

Motivation Affecting Employee Loyalty at MG Krungthep Company Limited

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Abstract—This study aimed to examine the motivational factors affecting employee loyalty in MG Bangkok Co., Ltd., using the conceptual framework of Herzberg's two-factor theory, which is divided into motivational factors (e.g., work achievement, recognition, job characteristics, responsibility, and job advancement) and supportive factors (e.g., compensation, welfare, management policy, interpersonal relationships, and working conditions), and referring to Hoy and Rees' loyalty theory, which considers behavior, feelings, and perceptions. The sample group used in this study comprised 104 employees using a questionnaire as a data collection tool. The statistics used for data analysis included descriptive statistics (e.g., percentage and mean) and inferential statistics, such as t-test, ANOVA, and multiple regression analysis. The study found that employees had a high level of motivation and loyalty to the organization, especially in terms of recognition, responsibility, and job characteristics. Additionally, both motivational and supportive factors had a statistically significant effect on employee loyalty. The results of this study can be applied to plan and improve human resource policies to enhance employee motivation and loyalty to be more effective and sustainable.

Keywords--- Motivation Affecting Employee.

I. INTRODUCTION

Human resources are another important factor that helps drive organizations to operate efficiently and is the force that will drive organizations to achieve the goals set by each organization. (Perrow, 2019) Regardless of how much money, equipment, buildings, locations, and facilities are sufficient and complete, (Okyere-Kwakye, 2013) it is difficult for the organization to achieve its goals if there is a lack of knowledgeable and capable personnel. Human resource management is not only responsible for recruiting knowledgeable and capable personnel to work in the organization. (Bratton, Et al 2021). What must be done in conjunction is to develop personnel that are of appropriate value to the organization in the long term. When the organization loses knowledgeable and capable personnel, it is equivalent to losing valuable costs without receiving returns that are not worth the investment. Loyalty is an important (Lee-Kelley, L., Gilbert, D., & Mannicom, R. (2003) variable that the organization is always aware of. Loyalty reflects employees' feelings towards the organization in the long term. (Guillon, &

Cezanne,2014). Therefore, motivating and encouraging personnel to be loyal to the organization and accepting the organization's goals and values, loyalty to the organization leads to belief and behavior that is expressed in a positive way towards the organization. (Guillon, O., & Cezanne, 2014) Personnel who are loyal to the organization will work efficiently and reduce undesirable behaviors towards working with the organization in the long term as long as the organization wants. (Ugboro, 1993) On the contrary, if personnel in any organization lack morale and motivation in their work, this will be one of the causes of absenteeism and resignation that occur in many organizations. Because personnel who lack loyalty to their organization are ready to move to work with other organizations that can offer higher compensation or better positions, causing the organization to lose the cost of recruiting new employees, waste time and expenses in training new employees. Loyalty to the organization is therefore an important matter and a matter of great interest. What are the factors that make members of the organization loyal to the organization? In order to use these things to strengthen and increase members of the organization to be loyal to the organization in the future

From the above information, the researcher is interested in studying the motivations that affect employee loyalty to the organization at MG Bangkok Co., Ltd. In order to use the results of the study as a guideline for developing and improving motivation to strengthen employee loyalty to the organization.

II. OBJECTIVES OF THE STUDY

- To study the motivation of employees in MG Bangkok Co., Ltd.
- To study the loyalty of employees to the organization in MG Bangkok Co., Ltd.
- To compare the loyalty of employees to the organization in MG Bangkok Co., Ltd. classified by personal data
- To study the motivating factors affecting the loyalty of employees in MG Bangkok Co., Ltd.
- To study the supporting factors affecting the loyalty of employees in MG Bangkok Co., Ltd.

A. Study Hypothesis

Different personal data affect the loyalty of employees to the

organization in MG Bangkok Co., Ltd.

Motivating factors influence the loyalty of employees to the organization in MG Bangkok Co., Ltd.

Supporting factors influence the loyalty of employees to the organization in MG Bangkok Co., Ltd.

