

# Influence of Organizational Culture and Training that Affects Loyalty to The Organization Through Work Incentives for Temporary Employees Under The Jurisdiction of The Amnat Charoen Primary Educational Service Area Office

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## Abstract

The objectives of this research are 1. to study the influence of organizational culture, training, and work motivation; that affects temporary employees' loyalty to the organization under the Amnat Charoen primary educational service area office 2. to study the influence of organizational culture and training that affects temporary employees' loyalty to the organization Under the Amnat Charoen primary educational service area office through work motivation 3. to study organizational culture and training that influences work motivation of temporary employees Under the jurisdiction of the Amnat Charoen primary educational service area office classified by district area The sample group used in the research was temporary employees, including temporary employees with a one-year contract and temporary employees. (Government employees) 4 year contract, 400 people, using proportional stratified sampling method. (Proportional Stratified Random Sampling) The tools used were questionnaires. The results found that 1. organizational culture, training, and work motivation that affects loyalty to the organization Statistically significant at the 0.01 level 2. Organizational culture and training that has an indirect influence on loyalty to the organization through work motivation Statistically significant at the 0.01 level 3) Organizational culture and training that affects the motivation to work Statistically significant at the 0.01 level.

**Keywords:** Organizational Culture, Training, Work Motivation, Loyalty to The Organization, Temporary Employee

## Introduction

In the present condition, Thailand is changing and developing rapidly. Resulting in growth It is very important in various aspects, including economics, society, politics, and technology. and education human resources are considered valuable resources for the organization. Because personnel are an important force in driving the organization. Including being able to create value and add value to the organization without effective personnel, the organization will encounter limitations in operations and causing damage in various areas, which will result in not being able to achieve the goals that the organization can set it. Therefore, it is necessary to find ways to encourage personnel to use their existing skills, knowledge, and abilities to the fullest. Therefore, it is necessary for the organization to maintain and develop personnel in order to create loyalty and retention. in the organization and the continuous work of personnel if the organization experiences a situation where a large number of personnel resign will cause continuous work. and increase the cost of recruiting replacement personnel.

Amnat Charoen primary educational service area office It is an organization with the main mission of organize education according to the policy to be effective. Government departments within the educational service area office are divided as follows: Administrative group human resource management group policy and planning group education promotion group supervision group monitors and evaluates educational management. Financial and asset management group teacher development group and educational personnel distance education promotion group, Information and communication technology, Internal audit unit, and legal and cases group there are schools under the supervision of the educational service area office. Amnat Charoen primary education, 7 districts, including mueang Amnat Charoen district huataphan district, Lueamnat district, phana district, chanuman district, pathumratchawongsa district and senangkhanikhom district there are 252 schools under its jurisdiction, which employ teachers and temporary employees. It is considered an important force that plays a role in driving the organization to have an increased workload. With an increasing workload and having to work quickly to meet deadlines and a shortage of teachers this causes hired teachers or temporary employees to receive an increased workload, which may affect the loyalty of temporary employees. As a result, temporary employees are looking for new jobs or careers. New and better than before by temporary employees this is contractual employment and is evaluated every year. When evaluated, it may affect loyalty to the organization. From statistics in 2020-2022, there were a total of 699 temporary employees. It was found that temporary employees were on leave. Resigning in 2020, 13 people, 2021, 23 people, 2022, 35 people, totaling 71 people, with the tendency to resign increasing every year. If In the future, there will be a higher turnover rate of temporary employees, which may affect the development of the organization. If personnel have resignation increases, causing workload and work efficiency to decrease. causing damage to the image of the organization lack of confidence of parents and outsiders morale and encouragement of personnel within the organization, Frequent personnel changes increase the resources available. causing it not to follow the budget plan the plan must be adjusted. add more steps causing increased costs loyalty to the organization is therefore one factor that causes the turnover rate temporary employee turnover is currently decreasing. Many organizations have given importance to about treatment more personnel the personnel are willing to work together for the organization. Do not resign from the organization it will have a positive effect on the work. Personnel will love their work. Resulting

in the organization's growth the work that comes out is all of high quality. Affects teaching and learning to achieve the objectives set by the organization.

From the importance and problems mentioned It gave the researcher an idea to study the subject. Influence of culture, organization, and training. that affects loyalty to the organization through work incentives for temporary employees under the Amnat Charoen primary educational service area office in order to be able to use research results in creating loyalty to the organization including the results of research obtained can be used to improve and develop management, create work motivation for temporary employees and reduce the problem of temporary employee turnover. Make those personnel remain in the organization for the long term.

