

Motivation And Workplace Environment Affecting Organizational Commitment Of The Faculty Of Business Administration, Savannakhet University, Naxeng Campus, Lao PDR.

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Abstract: This empirical study sought to investigate the factors affecting organizational commitment. The study aimed to determine various factors including personal, work motivation, and a working environment which affects the organizational commitment and the level of employees' engagement with the organization. A total of 39 respondents from the Faculty of Business Administration, Savannakhet University, Naxeng Campus, Lao PDR have participated in this research survey. Data collected were done via google survey and were analyzed descriptively. A regression analysis was conducted using a statistical software. Results showed that the factors affecting organizational commitment were rated good in almost all aspects. Its standard deviation is small implying a reliable opinion. The regression analysis result revealed that motivation and workplace environmental factors are significantly affecting organizational commitment. However, the hygiene factor was found not to be significant. This implies that an organization has to improve on its motivational as well as workplace environment factors so as to enhance the organizational commitment of the employees.

Keywords: Employee Motivation, Organizational Commitment

1. Introduction

[1] revealed that employees are one kind of the assets of the organization and is considered as working machines of several companies. These companies have an increasing need to have the staff to do their job proficiently as well as requiring output from employees needed by the organization. To reach these goals, an employee who has a genuine desire to carry out their duties, an internal drive as well as giving off of incentives are essential to the company. The job of a manager then to assure that things are accomplished by the employees; the administration of people therefore is an important part of the management process [6]. In order to achieve this, the manager should be able to prompt his or her subordinates to doing their job [7]. It's the organizations desire to use to the maximum potential their pool of manpower to stay in the competition. And for a company to survive as a great organization, it must be firmly founded on the recognition of the inherent value of their human resources as well as motivation and commitment of its employees [3].

According to [4], humans are the most essential resources in an organisation. It is a resource that has a life, feeling, thinking, knowledge, ability, expertise in the job and skills that might be different from each other. Given every opportunity that one can use to improve his or her abilities in these present times where change is inevitable, will bring any organization to a higher level in terms of efficiency in the delivery of their services. The organization must establish strategies increasing the motivation of its workforce in accordance with need of the personnel. Furthermore, it should focus on motivation on human resources for the development of the organization to reach its highest efficiency and will be able to bring to the full potential. At present, government organizations or the public sectors give priority to personnel because they are the most important motivation factor of work that results in achieving the goals of an organization. [9] It also affects the progress and deterioration of the organization. Personnel are important resource for driving missions to achieve their objectives. Thus, underlying how to make the human resources of the organization to its fullest capacity.

Faculty of Business Administration, Savannakhet University (SKU) exists as one of four universities in Lao PDR. It was promulgated by the Prime Minister of Lao PDR, in the decree No 091/PM, the official authorization of the establishment of Savannakhet University, dated 27 March 2009. This date has therefore been considered the foundation of the University [5]. SKU was physically established on October 12, 2009 at Naxeng campus, Savannakhet Province, Laos. It's missions are as follows: (1) its development is in line with the socio-economic growth strategies of the three provinces: Savannakhet, Khammouane and Bolikhamxay; (2) it guarantees equal access to higher education for both the urban and rural people, specifically the underprivileged people from the rural and remote area; (3) its goals must be closely related to the national strategy of education so as to gradually achieve the national and international standard, and (4) be a hub for human resources development in the central region [5].

However, SKU consists of various faculties such as Faculty of Agriculture and Environment's, Faculty of Business Administration, Faculty of Education, Faculty of Food Science, Faculty of Linguistics, Faculty of Natural Sciences, Faculty of Information Technology, Faculty of Engineering and contained the administrative entities such as General Affairs and Cooperation office, Personal and Inspection office, Finance office, Academic affairs and Science management office, Student Affairs office, Physical resources and services office, Information Technology Centre (IT Centre), Research Development and Training Centre and Quality Assurance Division. According to [5] there are more than 500 personnel in the university, divided into academic staff (professors) and support personnel. In which the support personnel is those who have contributed to the smooth operation of the university succeed. However, on the other side of the support staff, the university still has to provide various assistance because the support personnel still have problems and obstacles in many areas of work, especially the quality of work-life and dedication to practice. Good work such as safety requirements arising from work, expertise, skills, career, progress, and stability. Disparity because of differences in positions, duties of personnel within the organization, for example, which still lack the collection and analysis of data to be systematic that can lead to improvement, support, and promotion.