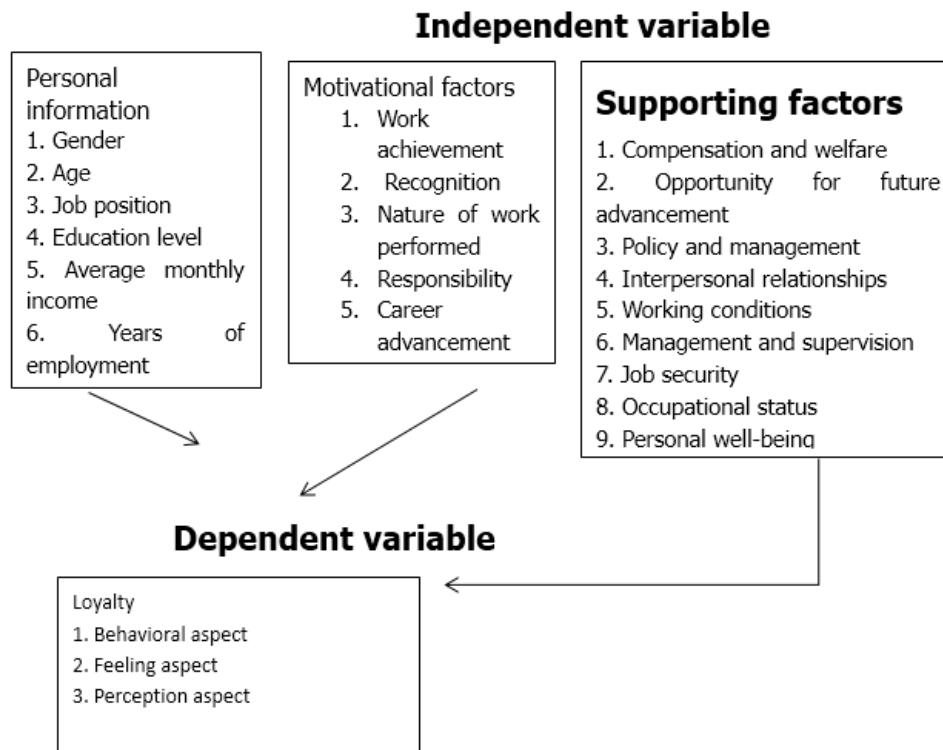
B. Scope of the study

A content study on motivation affecting organizational loyalty of employees of MG Bangkok Co. Ltd. The researcher relied on Herzberg’s (1959) two-factor theory. Motivational factors included work achievement, recognition, job description, responsibility, and career advancement. The supporting factors include compensation and welfare, opportunities for future advancement, policies and management, interpersonal relationships, working conditions,

supervision, job security, job status, and personal well-being. Hoy and Rees Organizational Loyalty Theory (1974) includes behavioral expressions, feelings, and perceptions. Population and sample The population used in the study was employees working at MG Bangkok Co., Ltd., with a sample of 104 people. The study period was between June 2024 and September 2024.

III. CONCEPTUAL FRAMEWORK OF THE STUDY

From the above research, the researcher used Herzberg's motivation theory and Hoy and Rees's loyalty theory to summarize and integrate them into a conceptual framework for studying the motivational factors affecting organizational loyalty as follows:



IV. METHODOLOGY

The researcher on motivation affecting employee loyalty in MG Bangkok Co., Ltd. aims to study the motivation of employees in MG Bangkok Co., Ltd., employee loyalty in MG Bangkok Co., Ltd., compare employee loyalty to the organization in MG Bangkok Co., Ltd. classified by personal data, motivational factors affecting employee loyalty in MG Bangkok Co., Ltd., supporting factors affecting employee loyalty in MG Bangkok Co., Ltd. The data from this study can be used as a guideline to present the results of the motivation study to relevant parties in planning, improving, and developing

to be consistent with the needs of employees in MG Bangkok Co., Ltd. The study methodology is as follows.

V. RESULTS OF THE STUDY

A study of motivation affecting the loyalty of employees of MG Bangkok Co., Ltd. using 104 questionnaires as a tool for data collection and 104 questionnaires were returned, accounting for 100 percent of the questionnaires. Motivational factors influence the loyalty of employees of MG Bangkok Co., Ltd.

Motivational factors	Std.					test
	B	Error	Beta	t	Sig	
Constant	1.725	.471		3.661	.000	
In terms of success at work	.022	.060	.034	.376	.708	no
In terms of acceptance	.046	.074	.060	.614	.541	no
nature of the work performed	.304	.083	.367	3.686	.000*	yes
Responsibility	.008	.082	.010	.100	.920	no
In terms of career progress	.159	.070	.220	2.267	.026*	yes

*Statistically significant at the .(0.5 (3-tailed) level.