## Objective

1. To study the influence of organizational culture, training, and work motivation on temporary employees' loyalty to the organization. Under the jurisdiction of the Amnat Charoen primary educational service area office
2. To study the influence of organizational culture. And training that affects loyalty to the organization of temporary employees under the Amnat Charoen primary educational service area office through work incentives
3. To study organizational culture and training that influences the work motivation of temporary employees under the Amnat Charoen primary educational service area office.

## Literature Review

Corporate culture it is an important factor of the environment within the organization. It is important for the organization. in selecting appropriate personnel which will have the required skills and experience the organization will benefit from such personnel the organization's goals and objectives will be affected if the wrong personnel are selected. The development of government organizations today has many challenges in the system, especially the culture of government organizations. which requires a way of thinking new ways of working in the modern bureaucracy to be consistent with the environment that changed quickly by adhering to the people as the center. There is a change in the way of thinking in separate ways. There should be links across multiple dimensions. an in- depth analysis based on expertise in the role, turning to holistic thinking or integrated more systematically changing the way of working centralized authority works according to duties take responsibility by controlling and supervising in order of commanding steps as work is done. Focus on proactive missions by adhering to the principle of "people" instead of the economy as the center of development and setting holistic or integrated development guidelines in every dimension. Hanphakdeenivom and Kemtabtim (2018) organizational culture is a pattern of values. The conduct and practice of being able to understand the feelings of civil servants in state organizations is rooted in the values, thoughts, beliefs, and ideologies that members have along with what they have seen and learned from what happens in the organization. Learning what happens in the organization influence the decision that personnel it is a way of life that people any group holds continue to practice and become a habit. and habit is a custom and tradition, a way of behaving practice beliefs values, language, objects, culture bring people together as a society. There are orderly coexistence. (Phuwichitram, Yudas and Keyaphum, 2015) Four characteristics of the culture of modern government organizations

are 1) results- oriented culture, 2) team culture, 3) competence culture, 4) learning and adjustment culture. (Chueram, Panyasophon and Sukprasert, 2020)

Training is about creating techniques that can develop organizations and people to grow and be more modern. Benefits from training have a direct impact on personnel, executives, and organizations as follows: 1) Benefits to employees and personnel gain additional knowledge both forestry and work and other related areas resulting in increased skills create expertise in work able to perform work correctly and with standards, causing personnel to have a positive attitude towards the organization, towards executives, and understand the importance of the work. cause self-development for a higher position in the future, it gives confidence in working. Have responsibility for the work received Delegate more 2) Benefits to executives in the organization strengthen executive leadership in management the organization is always up- to- date, reducing the burden on supervisors in following up on work from subordinates. They have creative ideas and worksheets. To develop the organization to have quality able to create a good image for the organization accepted both inside and outside the organization 3) Benefits to the organization the organization has human resources that have the potential to work. The work is efficient and has that standard. Organizations can increase efficiency and effectiveness in their work better. Organizations can adapt in situations of high change. The organization is accepted by society outside the organization. Has a good image and reputation in terms of quality of products and services. (Sirichotirat, 2017)

Work motivation is considered to be the basic drive within a person to achieve a certain goal. It is very important for organizations to measure the motivation of their temporary employees. It is still necessary to discuss and find out. Important factors in motivating temporary employees motivated temporary workers are more efficient and more productive for the organization therefore, temporary employees play an important role in the development of an organization. The basic focus of the researcher is the motivation and needs of temporary employees working in an organization. The researcher has determined motivation is a psychological process that directs the behavior of temporary employees. Basically work motivation is the internal drive towards unmet and unsatisfied needs and the tendency to act in a manner intended to achieve a certain organizational goal. An individual's behavior is It comes from motivation and provides focus and direction to act in a certain way. To be able to reinforce the behavior of temporary employees. (Yusof, Said, and Ali, 2016)

Theory of organizational loyalty Hoy and Rees (1974: 274-275) stated that loyalty to organization is an expression between an individual and an organization. If people are more loyal to the organization, the more The less likely you are to resign or leave the organization, Hoy and Rees describe the following elements: Loyalty to the organization consists of 3 aspects: 1) behaviors expressed 2) feelings 3) perceptions

The concept of a mediator variable is a variable that mediates the causal relationship between variables. independent with dependent variable It can be called a third variable that changes the relationship between the independent variable and the dependent variable, where the interstitial variable describes the relationship between the independent variable and the dependent variable. Because it is variables that help in understanding the process of independent variables affecting the dependent variable. (Baron and Kenny, 1986)

However, from reviewing past literature, the researcher was able to formulate research hypotheses and summarize the conceptual framework for the research as follows.

