FACTORS INFLUENCING EMPLOYEE LOYALTY IN PTT GAS STATIONS IN MUEANG DISTRICT, UBON RATCHATHANI, THAILAND

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Abstract - This study investigates two primary objectives: (1) to assess the levels of work motivation, individual needs, and organizational loyalty, and (2) to examine the influence of work motivation and individual needs on organizational loyalty among employees at Petroleum Authority of Thailand (PTT) gas stations in Mueang District, UbonRatchathani, Thailand. The study employs a quantitative research approach, utilizing structured questionnaires with a validity score of 0.85 and a reliability score of 0.89. The sample comprises 210 employees from PTT gas stations. Descriptive statistics, including frequency, percentage, mean, and standard deviation, were used alongside multiple regression analysis to test the hypotheses. The findings indicate that most respondents were male (66.70%), aged between 21–29 years (80.50%), single (46.20%), held high school education (65.70%), and earned less than 9,000 baht per month (62.90%). The levels of work motivation, individual needs, and organizational loyalty were generally high. Among motivational factors, intrinsic factors scored higher than extrinsic factors. Individual needs were ranked from highest to lowest as follows: social and belonging needs, physiological needs, self-actualization, safety and security, and esteem needs. Organizational loyalty dimensions revealed that perception-related factors ranked highest, followed by emotional attachment and behavioral expression. The hypothesis testing identified five significant predictors of employee loyalty: esteem needs, physiological needs, motivational factors, self-actualization, and social and belonging needs. Maintenance factors and safety and security needs, however, were not significant at the 0.05 level.

Keywords - Employee Loyalty, Work Motivation, Human Resource Management, Petroleum Retail Industry

I. INTRODUCTION

Human Resource Management (HRM) is a critical factor influencing organizational success. According to Barney and Wright (1998), human resources play a pivotal role in ensuring sustainable competitive advantage, as they are the most vital component of the 4M's—Man, Money, Material, and Management. Employee development and retention are essential strategies for creating a learning organization (Angell, 1999), a goal that all organizations strive to achieve. Additionally, ChantanaSiangcharoen (2011) emphasizes that human resources are akin to the "diamonds" of an organization. Enhancing employee satisfaction, motivation, and enthusiasm not only boosts organizational efficiency but also reduces operational challenges. Moreover, fostering employee loyalty and organizational commitment can reduce turnover rates and strengthen employee engagement. Organizations should promote acceptance, self-expression, and participation among employees to achieve mutual satisfaction and success (Herzberg et al., 1959). Therefore, businesses have increasingly prioritized the development and retention of employees to ensure long-term organizational sustainability. Shweta Rajput (2016) highlights that employee retention and loyalty pose significant challenges for organizational management. Employees are invaluable assets, and their value grows with tenure due to accumulated training, development, and experience, making it imperative for organizations to retain their workforce for as long as possible.

In the petroleum retail industry, PTT Public Company Limited operates extensively in UbonRatchathani, a strategic economic hub in northeastern Thailand with trade routes connecting neighboring countries such as Laos and Cambodia. This vibrant cross-border trade underscores the importance of petrol stations as key economic drivers for the province. As the leading petroleum market player in Thailand, PTT holds a 42.3% market share (PTTOR, 2020). However, this industry faces significant challenges, particularly high employee turnover rates exceeding 10% (PTTOR, 2022). In the case of PTT service stations in Mueang District, UbonRatchathani, the annual turnover rate averages 25%, leading to increased human resource management costs. Herzberg (1966) notes that workplace satisfaction and dissatisfaction stem from two distinct factors: motivational factors, which drive satisfaction and effectiveness, and hygiene factors, which help employees remain with the organization. Motivational factors include job achievement, recognition, job characteristics, responsibility, and career advancement, while hygiene factors encompass salary, interpersonal relationships, leadership, organizational policies, working conditions, job security, and personal well-being.KrongkanThongsuk (2011) further highlights that factors influencing employee loyalty include motivation, human resource development, and