Motivational factors influencing employee loyalty in MG Bangkok Co., Ltd. found that motivational factors in terms of career advancement and job characteristics had a statistically

significant influence on employee loyalty in MG Bangkok Co., Ltd. at the .05 level Supporting factors influencing employee loyalty in MG Bangkok Co., Ltd.

Supporting factors	Std.					Test
	B	Error	Beta	T	Sig	
Constant	1.504	.578		2.601	.011	
Compensation and welfare	.266	.098	.330	2.706	.008*	yes
Policy and management	-.121	.072	-.178	-1.673	.098	no
Interpersonal relations	.021	.073	.031	.288	.774	no
Working conditions	.124	.072	.151	1.727	.087	no
Governance and command	.056	.070	.078	.799	.426	no
Job security	.179	.074	.228	2.409	.018*	yes
Opportunity for future advancement	.115	.083	.127	1.387	.169	no
Career status	.112	.065	.127	1.734	.089	no
Personal well-being	-.031	.082	.174	-.376	.708	no

*Statistically significant at the .05 level 2-tailed

The supporting factors influence the loyalty of employees in MG Bangkok Co., Ltd., it was found that the supporting factors in terms of compensation and welfare, and job security influence the loyalty of employees in MG Bangkok Co., Ltd. with statistical significance at the .05 level.

VI. SUMMARY OF THE STUDY, DISCUSSION OF THE RESULTS AND RECOMMENDATIONS

The study of motivation affecting the loyalty of employees of MG Bangkok Co., Ltd. aims to study the motivation of employees of MG Bangkok Co., Ltd., to study the loyalty of employees to the organization of MG Bangkok Co., Ltd., to compare the loyalty of employees to the organization of MG Bangkok Co., Ltd., classified by personal data, to study the

motivating factors affecting the loyalty of employees of MG Bangkok Co., Ltd., and to study the supporting factors affecting the loyalty of employees of MG Bangkok Co., Ltd., using 104 questionnaires as a tool for data collection and statistics for data analysis, namely, percentage, mean, t-test, F-test, One-Way ANOVA) and Multiple Regression Analysis. The results of the data analysis can be summarized as follows:

A. *Employees at MG Bangkok Co. Ltd.*

The study found that overall motivational factors had an average value of being very important. When considering each aspect, there were four items at a very important level: work success, responsibility, the nature of work performed, and respect. There was one item at a moderate level of importance, namely, opportunity for career advancement. The details are as follows.

In terms of work success of employees in MG Bangkok Co.,

Ltd., with an average score of very high importance, three items were at a very important level: The company has a policy for employees to rotate positions so that employees can perform all duties in the work group. There is a work plan for achieving the goals of the unit. The company has a policy to support better training, observation, and development of the work performed.

In terms of respect of employees in MG Bangkok Co., Ltd., with an average score of very high importance and when considering each aspect, 3 items were at a very important level, consisting of: Work performance is accepted by colleagues. They feel that the work they are doing helps them be honored and accepted by society. The organization supports them in disseminating the results they have received to others, both inside and outside the unit.

In terms of the nature of work performed by employees in MG Bangkok Co., Ltd., with an average score of very high importance and when considering each aspect, 4 items were at a very important level, consisting of: The nature of work performed is appropriate for their knowledge and abilities. The nature of the work is challenging for their knowledge, abilities, and experience. The work performed has the opportunity to learn and develop oneself to adapt to modern technology in order to quickly respond to customer needs. The nature of the work performed requires coordination with other units that always receive cooperation.

In terms of responsibility of employees in MG Bangkok Co., Ltd., with an average score of very high importance and when considering each aspect, the three items are at a very important level, consisting of having sufficient decision-making power to work well, always being enthusiastic to complete the work that is responsible, and fully complying with the rules, regulations, policies, operations, and guidelines of the company.

In terms of career advancement opportunities for employees of MG Bangkok Co., Ltd., the overall average is important. When considering each aspect, the three items are at a very important level: the company provides opportunities for those with abilities to be promoted to a higher position; the company encourages employees to advance in their work by promoting further education or training; and the organization that they work to provide continuous opportunities for promotion.

