Thailand,*  
*E-Mail: nisakorn.suw@kbu.ac.th*

**ABSTRACT**

This research aimed to study ASEAN air aviation personnel'satisfaction towards Aviation Personnel Development Institute, Thailand. The researcher developed the questionnaires consisting of 3 parts as 1) personal data, 2) satisfaction towards the Aviation Training Center and 3) Suggestions. The researcher instrument was questionnaires which were distributed to 200 aviation personnel in February, 2022. The statistical analysis were frequency, percentage, mean, standard deviation, The respodents can also added their suggestion on the written part of the questionnaires. The results of the study found that overall aviation personnel'satisfaction towards aviation training center was at a highest level (mean = 4.74). The highest scores were overall other satisfaction (mean = 4.77), then overall smoke drill room and overall rafting-wet drill pool (mean = 4.75). The suggestions from the study were the aviation training center should have complete equipment and some virtual techologies.