commitment promotion. Organizations should provide fair compensation, offer career advancement opportunities, and design employee benefits that meet their needs to enhance organizational stability and efficiency. This study focuses on identifying the factors affecting employee loyalty at PTT service stations in Mueang District, UbonRatchathani. It aims to analyze these factors to develop effective management strategies that improve employees' quality of life and ensure the organization's long-term success. According to Hoy and Rees (1974), organizational loyalty reflects the relationship between individuals and their organizations. Higher loyalty correlates with a reduced likelihood of employee turnover. Hoy and Rees further explain that organizational loyalty comprises three dimensions: expressed behavior, emotions, and perceptions. This research seeks to explore these dimensions to support strategic human resource initiatives that drive organizational growth and resilience.

II. RESEARCH OBJECTIVES

1. To examine the levels of work motivation, individual needs, and organizational loyalty among employees of PTT service stations in Mueang District, UbonRatchathani.
2. To analyze the influence of work motivation and individual needs on organizational loyalty among employees of PTT service stations in Mueang District, UbonRatchathani.

Research Hypotheses

1. Work motivation significantly influences organizational loyalty among employees of PTT service stations in Mueang District, UbonRatchathani.
2. Individual needs significantly influence organizational loyalty among employees of PTT service stations in Mueang District, UbonRatchathani.

Research Conceptual Framework

The conceptual framework for this study identifies work motivation and individual needs as the independent variables, with organizational loyalty as the dependent variable. The relationships between these variables are depicted in Figure 1.

Conceptual Framework

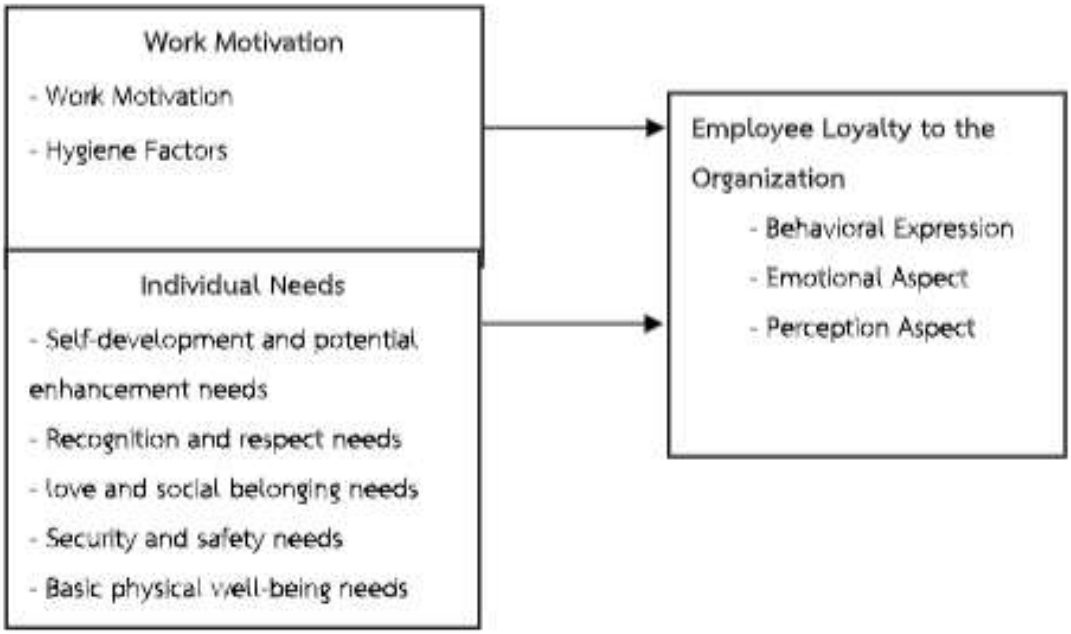


Figure 1 Research Conceptual Framework

Research Methodology

This study employs a quantitative research approach. The population consists of employees from 12 PTT service stations in Mueang District, UbonRatchathani, totaling 420 employees (September 20, 2022) The sample size was calculated using Taro Yamane's formula (1973) with a confidence level of 95% and a margin of error of 0.05, resulting in a sample of 210 employees.