Research hypothesis

H1: Organizational culture influence on loyalty to the organization

H2: Work motivation influences loyalty to the organization

H3. Training influences loyalty to the organization.

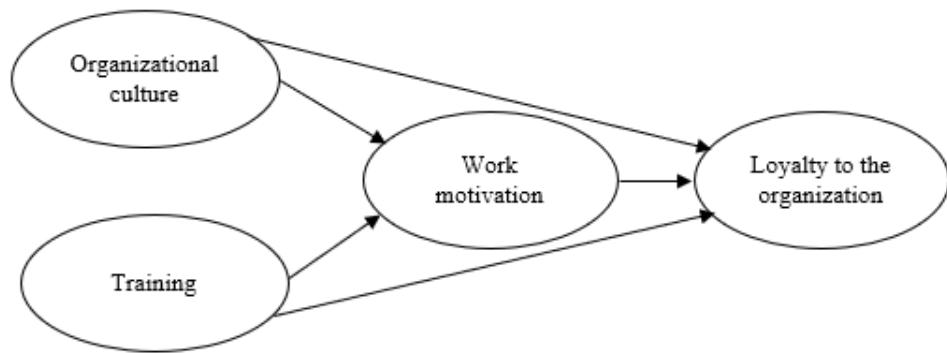
H4: Organizational culture influences work motivation

H5: Training influences work motivation

H6: Organizational culture influences organizational loyalty. through work motivation

H7: Training influences organizational loyalty. through work motivation

The research concept framework is shown in Figure 1 as follows.



**Figure 1:** Research conceptual framework

## Research Methodology

Population and sample in this study, they include temporary employees. Under the jurisdiction of the educational service area office Amnat Charoen primary school, 699 people (Amnat Charoen primary educational service area office, 2023)

The sample group includes temporary employees, including temporary employees with a 1- year contract and temporary employees. (Government employee) 4- year contract can be calculated according to the idea of Hair et al. (2010) suggesting using a sample of at least 10 - 20 units per 1 parameter that needs to be estimated. In this research, there are parameters or indicators measuring 40 questions, the researcher used a sample size of 10 units per parameter, resulting in a sample size of 400 people to be studied using the proportional stratified sampling method. (Proportional Stratified Random Sampling)

The tool used in this study to collect data was a questionnaire, divided into 4 parts as follows: Part 1, questions about organizational culture, Part 2, questions about training, and Part 3, questions about motivation. In work, Part 4, questions about loyalty to the organization, text, courtesy of 5 experts, checked the accuracy and precision of the content in the questionnaire. Then collect the data. Expert opinions Let's analyze the consistency index between the question items. With the objectives with the Index of item objective congruence (IOC) value, throwing out the questionnaire that is conducted make corrections and then check the accuracy of the content (Content Validity). Improve the questionnaire. According to the suggestion of the expert presented it to the advisor to check again and then come and make corrections to make it perfect before going to test it out again with a group of temporary employees. This is a group that is not the sample being studied. By experimenting with giving out a trial questionnaire (Try out) to the population that is not the sample. At the area office a study of 50 sets of Ubon Ratchathani primary schools to find out the reliability. Of the tool before collecting data from the sample group being studied by conducting an analysis to find confidence of the questions for checking correspondingly,

each question must have a reliability value greater than or equal to 0.70 using the coefficient method. Cronbach's alpha coefficient tests the reliability of individual questions and the overall picture. The reliability of the total questionnaire is 0.95, classified according to variables is between 0.83 - 0.89, so it can be used. It can be a real questionnaire. And complete questionnaire, collecting data from the sample group to be studied is 400 people.

The researcher prepared a complete questionnaire and numbered the questionnaire 1-400. Data collection was carried out in accordance with the regulations of human research standards by requesting the cooperation of temporary employees under the Amnat Charoen primary educational service area office. From a sample of 400 people, and gathered information from academic documents, various documents, and brought questionnaires to check for accuracy and Complete questionnaires were selected for further analysis.

