

Factors Affecting Employee Performance: A Case Study of The Third Royal Factory (Tao Ngoi), Sakon Nakhon

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Received May 25, 2022; **Revised** July 16, 2022; **Accepted** July 26, 2022

Abstract

Many organizations are now focusing on the performance of their employees. The Third Royal Factory (Tao Ngoi), Sakon Nakhon, is a famous organization which was established to develop careers and increase the incomes of the people in the upper northeastern region to be sustainable by growing tomatoes and advocating the processing of tomato products. They mentioned that leadership style, motivation, and organizational commitment are important factors for the effective operation of the organization. Therefore, this article aimed to study 1) the influence of three leadership styles (transformational leadership, transactional leadership, and laissez-faire leadership) on the three dimensions of organizational commitment (affective commitment, continuance commitment, and normative commitment). 2) the influence of motivation on the three dimensions of organizational commitment 3) the influence of three dimensions of organizational commitment on employee performance 4) the influence of three leadership styles on an employee's performance and 5) the influence of motivation on an employee's performance. Data were collected from 142 staff who enrolled at the Third Royal Factory (Tao Ngoi), Sakon Nakhon. Descriptive statistics like frequency, percentage, and standard deviation were used to describe the basic features of the data in the study. For hypothesis testing, inferential statistics, Pearson correlation coefficient, simple regression analysis, and multiple regression analysis were used for hypotheses testing. Findings portrayed that 1) transformational leadership significantly influenced all of three dimensions of organizational commitment. While transactional leadership and laissez-faire leadership were not influencing all of them 2) motivation significantly influenced all of three dimensions of organizational commitment 3) affective commitment and normative commitment significantly influenced the

employee's performance when continuance commitment was not 4) transformational leadership significantly impacted on employee performance while transactional leadership and laissez – faire leadership were not and 5) motivation significantly impacted on employee performance. Several recommendations were discussed, and suggestions for future research were offered.

Keywords: Leadership, Motivation, Organizational Commitment, Employee Performance

Introduction

Organization is the basic function of management, referring to the process involved in grouping activities and determining the relationship of powers, duties, and responsibilities of individuals in the organization. This encourages people to work together effectively and achieve organizational objectives (Kumar & Sundareshan, 2015). In a highly competitive environment, organizations are faced with working under pressure to assist the organization to survive (Panait, 2018). In the modern era, human resources affect the organization's competitive advantage through the dedication of personnel and teamwork. Consequently, human resources are considered to be, therefore, considered to be one of the most important factors for the effective operation of the organization (CELIK, 2020).

Compared in the past, managing human resources in the modern age, organizations face more various challenges in numbers of issues such as commitment, engagement, belief, recruitment, and retention of their employees (Sood & Boruah, 2018). Thus, leadership plays an important role for managers because it is something that executives must use to manage the organization's environment that has been changed lately. Moreover, leadership is an expression of leaders' behaviors that can affect work behaviors and attitudes of personnel in an organization (Yang & Yeh, 2018). Organization will be able to survive, grow and compete with competitors depending on the policies of the leaders. As it said, the organization needs a leader who can develop the organization, create a mission for the future and provide the inspiration for members of the organization to reach the set visions (Setyaningrum et al., 2017).

In addition to leadership, motivation and commitment to the organization are also considered factors that are equally important to human resource management. Motivation is the driving force, demand, and willingness of a person to use knowledge, skills, and efforts to work towards achieving

the objectives set by the organization (Hanaysha & Majid, 2018). Motivation is a human psychological trait that can be linked to a person's level of commitment to an organization (Sood & Boruah, 2018). Organizational commitment is a key to organizational success even if the organization faces the increasing complexity of the environment day by day (Insan et al., 2021).

Organizational commitment is what binds the relationship between people and organizations (Abdirahman et al., 2018). When the organization has a leader with leadership, employees will be motivated to have work motivation. As a result, the personnel form a strong attachment and commitment to the organization and then these things will affect the performance of the personnel (Latham & Pinder, 2005; Rowe et al., 2005; Wasti & Can, 2008).

The Third Royal Factory (Tao Ngoi), Sakon Nakhon is located at 215, Moo 4, Na Ngoi village, Tao Ngoi sub-district, Sakon Nakhon province. On November 11, 1980, this factory was established under the Royal initiative of His Majesty King Bhumibol Adulyadej, Rama IX to develop careers and increase incomes of the people in the upper northeastern region to be sustainable by growing tomatoes and advocating the processing of tomato products (Third Royal Factory, n.d.). Initially, the Third Royal Factory (Tao Ngoi), Sakon Nakhon was operated under the supervision of the Royal Project Foundation as same as the First Factory (Fang), Chiang Mai and the Second Factory (Mae Chan), Chiang Rai. Later, the Royal Project Foundation was established as a juristic person under the company name, Doi Kham Food Products Co., Ltd. on August 8, 1994 (Doikham, 2016).