Data Collection InstrumentThe primary tool for data collection was a questionnaire divided into five sections: 1) General Information: Respondent demographic data. 2) Work Motivation: Questions related to motivational factors. 3) Individual Needs: Questions exploring employees' personal needs. 4) Employee Loyalty: Questions measuring loyalty to the organization. 5) Additional Suggestions: Open-ended section for further comments.Sections 2, 3, and

4 employed a Likert scale with five levels (ThaninSinjaru, 2012):Strongly agree, Agree, Neutral, Disagree and Strongly disagree. The interpretation of average scores was categorized as follows:4.20–5.00: Very High, 3.40–4.19: High, 2.60–3.39: Moderate, 1.80–2.59: Low, 1.00–1.79: Very Low. The questionnaire's validity was assessed by three experts, yielding a content validity index of 0.85. A pilot test was conducted with 30 participants, producing a reliability coefficient of 0.89, which is considered acceptable.Sampling Technique:The sampling process used a cluster sampling method to represent employees from each of the 12 PTT service stations in Mueang District, UbonRatchathani. Stratified sampling was applied to proportionally allocate respondents across branches (Gall,Brog and Gall,1996). Simple random sampling was then conducted by drawing lots from the employee lists of each branch.Data Analysis:Data were analyzed using statistical software. Descriptive statistics included percentages, means, and standard deviations. Inferential statistics involved multiple regression analysis to examine relationships between variables.Research Timeline: The research was conducted between January and December 2023.

III. RESEARCH FINDINGS

1. General Information of Respondents

The majority of respondents were male (66.70%), aged between 21–29 years (80.50%), single (46.20%), with a high school education (65.70%), and an average monthly income of less than 9,000 Baht (62.90%).

2. Levels of Work Motivation, Personal Needs, and Organizational Loyalty of Employees

Work Motivation	Mean ()	Standard Deviation (S.D.)	Level
Motivational Factors	3.79	0.71	High
Maintenance Factors	3.57	0.61	High
Total	3.68	0.67	High

Table 1: Mean, Standard Deviation, and Level of Work Motivation of Employees

From Table 1, it was found that the overall level of work motivation was at a high level($\bar{x}$= 3.68, S.D. = 0.67). When considering individual aspects, the respondents rated all aspects at a high level, ranked from highest to lowest as follows: motivational factors ($\bar{x}$= 3.79, S.D. = 0.71), followed by maintenance factors ($\bar{x}$= 3.57, S.D. = 0.61), respectively.

Personal Needs	Mean ()	Standard Deviation (S.D.)	Level
Basic Physical Needs	3.72	0.77	High
Security Needs	3.58	0.71	High
Love and Social Needs	4.04	0.65	High
Esteem Needs	3.50	0.77	High
Self-Actualization Needs	3.63	0.65	High
Total	3.69	0.59	High

Table 2: Mean, Standard Deviation, and Level of Personal Needs of Employees

From Table 2, it was found that the overall level of personal needs was at a high level($\bar{x}$= 3.69, S.D. = 0.59). When considering individual aspects, the respondents rated all aspects at a high level, ranked from highest to lowest as follows: love and social needs ($\bar{x}$= 4.04, S.D. = 0.65), followed by basic physical needs ($\bar{x}$= 3.72, S.D. = 0.77), self-actualization needs ($\bar{x}$= 3.63, S.D. = 0.65), security

needs ($\bar{x}$= 3.58, S.D. = 0.71), and esteem needs ($\bar{x}$= 3.50, S.D. = 0.77), respectively.