The researcher carried out the data analysis. From collecting the questionnaires, checking the correctness and completeness of the questionnaires, coding them and then recording the data into the computer. To process with the program completed statistics with IBM SPSS statistics 26 and JAMOVI 23 28.0 - win 64 programs to perform analysis. Data using descriptive statistics (Descriptive Analysis), analyze the mean and standard deviation, analyze, check the grouping of factors of the scale (Factor Analysis), and analyze the correlation coefficient to check the discriminant validity between variables. (Discriminant Validity) Analyze direct influence, indirect influence, and overall influence using GLM mediation analysis, then summarize the test results. Research hypothesis.

## Research Findings

Results of analysis examining the grouping of factors of the scale (Factor Analysis) influence of organizational culture. And training that affects loyalty to the organization through the motivation to work temporary employee the affiliation of the Amnat Charoen primary

**Table 1:** Results of factor analysis

Latent Variable	Observed Variable	Factor Loading	Eigenvalue/ Cumulative	KMO
Organizational culture: OC	CC1 - CC10	0.59 - 0.68	4.20/42.00	0.84
Training TN	TN1 - TN10	0.54 - 0.73	4.55/45.50	0.85
Work motivation: WM	MW1 - MW10	0.54 - 0.77	4.77/47.70	0.85
Loyalty to the organization: LO	OL1 - OL10	0.64 - 0.82	5.48/54.80	0.87

From Table 1, The results of factor analysis It is an analysis to examine the grouping of factors of the scale. Whether it can be placed in the same group as or not the results of factor analysis of the indicators in the 400 people questionnaires that were tested, the researcher analyzed by using the method of rotating the varimax axis and setting an IKB value greater than 1.0 found that all indicators can be placed in the same group. and every indicator of the meter every measure has weight in the same 1 element. And every indicator of every measure has weight in the same 1 component as follows: Organizational culture (OC) has a Factor Loading value between 0.59-0.68, an Eigenvalue of 4.20 and a KMO value of 0.84. Training (TN) has the factor loading value is between 0.54-0.68, the eigenvalue is 4.55 and the KMO is 0.85. Work motivation (WM) has a factor loading value between 0.54-0.77, an eigenvalue value of 4.77 and a KMO value of 0.85 and loyalty to the organization

(LO) has a factor loading value between 0.64-0.82, an eigenvalue value of 5.48 and a KMO value of 0.87

The researcher analyzed the correlation coefficient between the observed variables by considering the values. Pearson's product moment correlation gives a matrix. Correlation between variables to check the preliminary agreement of confirmatory factor analysis because the basic agreement of factor analysis is that the variables must be related to each other, as shown in Table 2.

**Table 2:** Correlation coefficients to check discriminant validity between data variables.

variable	OC	TN	WM	LO
OC	1			
TN	0.56*	1		
WM	0.61*	0.58*	1	
LO	0.59*	0.50*	0.52*	1

\* Statistical significance level at 0.01 level

From table 2, It is found that all independent variables are: Organizational culture (OC) and training (1) that affect loyalty to the organization (LO) through work motivation (WM) are statistically significantly related at the 0.01 level when considering the Relationship between variables, found that the correlation coefficient (1) was between 0.50 and 0.61 ( $r \leq 0.80$ ), therefore no problem was found. Multicollinearity The information has Suitable for subsequent multiple regression analysis.

Results of direct influence analysis Indirect influence and total influence of organizational culture and training that affects loyalty to the organization through work motivation of temporary employees under the Amnat Charoen Primary Educational Service Area Office, as shown in Table 3.

**Table 3:** Results of direct influence analysis, indirect influence, and overall influence.

Type Effect	Path	Estimate	SE	$\beta$	z	p
<b>Direct</b>	OC $\Rightarrow$ LO	0.40	0.05	0.38	7.54*	0.00
	TN $\Rightarrow$ LO	0.19	0.05	0.18	3.73*	0.00
	WM $\Rightarrow$ LO	0.16	0.05	0.18	3.54*	0.00
<b>Component</b>	OC $\Rightarrow$ WM	0.43	0.04	0.41	9.30*	0.00
	TN $\Rightarrow$ WM	0.36	0.04	0.35	7.83*	0.00
<b>Indirect</b>	OC $\Rightarrow$ WM $\Rightarrow$ LO	0.08	0.02	0.07	3.31*	0.00
	TN $\Rightarrow$ WM $\Rightarrow$ LO	0.06	0.02	0.06	3.23*	0.00
<b>Total</b>	OC $\Rightarrow$ LO	0.49	0.05	0.45	9.80*	0.00
	TN $\Rightarrow$ LO	0.26	0.05	0.24	5.31*	0.00