According to [8] stated, work passion has gained much interest among administrators and organizational related personnel within the past two decades. Which indicate the factors contributing to improving work passion, which includes leadership, organizational culture, human resource development, quality of life, and work atmosphere; and a method to improve work passion of employees in organizations which is the organizational socialization, as an evidence-based developmental process applicable to improve the work passion.

2. Study Area

For this, the study could say that the motivation and changing of the work environment to that issue important to improving an organization. Dedication to operations is important and affects the importance of the success of that agency depends on the people joining the organization. If a person is satisfied with their current work performance will

try to increase productivity for the job. Hence, organizational commitment has played a vital role in which the result is highly individual and organizational performance [2].

In terms of the problems observed, it was found that some employees lacked enthusiasm in their work, the absenteeism rate, and the resignation of the employees were increasing at all times. So, the empirical study examines the factors affecting motivation and work environment on organizational commitment. This research was conducted at the Savannakhet University, Naxeng Campus, Lao PDR from January to February, 2022. The selection of the key respondents was random representing at least one from each of the following: faculty members, administrative staff and lecturers in the faculty of Business Administration.

3. Methodology

3.1. Types and patterns of research methods

This study was done via survey research by using closed-end questionnaire which consists of personal data, environment data, motivation data, organization commitments instruments for data collection:

3.1.1. Questionnaires

The research instrument was divided into four (4) parts as presented below:

1) **Personal Data:** this data consists of sex, age, level of education, and length (year/month) of service through nominal and ordinal scales of measurement.

Table 3.1: Measurement of personal factors.

Details	Measurements
Sex	Nominal Scale (non-numeric)
Age	Ordinal Scale (numeric)
Education levels	Ordinal Scale (numeric)
Length of Service	Ordinal Scale (numeric)

2) **Motivation Data:** In this section, the data consist of motivation factors and hygiene factors by using measurement level Interval scale as independent variables: (1) The motivation factors consist of achievement, recognition, work contentment, responsibility, and advancement and (2) The hygiene factors consist of salary and welfare, organization policy, relationship with workmate, working conditions, and career security.

3) **Workplace Environment Data:** These data consist of security, opportunity for advancement, employment, communication, wages, organization and management, other features using measurement level internal scale.

4) **Organisation Commitment Data:** The data of organization commitment consist of confidence, accepting the goals and values of the organization, willingness to dedicate effort for the benefit of the organization, and desire to try to maintain membership of the organization by using measurement level internal scale. In using the Likert scale to measure the level of comment response, it will be divided by the following:

Table 3.2: Comment levels of measurement

Level of comments of response	Score
The level of strongly disagree	1
The level of disagree	2
The level of neutral agree	3
The level of agree	4
The level of strongly agree	5

For the measurement of opinions in points, the following levels of measurement is used:

Table 3.3: Comment levels of measurement in points

Average	Meaning
4.21 - 5.00	Excellent
3.41 - 4.20	Good
2.61 - 3.40	Moderate
1.81 - 2.60	Fair
1.00 - 1.80	Poor

3.1.2. Content Validity Test, Reliability Test, and Questionnaire

1) Content Validity Test

This research took the completed questionnaires to the experts and checked the content accuracy. Corrections were made as suggested and ideas were adopted that were useful for research

2) Reliability Test, and Questionnaire

After the questionnaire has been modified as specified by the experts, the questionnaire was tested for the reliability (Reliability Test) by distributing it to the sample group. There were 39 sample employees of the faculty of Business Administration, Savannakhet University. It was checked for the reliability by evaluating the Cronbach's Alpha Analysis Test, which is equal to 0.976. After which the questionnaires were taken. The subjects responded according to the time specified in the study, which was distributed online last January to February, 2022.

3.2. Population and sample groups

In this research, only 39 respondents from employees of the faculty of Business Administration, Savannakhet University responded by answering the google forms survey questionnaire online.

4. Statistical methods and Data analysis

4.1 Descriptive statistics

Descriptive statistics such as frequency, percentage and mean as well as reporting the standard deviation were used to present the profile of the respondents. Also, these statistics were used to analyze and present the result on the factors of organizational commitment.

4.2 Regression Analysis

To examine which factors affect organization commitment, Ordinary Least Squares (OLS) regression was used. Empirically, the model was:

$$QOC = \beta_0 + \beta_1QMF + \beta_2QHF + \beta_3QWES + \mu$$

- QOC = Organizational commitment
- QMF = Motivation Factors
- QHF = Hygiene Factors
- QWES = Workplace environment
- β_0 = intercept
- $\beta_1-\beta_3$ = coefficient
- μ = error term

5. Findings

The following section shows the result of the descriptive analysis as well as the regression on the motivation and work environment affecting organisational commitment of the faculty of Business Administration, Savannakhet University, Naxeng Campus, Lao PDR.