One of the strategies that the executives of Doi Kham Food Products Co., Ltd. has emphasized is human resource management. They mentioned that human resources are an important factor in creating quality products for the company. Leaders must have leadership, treat their personnel fairly and adhere to the principle of equality and equality. Also, leaders must focus on developing employee's potential thoroughly and regularly and build a good working relationship that will bring good motivation to work as well as encourage personnel to participate in activities both internally and externally that are beneficial to the organization and society to create participation and commitment with the organization. This will reflect on the good performance of the personnel to be a mechanism that will lead to the success of the organization's main objectives (Doikham, 2016). For these valid points, this study aims at studying the factors influencing employee performance, investigating a case study of the Third Royal Factory (Tao Ngoi), Sakon Nakhon to use the results of this research as a guideline for developing the performance of employee in the organization to be more effective and efficient.

Research Objectives

1. To investigate the influence of three leadership styles (transformational leadership, transactional leadership and laissez – faire leadership) on the three dimensions of organizational commitment (affective commitment, continuance commitment and normative commitment) of the Third Royal Factory (Tao Ngoi), Sakon Nakhon's employees.

2. To study the influence of motivation on the three dimensions of organizational commitment (affective commitment, continuance commitment and normative commitment) of the Third Royal Factory (Tao Ngoi), Sakon Nakhon's employees.

3. To define the influence of three dimensions of organizational commitment (affective commitment, continuance commitment and normative commitment) on the employee performance of the Third Royal Factory (Tao Ngoi), Sakon Nakhon's employees.

4. To discover the influence of three leadership styles (transformational leadership, transactional leadership and laissez – faire leadership) on the employee performance of the Third Royal Factory (Tao Ngoi), Sakon Nakhon's employees.

5. To examine the influence of motivation on the employee performance of the Third Royal Factory (Tao Ngoi), Sakon Nakhon's employees.

Literature Review

Leadership

Bello (2012) believed that leaders are people who play a key role in planning and developing strategies, managing, and controlling the activities of the organization as well as creating policies and recommendations for personnel in the organization to reach the goals, set by the organization and to create cohesion among the people in the organization. Importantly, leaders must strive to communicate and motivate personnel to ensure that they were performing in the right and appropriate positions which they will use their knowledge and abilities to work to reach the goals of the organization (Johnson, 2002). It can also be said that leadership is the ability to influence others through both the direct and indirect ways of communicating to incite talents to their highest operational potential (Insan et al., 2021). Leadership is a good energy that a person will influence or change the values, beliefs, behaviors, and attitudes of others (Guluta & Rusu, 2016). It is also a person's ability to motivate and authorize or empower others who are members of the organization to operate effectively and successfully (Svendsen & Joensson, 2016).

Bass & Avolio (1993) divided leadership qualities into three types. The first type is called “Transformational Leadership”, which is the process by which leaders influence coworkers by transforming their coworkers' efforts above and beyond the expected effort. Leaders develop the abilities of the associates to a higher level and more potential causing awareness of the mission and vision of the team and of the organization. There are four main specific behavioral components of this type of leadership, known as “4I’s” (Four I’s): 1) Idealized Influence (II) or Charisma Leadership (CL), 2) Inspiration Motivation (IM), 3) Intellectual Stimulation (IS) and 4) Individualized Consideration (IC).

The second type is “Transactional Leadership”. It is the process by which leaders reward or punish their followers depending on the performance of the followers. Leaders use the reinforcement exchange process according to the situation as well as motivating followers by linking needs and rewards to goal achievement. Most of the rewards used for motivation are external rewards.

The last type is “Laissez – Faire Leadership”. This type of leadership is that leaders always allow followers to have complete freedom in their work, empower followers to make decisions without waiting for instructions and give everyone the opportunity to enjoy broad freedoms where leaders are not necessary to participate in work or activities, or if the leader is involved in the work, there will be only a small amount of participation.

Motivation

Motivation is a psychological trait that expresses the direction of an individual's abilities. In other words, it shows patience and persistence in combating various obstacles of a person, which is essential to individual work and teamwork (Panait, 2018). Motivation is an intrinsic force, often associated with different human needs. This power will drive the potential that exists within a person and create a great need that drive human beings to continue to do one thing to achieve their objectives (Yang & Yeh, 2018). If a person is motivated, he or she will increase his or her capacity as much as possible to reach the goals (Insan et al., 2021). So, it can be said that motivation is like a force that has the power to motivate an individual's behavior. Individuals are more motivated if they feel fun, interested, and satisfied with their assignments (Ming, Tee & Hua, 2018).