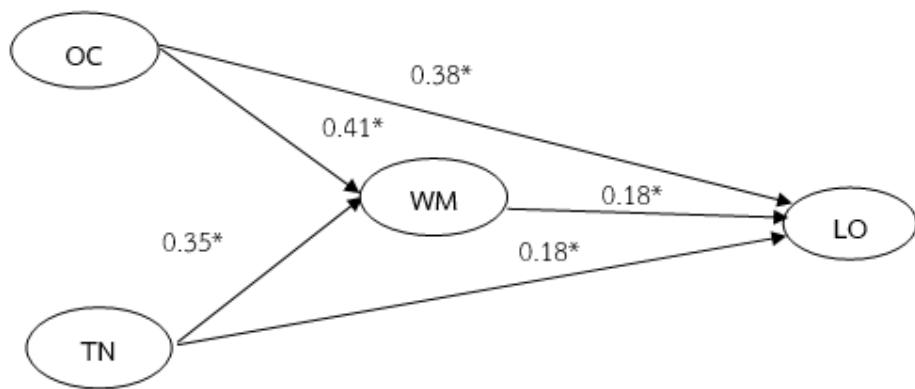
**F= 95 Sig. = 0.00 R = 0.64 R<sup>2</sup> = 0.41 R<sup>2</sup><sub>adj</sub> = 0.41**

\* Statistical significance level at 0.01 level

From table 3, it is found that the results of the direct influence analysis indirect influence and the overall influence can be summarized according to the following path: Direct influence: Organizational culture, training, and work motivation were found to have an influence. Direct way to loyalty to the organization statistically significant at the 0.01 level, the indirect influence was found to be organizational culture. and training influences loyalty to the organization through work motivation statistically significant at the 0.01 level.

Can explain the multiple correlation coefficient. Shows the relationship between the independent variable and the dependent variable equal to 0.64 ( $R = 0.64$ ), which organizational culture and training together with the prophecy Loyalty to the organization was 41 percent ( $R^2_{adj} = 0.41$ )

Therefore, the forecast equation can be written as shown in Figure 2 as follows.



**Figure 2:** Results of path analysis of the influence of organizational culture and training that affects loyalty to the organization through work motivation of temporary employees. Under the jurisdiction of the Amnat Charoen primary educational service area office

From the results of the study of direct influence, it was found that Organizational culture (OC), training (TN), and work motivation (WM) have a significant effect on organizational loyalty (LO) at the 0.01 level. Organizational culture (OC) and training (TN) that affects loyalty to the organization (LO) through work motivation (WM) with statistical significance at the 0.01 level, and organizational culture (OC) and training (TN) that influence motivation. in work (WM) with statistical significance at the 0.01 level

## Discussion

In this research, the researcher discussed the results based on path analysis for each variable as follows

Corporate culture there are both direct and indirect influences on loyalty to the organization because temporary employees are mostly local people. Which are all familiar we were close from the beginning. As a result, the culture in the work organization has not changed much. Therefore causing temporary employees to feel a positive opinion or attitude towards an organization ultimately leads to loyalty towards the organization. This results in loyalty to the organization of the temporary employees. Under the jurisdiction of the Amnat Charoen primary educational service area office which directly influences temporary employees' loyalty to the organization Under the jurisdiction of the Amnat Charoen primary educational service area office This is consistent with the research of Mingsamprang