Organizational Loyalty	Mean ()	Standard Deviation (S.D.)	Level
Expressive Behavior	3.43	0.79	High
Feelings	3.84	0.67	High
Perception	3.87	0.71	High
Total	3.71	0.59	High

Table 3: Mean, Standard Deviation, and Level of Organizational Loyalty of Employees

From Table 3, it was found that the overall level of employee organizational loyalty was at a high level ($\bar{x}$= 3.71, S.D. = 0.59). When considering individual aspects, the respondents rated all aspects at a high level, ranked from highest to lowest as follows: perception ($\bar{x}$= 3.87, S.D. = 0.71), followed by feelings ($\bar{x}$= 3.84, S.D. = 0.67), and expressive behavior ($\bar{x}$= 3.43, S.D. = 0.79), respectively.

Hypothesis Testing

Before testing the hypothesis, the researcher examined the relationships among the independent variables to assess multicollinearity in the linear regression equation. Multicollinearity refers to a situation where independent variables in a linear regression equation are interrelated, potentially negatively impacting the model's prediction on unseen data.By checking the proportion of unexplained variance (Tolerance), which should be higher than 0.19, and the Variance Inflation Factor (VIF), which should be less than 5.30 (Hair et al., 2010), it was confirmed that the independent variables were not overly interrelated.

The factors evaluated included motivational factors, maintenance factors, self-actualization needs, esteem needs, love and social needs, security needs, and basic physical needs. The tolerance values ranged between 0.380 and 0.819, all above 0.19, and the VIF values ranged between 1.221 and 2.635, all below 5.30. This indicates that the independent variables used in the study were sufficiently independent and not excessively correlated to cause multicollinearity problems, meeting the standard criteria. Therefore, these independent variables were accepted as suitable for the study, as shown in Table 4

Variable	B	Beta	Std. E	t	sig	VIF	Tolerance
Motivational Factors (X1)	0.147	0.123	0.067	2.191	0.030*	1.802	0.555
Maintenance Factors (X2)	0.039	0.050	0.039	0.995	0.321	1.467	0.681
Basic Physical Needs (X3)	0.217	0.230	0.059	3.703	0.001**	2.197	0.455
Security Needs (X4)	0.069	0.091	0.038	1.819	0.070	1.424	0.702
Love and Social Needs (X5)	-0.019	-0.048	0.018	-1.033	0.030*	1.221	0.819
Esteem Needs (X6)	0.290	0.307	0.064	4.522	0.001**	2.635	0.380
Self-Actualization Needs (X7)	0.222	0.212	0.069	3.194	0.002**	2.511	0.398
(Constant)	.266		.208				
R2= .646, Adj R2=0.634, F=52.678, Sig= 0.00**							

***Significant at the 0.05 level, ** Significant at the 0.01 level**

Table 4 presents the multiple regression coefficients of work motivation factors and personal needs **influencing employees' organizational loyalty.**

From Table 4, the multiple regression analysis revealed that five independent variables could predict the organizational loyalty of employees at the PTT gas stations in Mueang District, UbonRatchathani Province. The independent variable with the highest predictive power was esteem needs (X6), with a standardized regression coefficient (Beta) of 0.307. This was followed by basic physical needs (X3), with a Beta of 0.230, work motivation (motivational factors) (X1), with a Beta of 0.123, self-actualization needs (X7), with a Beta of 0.121, and love and social needs (X5), with a Beta of -0.048, respectively.These

five variables collectively explained 63.40% of the variance in organizational loyalty, with a predictive accuracy of 63.40% and a standard error of ±0.208. The regression equation can be expressed as follows: Y=0.290(Esteem Needs: X6)+0.222(SelfActualization Needs: X7)+0.217(Basic Physical Needs: X3)+0.147(Motivational Factors: X1)−0.019(Love and Social Needs: X5)

IV. CONCLUSION

From the study of factors influencing organizational loyalty of employees at gas stations operated by the Petroleum Authority of Thailand (PTT) in Mueang District, UbonRatchathani Province, it was concluded that there are five key variables influencing the organizational loyalty of gas station employees, as illustrated in Figure 2.