Motivation is part of how we understand human behavior as well as how we show the level of commitment of the person. Therefore, one of the key functions of the organization's executives is to create job engagement with the organization, which can be achieved through motivation (Sood & Boruah, 2018). The motivation of personnel in the organization plays an important role in helping to change the organization. Executives should understand the nature of human needs. At the same

time, personnel should also know and understand what drives them to work more effectively. Organizations can be completely successful (Rodriguez, 2015).

Organizational Commitment

Organizational commitment is the psychological bond that personnel have with an organization. It shows the loyalty of the personnel, willingness to show the highest potential to the organization to achieve goals that are valuable and consistent with the needs of the organization, and intention to remain with the organization (Yang & Yeh, 2018). This means that organizational commitment is the link between the individual and the organization (Abdirahman et al., 2018). Organizational commitment is a feeling expressed by employees' participation and loyalty to an agency or organization which is related to the experience gained from working in the organization of the personnel (Ming, Tee & Hua, 2018). Organizational commitment is an attitude that reflects employees' loyalty towards the organization and an ongoing process in which people in the organization express their concern for the organization. Organizational commitment is one of the factors that can affect the success of an organization that faces the complexity of an increasingly complex environment each day. Employees who are highly committed to the organization will dedicate, focus their attention on the interests of the organization, emphasize on work seriously, have an impressive loyalty to the organization, and be super-ambitious to accomplish organizational goals (Insan et al., 2021). Organizational commitment has a strong relationship with personnel behavior. If personnel are engaged with the organization, it can help reduce absenteeism and a chance of job quitting (CELIK, 2020).

Wombacher & Felfe (2017) stated that organizational commitment is a fundamental component in analyzing and defining organizational behavior of personnel. Moreover, the commitment to the organization is a feeling of devotion and the intention to put effort and make the organization grow (Das et al., 2017). Abou Hashish (2017) found that organizational commitment is determined by three factors: 1) power of belief and acceptance of organizational objectives and values, 2) willingness to do the best for the organization, and 3) the need to be one of the members of the organization. While, Steers (1977) described that there are 3 factors affecting organizational commitment, namely 1) Personal Characteristics such as gender, age, educational level, length of work and position level, etc., 2) Job Characteristics, which refers to the job characteristics that the individual is responsible for, such as the freedom of work, variety of tasks, challenges, understanding of work processes etc., and 3) Work Experience, which means what individuals have been aware of and learned when working in an organization, such as a feeling that they are important to the

organization, stability, credibility of the organization and expectations to be met by the organization, etc.

Allen & Meyer (1990) found that the dimensions of organizational commitment consisted of three aspects as follows:

1) Affective Commitment, which refers to the emotions or feelings of employees towards their commitment to the organization such as having fun at work, having a healthy relationship with colleagues, and desiring to prolongedly stay with the organization.

2) Continuance Commitment, which means that employees are aware that although they invest in hard work, both physically and mentally, and waste a lot of time, they still have awareness and feel that the benefits received in various fields from the organization are sufficient and worthwhile. Furthermore, it is a strong feeling that employees have no desire to quite the job at all because if they resign from the organization, the rewards they had received would be lost as well.

3) Normative Commitment, defined as employees' feelings caused by feelings of indebtedness to the organization. When they become as a member of the organization, they will express the mentioned feeling in the form of loyalty, willingness to devote physical strength and morale to work, and be responsible for the duties assigned to them. Employees will feel that they should continue to be members of the organization.

Employee Performance

Performance is the qualitative and quantitative effect from an individual or a group of an organization performing their duties in accordance with the rules, procedures, rules of the organization (Watunglawar & Christiananta, 2015). Thus, employee performance refers to behaviors or actions and the results that personnel are involved to achieve organizational objectives (Viswesvaran & Ones, 2000). Inuwa (2016) stated that employee performance is a tool for organizational development and productivity depending on the combination of talent, effort, and opportunity. Employee performance, then, is the key to understanding the organization, which we can measure the level of effectiveness and efficiency of an organization by employee performance.

Typically, employee performance will depend on the organization's structure that has to be consistent with the organization's strategy (Folami et al., 2014) as well as personnel having excellent working skills and level of motivation of the individual (Panait, 2018). It should be said that employee performance is very important to the organization because it will help to increase and develop the ability of each employee in the organization (Karacsony & Czibula, 2020). There are many criteria used to measure performance, such as quality, quantity, timeliness, work capacity, independence

or suitability of the work and responsibility of personnel towards the organization, etc. (Insan et al., 2021).

Conceptual Framework

According to a theoretical of relevant variables, a conceptual framework for this research is displayed in Fig. 1, and the following hypotheses were tested.