5.1. Personal Characteristics

Table 1.1. below shows the distribution of the respondents by sex. Based on the table, most of the respondents are male (65.5%), followed by female (38.5%). From Table 1.2., it is found that the most of the respondents fall in between of 31 to 40 years old which is 23 or 59%. This is followed by the age in between of 21 to 30 years old which is 14 or 35.9%. The age of more than 40 years old is only 2 (5.1%).

Table 5.1: Number and percentage of respondents by sex.

Sex	Frequency	Percentage
Male	24	65.5
Female	15	38.5
Total	39	100

Source: Google forms Survey 2022.

Table 5.2: Number and percentage of respondents by age.

Ages	Frequency	Percentage
21 - 30	14	35.9
31 - 40	23	59.0
> 40	2	5.10
Total	39	100

Source: Google forms Survey 2022.

According to Table 1.3, the educational level of the respondents is found to most of master degree level (48.7%), followed by bachelor degree level (43.7%). Then there are 7.70% that are of PhD degree level.

Table 5.3: Number and percentage of respondents by educational level.

Educational Level	Frequency	Percentage
Bachelor's degree	17	43.6
Master's degree	19	48.7
PhD. degree	3	7.7
Total	39	100

Source: Google forms Survey 2022.

Table 1.4. shows the distribution of respondents by length of service. Results found that most of the respondent has been working ranges from 6 years to 9 years (35.9%). This is followed by 11 respondents that has served the university from 3 to 6 years (28.2%). Those that served in between 3 to 6 years and more than 9 years are of the same percentage (17.9%).

Table 5.4: Number and percentage of respondents by length of service.

Length of service	Frequency	Percentage
less than 3 years	07	17.9
between 3 years to 6 years	11	28.2
between 6 years to 9 years	14	35.9
more than 9 years	07	17.9
Total	39	100

Source: Google forms Survey 2022.

5.2. Motivation, Hygiene and Workplace Environment factors affecting on organizational commitment.

Motivation factors: The sample group has an overall opinion on motivation factors at a good level with mean score equal to 3.99 and a standard deviation of 0.48. When considering each aspect, it revealed that the achievement in the workplace was excellent (4.23) with a standard deviation of 0.56. A standard deviation that is lower means that the opinion or the answer of the respondents are close around its mean (average), hence, it is reliable. Given a 0.56 SD, it implies that opinion of the respondents is reliable since it does not deviate so much from its mean. Recognition has a good level (4.06) and the standard deviation is 0.59. Responsibilities has opinion level of good having a mean of 3.92 and standard deviation is 0.48. Work contentment, on the other hand, showed that opinion level is good (3.89) with the standard deviation of 0.64, and lastly, advancement in work is also found that the opinion level is good with mean of 3.78 and standard deviation of 0.71.

Therefore, results implied that the general opinion of the respondent on the various aspect of motivational factors was good. It further implies that they considered achievement, recognition, work contentment, responsibility and advancement can motivate them towards organizational commitment.

Hygiene factor: The sample group has an overall opinion on hygiene factors at a good level with mean score of 3.67 and a standard deviation of 0.52. Considering each aspect, it revealed that the career security was excellent (4.22) with a standard deviation of 0.52. This means that the opinion of the respondents is reliable since it does not deviate further away from its mean. Relations between colleagues has a good level (3.89) given a standard deviation of 0.62. Organization Policy and Administration has opinion level of good, with a mean of 3.72 and standard deviation of 0.76. Working conditions, on the other hand, showed that opinion level is good (3.45) and the standard deviation is 0.57. Lastly, salary and welfare in work falls under the category of good with mean of 3.18 and standard deviation of 0.81.

The results implied that in general the opinion of the respondent on the various aspects of hygiene factors was good. It further implies that they considered career security, relations between colleagues, organization policy and administration, working conditions, and salary and welfare are the factors that can motivate them towards organizational commitment.

Workplace environment factors: The sample group shows that their overall opinion on workplace environment factors falls under good level with mean score equal to 3.78 and a

standard deviation of 0.61. For each aspect, it revealed that the security is excellent (4.01) with a standard deviation of 0.93 which is closer to one. Hence, the opinion of the respondents for this item maybe somehow unreliable as the deviation is higher than others. Features of job characteristics has a good level (3.95) with its standard deviation of 0.71. Opportunity for advancement has opinion level of good having a mean of 3.93 and standard deviation of 0.60. Wages, on the other hand, showed that opinion level is good (3.82) given the standard deviation of 0.67. Organization and management opinion level also is found to be good with mean of 3.68 and standard deviation of 0.67. Moreover, the communication and benefits or other benefits are both good (3.58) and with standard deviation of 0.79.