Overview of supporting factors: The results of the study showed that the overall average is at a very important level. When considering each aspect, the nine items are at a very important level: occupational status, governance and command, relationship with personnel, job security, management policy, working conditions, opportunities for future advancement, compensation and welfare, and personal well-being. The details are as follows:

In terms of compensation and welfare of employees towards the organization in MG Bangkok Co., Ltd., the average value is at a very important level; when considering each aspect, it is at a very important level with four items: compensation and welfare received are appropriate for the work they do, salary and welfare received are sufficient for living, policy on compensation and various welfare provisions are clear, and compensation payment of employees is based on the ability or characteristics of employees.

In terms of policies and management of employees towards the organization in MG Bangkok Co., Ltd., the average value is at a very important level; when considering each aspect, it is at

a very important level with three items: executives set appropriate policies and management methods, executives determine the roles and responsibilities of personnel in different departments correctly and appropriately, and executives explain operational policies and management structures to personnel.

In terms of employee relationships towards the organization in MG Bangkok Co., Ltd., the average value is at a very important level and when considering each aspect, it is at a very important level with 3 items: supervisors always compliment when they are dedicated to their work, supervisors are friendly and give equal attention to subordinates, supervisors give opportunities to propose guidelines and solutions to improve work at all times, respectively.

In terms of employees' working conditions towards the organization in MG Bangkok Co., Ltd., the average value is very important, and when considering each aspect, it is at a very important level with three items: there are appropriate equipment/tools for work. The physical environment in the unit, such as the office, lighting, and sound, is appropriate. The workplace has a security system, both in terms of theft prevention, electrical systems, and buildings.

In terms of the management and command of employees towards the organization of MG Bangkok Co., Ltd., with an average value of very important. When considering each aspect, it is at a very important level with three items: the supervisor always provides an opportunity to express opinions, the supervisor has a method to solve conflicts in the unit appropriately and fairly, and the supervisor is fair in evaluating work performance.

In terms of the job security of employees towards the organization of MG Bangkok Co., Ltd., with an average value of very important. When considering each aspect, it is at a very important level with three items: I think the company is a stable organization. I think I will work with the company until I retire. I feel secure in my career

In terms of the opportunity for future advancement of employees towards the organization of MG Bangkok Co., Ltd., with an average value of important. When considering each aspect, it is at a very important level with four items: position is a position with continuous advancement opportunities. The opportunity for advancement in this position is an important factor that makes you work in the company. Performance makes it possible to be considered for merit in terms of opportunities for advancement in the future, which will be promoted to a higher position in the company.

In terms of the occupational status of employees towards the organization of MG Bangkok Co., Ltd., with an average value of very important. When considering each aspect, it is at a very important level; two items are: the duty of the work performed has honor and dignity; the duty of the work performed is accepted and respected by society, respectively.

In terms of the personal well-being of employees towards the organization in MG Bangkok Company Limited, the average score is very important. When considering each aspect, it is at a very important level that the three items are: the organization has designated traditional holidays or weekends that are appropriate, in terms of personal well-being, there is a transfer to work in a new position that is far from the family, and the organization has designated appropriate leave rights.

B. Discussion of the study's recommendations

The researcher has the following recommendations from the study. In the study of motivation affecting the loyalty of employees of MG Bangkok Co., Ltd., the researcher has the following discussion points:

1. In terms of recognition, the company's executives should assign important and challenging tasks to employees, and when the work is successful, they will be praised to show their recognition of the employees' abilities, which is a good way to build morale for employees.
2. In terms of the nature of the work performed, the company's executives assign tasks that match the employees' knowledge and abilities, giving employees opportunities to learn new tasks as a way to continuously develop learning and increase the potential of the workers.
3. In terms of career advancement, the company's executives should provide opportunities for those with abilities to be promoted to higher positions, which is a way to encourage employees to advance in their work.
4. In terms of policy and management, the company's executives set appropriate policies and management methods, and communicate operational policies to employees thoroughly. They clearly define the roles and responsibilities of personnel in various departments.
5. In terms of governance and command, the company's executives provide employees with opportunities to express their opinions that are beneficial to the company. They have methods to resolve conflicts in the organization appropriately and fairly, and evaluate performance fairly.
6. In terms of job security The company's executives show that the company is stable by setting compensation and various benefits for employees on par with companies in the same business group.
7. In terms of occupational status, the head of the department should promote activities with the community and society regularly to create awareness and acceptance of the company, making employees proud of working with the company.
8. In terms of personal well-being, the company's executives should take action in areas related to the quality of life of employees to create a balance between work and personal life.

C. Recommendations for future studies

Factors related to work problems and organizational culture that affect loyalty to the organization should be studied.

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