

# Motivations Influencing Employee Loyalty at SFC Excellence Co., Ltd.

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**Abstract**—This study analyzes work motivation, motivational factors, and hygiene factors influencing loyalty. Data from 230 employees of SFC Excellence Co., Ltd. were analyzed using percentages, means, and Multiple Regression Analysis. Respondents were mostly male, aged 50–60, with bachelor's degrees, earning under 15,000 baht monthly, and having 1–5 years of experience. Both motivational and hygiene factors were rated highly. Recognition, responsibility, and advancement significantly impact loyalty, as do hygiene factors such as company policy and administration, interpersonal relationships, supervision, working conditions, and opportunities for growth significantly influence employee loyalty at SFC Excellence Co., Ltd. at the 0.05 significance level.

**Keywords**— Motivation, Loyalty, Employee, SFC Excellence Co., Ltd.

## I. INTRODUCTION

Human resources are one of the most essential factors in driving an organization forward to run a business effectively. They are also the forces that propel the organization toward achieving its set goals. Even though there may be an adequate and complete supply of money, equipment, buildings, facilities, and amenities, a lack of knowledgeable and skilled human resources would make it difficult to achieve the organization's set goals (Rackthum, 2020).

Human resource management is not only about searching for knowledgeable and skilled individuals to work in the organization. Simultaneously, it involves developing human resources to add long-term value to the organization. The loss of knowledgeable and skilled personnel in an organization equates to the loss of valuable resources, with returns that are not worth the investment. Loyalty is one of the key factors that organizations are always aware of. It reflects employees' long-term feelings toward the organization. Therefore, motivating and encouraging employees to develop loyalty and embrace the organization's goals and values is essential. Loyalty to the organization fosters trust and positive behavior toward the organization. Employees who are loyal to the organization will

work efficiently, reduce undesirable behaviors, and continue to perform well with the organization for as long as the organization requires. In contrast, a lack of morale and motivation among employees is one of the causes of absenteeism and turnover (Anekwitee, 2018). This happens in numerous organizations because individuals who lack loyalty tend to be ready to shift to another workplace that offers higher pay or a better position, leading to the loss of expenses in searching for new employees, as well as wasting time and money to train them. Loyalty to the organization is an important matter, and it is interesting to explore the factors that drive employee loyalty in order to use these insights to enhance and foster loyalty among the organization's members in the future (Boriraj, 2021).

From the above background, the researcher is interested in studying the motivations that influence employee loyalty at SFC Excellence Co., Ltd. This insight will serve as a guideline for developing motivational strategies to enhance employee loyalty at SFC Excellence Co., Ltd.

## II. RESEARCH METHODOLOGY

Data were collected using 230 questionnaires as a tool, and statistical analysis was performed using percentages, means, and Multiple Regression Analysis.

### A. Objective of the Research

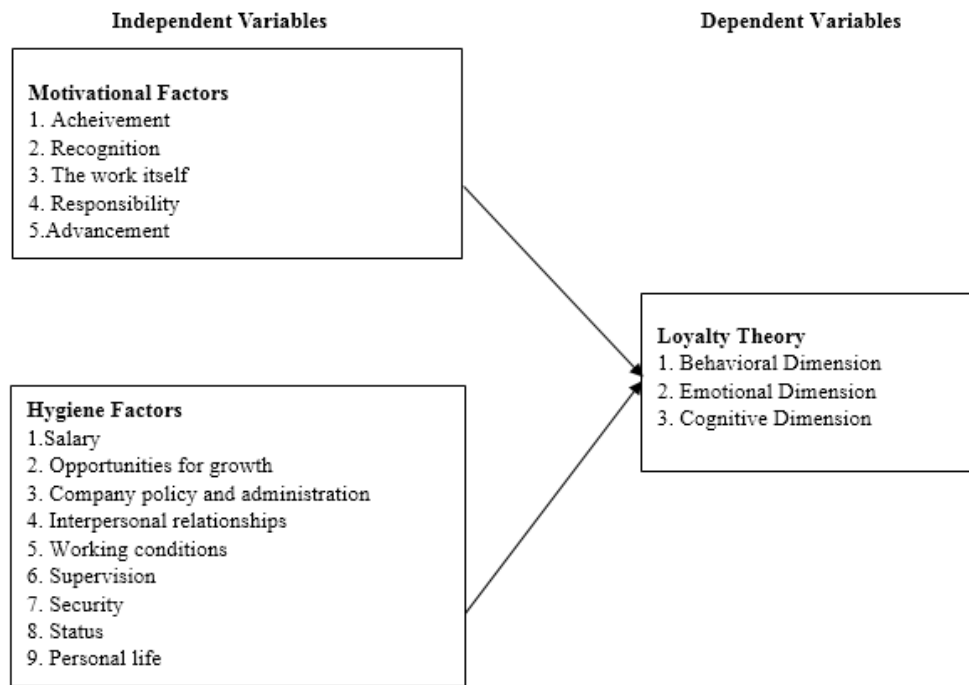
1. To study work motivation of SFC Excellence Co., Ltd employee.
2. To examine motivational factors influencing loyalty of SFC Excellence Co., Ltd employee.
3. To study hygiene factors influencing loyalty of SFC Excellence Co., Ltd employee.