Hence, it can be concluded that the general opinion of the respondent on the various aspect of workplace environment factors is good. It further implies that they considered security, opportunity for advancement, wages, organization and management, communication, benefit or other benefits from ranking can motivate them towards organizational commitment.

Organizational Commitment factors, it can be inferred that the respondents' overall opinion on organizational commitment factors is classified as good with the mean score of 3.66 and a standard deviation of 0.59. The specific items such as willingness to dedicate effort for the benefit of the organization was categorized as good (4.11) with a standard deviation of 0.65. The desire to try to maintain membership of the organization has a good level (4.09) at a standard deviation of 0.67. In addition, the confidence in accepting the goals and values of the organisation has good rating (4.04) with the standard deviation of 0.73. These results implied that in general the opinion of the respondents on various aspect of the Organizational Commitment factors is good.

5.3. Regression Analysis

Table 1.5 shows the regression results of the factors affecting organizational commitment. In this analysis, the motivation factors, hygiene factors, and workplace environment were tested and treated as explanatory or independent variables. Meanwhile, the organizational commitment was treated as the dependent variable. Since there were 39 respondents, based on the rule of the thumb ($n=30$), regression can be performed. In performing Ordinary Least Squares (OLS) regression, it should be noted that there can be a problem of multicollinearity that might arise between the independent variables. Hence, in the result, collinearity statistics is also presented.

As shown in the result, the model is highly significant at $\alpha=0.000$ which is less than 1%. This means that the explanatory variables can explain the dependent variables as prove also by the goodness-of-fit represented by the adjusted R^2 of 0.758 or 0.76. This implies that 76% of the variation of the organization commitment (dependent variable) is explained by motivation, hygiene, and workplace environment factors (independent variables) while the remaining 24% is explained and captured by the error term representing other variables not included in the model.

Among the three independent variables, motivation factors and workplace environment factors significantly affect

organization commitment. Specifically, motivation factors is significant at 1% level (p -value=0.000) and is positive, implying that an increase of the average score for motivation factors would lead to an increase in the organizational commitment score by 0.587. On the other hand, the workplace environment factor also affects significantly but at 5% level (p -value=0.011) and is positive as well. This means that an increase in the average score of workplace environment factors will increase organization commitment score by 0.388. However, the hygiene factor is not significantly affecting organization commitment since its p -value is $0.444 > 5\%$ level. Therefore, the null hypothesis for motivation and workplace environment is rejected while the null hypothesis for hygiene factors is accepted.

Table 5.5: Regression result for testing the factors affecting organization commitment

Variables	Coefficient	Std. Error	t	p-value
Constant	-0.593	0.417	-1.423	0.164
QMF	0.587***	0.124	4.744	0.000
QHF	0.121 ^{ns}	0.156	0.774	0.444
QWES	0.388**	0.144	2.692	0.011

Adjusted R2 = 0.758

F-value = 40.730***

Source: IBM statistic SPSS, May 2022.

*** significant at 1% level, ** significant at 5% level ^{ns} not significant

6. Conclusion

The real assets of the organizations are employees and considered as the engine of any company. There is a growing need to have staff doing their jobs properly and the organization gets the required output from employees. To achieve those objectives, we need an employee who has a real desire to perform their duties as well as has stimulus and incentive to attain the required goal.

This study aimed to look at various factors such as personal, work motivation and environment that affects organizational commitment and level of employees' engagement with the organisation. The research was conducted with a convenience sample. A total of 39 respondents have participated in this time from faculty of Business Administration, Savannakhet University, Naxeng Campus, Lao PDR. Data collected were subjected to regression analysis using SPSS 22.0. Profile of the respondents indicate that most of the respondents are male (65.5%) and mostly in between of 31 to 40 years old (59%). Most in the sample group have master's degree (48.7%) while the length of service is mostly ranging from 6 to 9 years (35.9%).

The respondents' opinion levels of the different factors on motivation, hygiene and workplace are all at a good level. Then from the regression analysis, it can be concluded that motivation and workplace environment factor are significantly affecting organizational commitment at $\alpha=0.01$ and $\alpha=0.05$ significance level, respectively. Only hygiene factor is not significant in explaining organizational commitment with the p -value equal to 0.044 which is greater than 5% level of significance. Therefore, it can be concluded

that the most important factors are motivational and workplace environmental factors in explaining organizational commitment. This means that to increase or strengthen organizational commitment, the organization should improve on its motivational as well as workplace environment factors.

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