Figure – 2 Factors Influencing the Organizational Loyalty of Gas Station Employees

V. DISCUSSION OF RESEARCH FINDINGS

Factors Influencing Employees' Organizational Loyalty

The study revealed five key factors influencing the organizational loyalty of gas station employees at the Petroleum Authority of Thailand (PTT) in Mueang District, UbonRatchathani Province:

1. **Esteem Needs (X6):**

Esteem needs significantly impact employees' organizational loyalty. Employees feel valued and recognized through opportunities to showcase their abilities, consistent praise from colleagues and supervisors, and being entrusted with responsibilities such as representing the organization in activities. Promotions and career advancement opportunities further reinforce loyalty. These findings align with Herzberg's (1966) theory, which posits that recognition, appreciation, and trust from supervisors and colleagues foster organizational loyalty. Similarly, YuwaratLeelapongwatana (2011) found that job characteristics and career advancement significantly influenced employee engagement and loyalty in Jebsen& Jessen Thailand.

2. **Basic Physical Needs (X3):**

Basic physical needs, such as adequate working hours, rest periods, appropriate compensation, and facilities like restrooms, medical rooms, and essential medicines, significantly contribute to employees' satisfaction. These provisions foster a positive perception of the organization and enhance loyalty. This finding aligns with Herzberg's (1966) theory, which highlights that maintenance factors, such as salaries, benefits, and working conditions, are essential for retaining employees. A similar study by PreenapanTapmalee (2019) on educators in Sarasas-affiliated schools found that job stability, compensation, and benefits significantly influenced organizational loyalty.

3. **Work Motivation Related to Motivational Factors (X1):**

Clear job descriptions and opportunities to work on challenging tasks enhance employees' expertise and satisfaction. Employees who resolve problems effectively and receive recognition from supervisors and clients develop a sense of pride in their work, leading to greater loyalty. Herzberg (1966) identifies motivational factors such as job success, responsibility, and recognition as essential drivers of job satisfaction. Similarly, PeerayathatRattanathum and NontSahaya (2021) found that career growth, job interest, and responsibility for challenging tasks significantly influenced employee loyalty in ABC Company.

4. **Self-Actualization Needs (X7):**

Opportunities for continuous self-development through tailored training programs and knowledge-sharing sessions contribute to employees' professional growth and loyalty. This aligns with Robbin, Stephen P. (1996), who noted that extrinsic motivation, such as career progression and goal achievement, drives employees' behavior and organizational commitment. PeerayathatRattanathum's (2021) research further confirmed that career growth and responsibility for challenging tasks strongly influence employee loyalty.

5. **Love and Social Needs (X5):**

Love and social needs encompass employees' desire to belong, gain acceptance, and be recognized by their community. Employees who dedicate themselves to their work seek validation and recognition from colleagues and supervisors. Herzberg's (1966) theory highlights the role of motivational factors such as recognition, job success, and responsibility in fostering job satisfaction and

loyalty. NaritKrakangkaew (2020) similarly identified motivational factors like recognition, job success, and career advancement as significant drivers of loyalty among employees in the insurance industry.

VI. RECOMMENDATIONS

Recommendations from the Research

1. Organizations should prioritize and foster work motivation among employees, particularly in areas such as esteem needs, basic physical needs, motivational factors, self-actualization needs, and love and social needs. The research clearly indicates that these factors significantly influence employees' organizational loyalty. Addressing these areas will enhance employee motivation, increase loyalty, and reduce absenteeism, job transfers, and resignations.

2. Organizations should maintain and promote maintenance factors and security needs for employees. Although these factors were not highlighted as significant influences on loyalty during the study, the organization has already effectively addressed these needs. Sustaining these efforts will ensure long-term employee retention and loyalty to the organization.

Recommendations for Future Research

Future research should involve qualitative studies with both management and employees to obtain in-depth information. Specifically, such research should focus on strategies to enhance organizational loyalty, which can be leveraged to develop more effective human resource management policies.

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