### B. Research Hypothesis

1. Motivational factors influencing employee loyalty at SFC Excellence Co., Ltd.
2. Hygiene factors influencing employee loyalty at SFC Excellence Co., Ltd

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*C. Literature review*

1. Achievement refers to employees having the ability to solve work-related problems and knowing how to prevent problems from occurring.
2. Recognition refers to the acknowledgment employees receive from individuals within the organization, including supervisors, colleagues, or others. This recognition may be expressed through praise, encouragement, congratulations, or gestures that highlight appreciation of their abilities.
3. The work itself refers to tasks that are meaningful and enable employees within the organization to perform their duties effectively and excellently. Such tasks are often intriguing and may require initiative and creativity.
4. Responsibility refers to prioritizing tasks, entrusting employees with new responsibilities in their work, and granting them full authority along with the freedom to carry out their tasks.
5. Advancement refers to employees receiving opportunities to obtain higher positions and have the chance to seek further knowledge in order to develop their knowledge and skills. This includes professional skill development, as well as further education, training, and site visits.

*D. Hygiene Factors*

Hygiene Factors refers to the factors that sustain an individual's work motivation over time, if absent or inconsistent with the individuals in the organization, may lead to dissatisfaction with the work. These external factors include:

1. Salary refers to the rewards employees receive for their work in the organization, based on appropriate salary levels and aligned with the responsibilities of their roles.
2. Company policy and administration refers to the ability of the executive to manage and administer effectively, including organizing the sequence of various work-related events and reflecting the organization's policies.

3. Interpersonal relationships refer to interactions with colleagues, including gestures, actions, or words that demonstrate good relationships with one another.
4. Working conditions refer to a sense of confidence and faith in one's profession, roles, and responsibilities in the workplace, as determined by the organizational structure. It also includes suitable organizational conditions, workplace location, and efficient working environments, such as appropriate lighting, noise levels, and other environmental characteristics.
5. Supervision refers to the oversight by higher-level executives regarding the analysis of employee capabilities, task delegation, empowerment, and fairness in operations and management.
6. Security refers to the employees' feelings towards their work performance, job security, position, and the sustainability of their career or organizational stability.
7. Opportunities for growth refer to the promotion of an individual within the organization, as well as the opportunity for the person to advance in their professional skills.
8. Status refers to a profession that is recognized and respected by society, carrying honor and dignity.
9. Personal life refers to the feeling of satisfaction or dissatisfaction resulting from one's job duties influences their happiness and contentment with their current workplace.

*E. Loyalty Theory*

The components of loyalty consist of three dimensions:

1. Behavioral Dimension: the result of an individual's feelings about work processes often manifests in specific behaviors. Attitudes can either cause behaviors or result from them. When a person exhibits a particular behavior, they may develop a positive attitude toward the actions

they have taken, even if those actions initially contradicted their attitude. After acting, individuals often adjust their attitude in a positive direction to reduce potential stress. For example, this might include a reluctance to leave the organization.

2. Emotional Dimension: feelings that arise from the evaluation of liking or disliking a person or situation.
3. Cognitive Dimension: the values and beliefs an individual holds toward a person or situation, which influence their perception and actions.

*F. Data Research Results*

The study showed that the majority of respondents were male, aged 50–60, with bachelor's degrees, earning under 15,000 baht monthly, and having 1–5 years of experience.

**1. Work Motivation of SFC Excellence Co., Ltd. Employees**

The research findings show that motivational factors have an overall average rated at a very high level of importance. These factors include the work itself, responsibility, advancement, recognition, and achievement, all of which were rated as very important, respectively. Moderate level of responsibility.

The study found that hygiene factors have an overall average rated at a very high level of importance. These factors include company policy and administration, working conditions, opportunities for growth, status, supervision, salary, personal life, security, and interpersonal relationships, all of which were rated highly, respectively.

TABLE I ANALYZES MOTIVATIONAL FACTORS INFLUENCING THE LOYALTY OF SFC EXCELLENCE CO., LTD. EMPLOYEES

Motivational factors	B	Std. Error	Beta	t	Sig.	Test results
(Constant)	2.324	.178		13.070	.000**	
Acheivement	.069	.055	.109	1.265	.207	No
Recognition	.203	.065	.280	3.123	.002*	Yes
The work itslf	.048	.070	.075	.689	.491	No
Responsibility	.262	.070	.396	3.761	.000*	Yes
Advancement	.188	.054	.278	3.452	.001*	Yes

\* Statistically significant at the .05 level (2-tailed)

From Table 1, motivational factors influencing the loyalty of SFC Excellence Co., Ltd. employees are presented. The study showed that motivational factors such as recognition,

responsibility, and advancement significantly influenced the loyalty of SFC Excellence Co., Ltd. employees at the 0.05 significance level.