(2016) who studied organizational culture study organizational confidence and employee work motivation that affects organizational loyalty of Thailand commercial banks in Samut Sakhon province. Liu and Lee (2021) studied the Moderating the effects of employee benefits and job burnout on employee loyalty. corporate culture and resignation of personnel and the results of the analysis also found that the organizational culture it has an indirect influence on loyalty to the organization. Through work motivation this is consistent with the research of Boonmavong and Tanonkaew (2022) who studied the culture and motivation influence organizational loyalty. Case study: Thong Suk college overall training was at a high average level, showing that employees gained new knowledge, concepts, and experiences from the training. Have used the knowledge gained from training to be used in developing the quality of responsible work training and development through hands-on experience It will make you understand the work better. Participating in project training is beneficial to progress. The organization encourages personnel to receive development and training. in a curriculum that is appropriate for work performance development and training help improve knowledge. skills and reduce defects in work performance training and development is a continuous increase in knowledge, attitude, skills and experience. The organization encourages personnel to regularly receive training and development in appropriate courses both inside and outside the organization. The organization organizes training and development for personnel with specific skills and general skills. And the organization has a continuous and systematic development and training plan. It was found that training resulted in temporary employees' loyalty to the organization. Under the jurisdiction of the Amnat Charoen primary educational service area office which directly influences temporary employees' loyalty to the organization under the jurisdiction of the Amnat Charoen primary educational service area office which is consistent with the research of Rungcharoensuksri (2016) studied the matter. Study of organizational engagement career advancement and satisfaction with employee welfare affects the loyalty of operational employees of private companies in Bangkok. Qudah, Yang and Anjum (2017) studied quality employee training, transition and orientation programs: Employee loyalty and the results of the analysis also found that training has an indirect influence on loyalty to the organization. Through work motivation this is consistent with Phetmoo's (2016) research on work motivation, training, and organizational culture that affects the loyalty of employees of origin property public company limited Khuong, Mai and Phuong (2020) studied the impact of human resource management practices on employee motivation and loyalty.

Motivation to work overall, the average was at a high level, indicating that the temporary employees completed their assigned work on time. Received good cooperation in working from both supervisors and co-workers. Work performance is acceptable to supervisors and co-workers. The organization has a clear policy for operations. The physical environment in the workplace, such as lighting, temperature, and noise, is suitable for work performance. Received praise for success in work Job responsibilities are appropriate to your current job position. receive a suitable salary and there are various benefits that are a driving force motivation to work results in temporary employees' loyalty to the organization. Under the jurisdiction of the Amnat Charoen primary educational service area office have direct influence this creates loyalty to the organization of temporary employees. Under the jurisdiction of the Amnat Charoen primary educational service area office this is consistent with the research of Chounchob (2017) who studied Factors that cause personnel to have sustainable loyalty to the organization. case study of the human resources management division. Office of the permanent secretary, Ministry of public Health Butkhunthong (2016) studied the factors that affect employee loyalty to the organization of the Electricity Generating

Authority of Thailand. Chanyanat (2016) studied influence of motivational factors on organizational loyalty and performance of operational personnel. Health science group an autonomous university

## Conclusion

From the research results on influence of organizational culture and training that affects loyalty to the organization through work incentives for temporary employees under the Amnat Charoen primary educational service area office the researcher can conclude as follows. In terms of motivation to work It is a variable that has a direct effect. and is an interstitial variable that affects loyalty to the organization. The issue of temporary employees completing work as assigned on time. Temporary employees receive good cooperation in their work from both supervisors and co-workers. And the performance of temporary employees is acceptable to supervisors and co-workers organizational culture. Temporary employees are willing to strictly abide by the policies and rules the organization has set. Temporary employees are responsible for assigned tasks to achieve organizational goals. and the organization allows everyone to participate in decision making and training. Temporary employees gain new knowledge, ideas, and experiences from training. Temporary employees apply knowledge gained from training. to be used in developing the quality of responsible work and temporary employees often attend training projects that are considered beneficial to the temporary employee's career advancement.

## Suggestion

From the research results on influence of organizational culture and training that affects loyalty to the organization through the work motivation of temporary employees under the Amnat Charoen primary educational service area office, the researcher has 3 suggestions as follows: 1) In terms of work motivation, it was found that the work motivation factor is a variable that has a direct effect. and is an interstitial variable that affects loyalty to the organization. Issues: Work as assigned and completed on time. The organization should organize the workplace environment. To be suitable for work, such as having appropriate lighting, temperature, and equipment for work. Welfare there should be support for providing financial assistance to families of temporary employees. In the event that a temporary employee dies or has an accident, he is unable to work. and increase the minimum salary of temporary employees to be in line with the current cost of living. To stimulate morale in working 2) Organizational culture The organization should strictly establish organizational policies and rules. To plan for personnel management by completing assigned tasks on time and developing personnel's work to be efficient and effective and build loyalty to the organization. 3) Training. Organizations should focus on developing the performance potential of temporary employees. In order to be able to support the work of temporary employees effectively in addition, at present the ministry of finance has revised new rules, regulations, criteria and guidelines. Organizations should encourage temporary employees to continue developing and training in appropriate courses both inside and outside the organization. To allow temporary employees to gain new knowledge, ideas, and experiences

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