TABLE II: ANALYZES HYGIENE FACTORS INFLUENCING THE LOYALTY OF SFC EXCELLENCE CO., LTD. EMPLOYEES.

Hygiene factors	B	Std. Error	Beta	t	Sig.	Test results
(Constant)	1.580	.157		10.031	.000**	
Company policy and administration	.179	.052	-.266	3.465	.001*	Yes
Interpersonal relationships	.209	.047	.321	4.408	.000**	Yes
Supervision	.311	.059	.416	5.307	.000**	Yes
Working conditions	.178	.056	.258	3.168	.002*	Yes
Security	.134	.045	.217	3.006	.003*	Yes
Salary	-.035	.048	-.055	-.726	.469	No
Status	-.019	.044	-.034	-.435	.664	No
Personal life	-.011	.053	-.017	-.202	.840	No
Opportunities for growth	.227	.053	.328	4.244	.000**	Yes

\* Statistically significant at the .05 level (2-tailed)

From Table 2, hygiene factors influencing the loyalty of SFC Excellence Co., Ltd. employees are presented. The study revealed that company policy and administration, interpersonal relationships, supervision, working conditions, security, and opportunities for growth significantly influenced employee loyalty at the 0.05 significance level.

### III. CONCLUSION

The study found that motivational factors such as recognition, responsibility, and advancement, as well as hygiene factors such as company policy and administration, interpersonal relationships, supervision, working conditions, security, and opportunities for growth, significantly influenced the loyalty of SFC Excellence Co., Ltd. employees at the 0.05 significance level.

### IV. DISCUSSION

The study on motivational factors of employees at SFC Excellence Co., Ltd. found that the overall level of importance was rated as very high, consistent with the research by Krachangkaew, N. (2020), which studied factors affecting corporate loyalty of employees in a non-life insurance company in Bangkok metropolis. The results revealed that the overall average of motivational factors was very high.

The study on hygiene factors of employees at SFC Excellence Co., Ltd. found that the overall level of importance was rated as very high, consistent with the research by Krachangkaew, N. (2020), which examined factors affecting corporate loyalty of employees in a non-life insurance company in Bangkok metropolis. The results showed that the overall average of hygiene factors was very high.

Employee loyalty at SFC Excellence Co., Ltd. was found to be rated as very high, consistent with the research by Krachangkaew, N. (2020), which studied factors affecting corporate loyalty of employees in a non-life insurance company in Bangkok metropolis. The results revealed that the overall loyalty of the respondents was rated highly. Ratanatham, P. and Sahaya, N. (2021) studied motivation influencing employees loyalty toward organization: A case study of ABC company. It was found that employees of ABC Co., Ltd. had a high level of overall loyalty to the organization, consistent with the research by Potisuwan, D. (2017), which examined factors related to corporate loyalty of practitioner level employees in private enterprise organizations in Bangkok metropolitan region. The study found that the overall loyalty level was high. This finding is also consistent with the research by Sukkasem, A., et al. (2022), which studied the relationship between motivation and organizational loyalty of maintenance staff in organization in industrial estate, Rayong province. It was found that, in terms of loyalty, the overall level was high.

#### A. Suggestion from the study

##### Learner has suggestions as follows:

1. Recognition: The organization or supervisors should encourage employees to work as a team, share clear information, and exchange knowledge and achievements to foster acceptance and good relationships.

2. The work Itself: The organization or supervisors should provide employees with opportunities to develop new innovations and open doors to try new things. This will be a factor that helps increase their enthusiasm and encourages them to search for ways of working that are beneficial to the organization.
3. Advancement: The organization or supervisors should provide opportunities for career growth and advancement within the organization, enabling employees to progress to positions with greater responsibilities and decision-making authority. Additionally, this fosters employee commitment and encourages active engagement within the organization.
4. Company Policy and Administration: Executives should update new information or changes through the company website, issue written announcements via the company's email system, or post on the company bulletin board. Policy announcements should be clear, concise, and easily understood to enable employees to effectively apply them in their work
5. Supervision: Supervisors or team leaders should treat all team members equally, avoid creating divisions or misusing authority, set a good example, and inspire team members to work together efficiently.
6. Security: The organization or supervisors should ensure employees feel secure in their positions, fostering confidence in their careers and long-term employment. Opportunities for growth, appropriate salaries, and attractive benefits should be provided to build loyalty among employees and encourage confidence in their work.
7. Status: Employees should perform their duties in compliance with laws relevant to their work and adhere to applicable regulations associated with their responsibilities. This also helps ensure job security for employees as well as stability for the organization.
8. Personal Life: The organization should establish appropriate holidays, such as traditional holidays, weekends, and vacation days. This helps reduce stress and enhances employee satisfaction with their work and the organization.

#### B. The suggestion for future studies

Future studies should explore work-related challenges and organizational culture factors that impact employee loyalty to the organization.

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