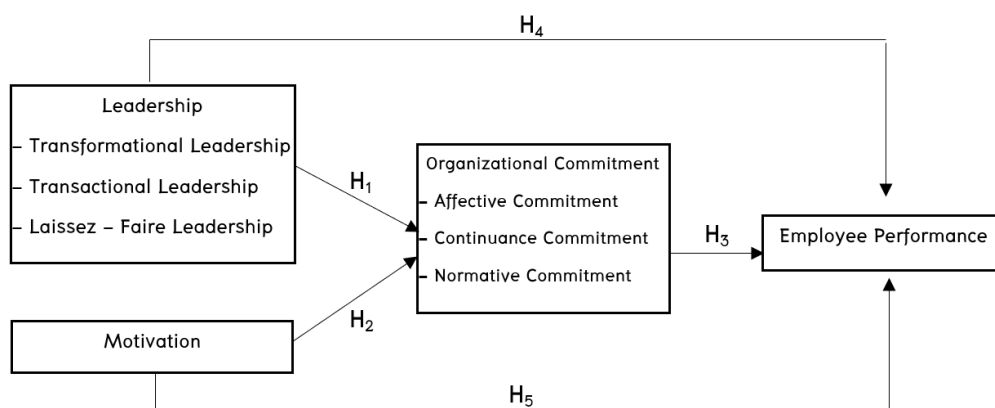


Fig.1 Conceptual Framework

Hypotheses

H₁: three leadership styles (transformational leadership, transactional leadership and laissez – faire leadership) significantly influence organizational commitment (affective commitment, continuance commitment and normative commitment)

H₂: motivation significantly influence three dimensions of organizational commitment (affective commitment, continuance commitment and normative commitment)

H₃: three dimensions of organizational commitment (affective commitment, continuance commitment and normative commitment) significantly influence employee performance

H₄: three leadership styles (transformational leadership, transactional leadership and laissez – faire leadership) significantly influence employee performance

H₅: motivation significantly influence employee performance

Research Methodology

This research was the quantitative research. Target population consisted of 193 employees from the Third Royal Factory (Tao Ngoi), Sakon Nakhon. However, employees of the Third Royal Factory (Tao Ngoi), Sakon Nakhon were a mixture of both permanent and part-time workers. In order to make a certain that the samples used in the research were consistent with the variables of the research framework, the sample was selected without using the principle of probability (Nonprobability Sampling) with a specific sampling method (Purposive Sampling). It was concluded that 142 employees of the Third Royal Factory (Tao Ngoi), Sakon Nakhon were selected to be main participants in this research.

This study used the questionnaire which was created and derived from concepts, theories and related studies for data collection. The questionnaire has 5 sections. The first section of the questionnaire asks about the demographic information of the respondents (7 items). The second focused on leadership (15 items) and third, fourth and fifth session focused on motivation (9 items), organizational commitment (14 items) and employee performance (7 items), respectively. 30 questionnaires were piloted with employees from the Third Royal Factory (Tao Ngoi), Sakon Nakhon to find the reliability value using Cronbach's Coefficient Alpha. As Hair et al. (2010) explained that the acceptable reliability value should not be less than 0.70 and the reliability values was illustrated in Table 1.

Table 1. Cronbach's Alpha coefficient of variables

Variables	Cronbach's Coefficient Alpha
1. Leadership	
1.1 Transformational Leadership (TFL)	.894
1.2 Transactional Leadership (TSL)	.914
1.3 Laissez-Faire Leadership (LFL)	.814
2. Motivation (MV)	.922
3. Organizational Commitment	
3.1 Affective Commitment (AC)	.898
3.2 Continuance Commitment (CC)	.949
3.3 Normative Commitment (NC)	.924
4. Employee Performance (EP)	.943

According to Table 1, it was represented the value of reliability test and affirmed that the pilot test was reliable which the outcome of Cronbach's Coefficient Alpha was between 0.814–0.949.

Collected data were processed using descriptive statistics (frequency, percentage and standard deviation) to describe the main characteristics of the respondents. Additionally, Inferential Statistics (Pearson Correlation Coefficient, Simple Regression and Multiple Regression Analysis) were used to test the hypotheses.

Research Results

Majority of the 142 respondents were female (71.1%), most of them were between 30–40 years old (45.8%) and gained less than bachelor degree in terms of education (84.5%). The most common group of respondents were marital status (57.0%) and receive less than 10,000 Bath per month in terms of salary. Additionally, most of them are had less than 5 years' work experience.

In this study, these abbreviations were used to represent each variable. TFL: transformational leadership, TSL: transactional leadership, LFL: Laissez – Faire Leadership, MV: motivation, AC: Affective Commitment, CC: Continuance Commitment, NC: Normative Commitment and EP: employee performance. Pearson Correlation Coefficient was conducted to find the relationships among variables. The result was presented in Table 2.

Table 2. Correlation Analysis

Variables	TFL	TSL	LFL	MV	AC	CC	NC	EP
TFL	1							
TSL	.675**	1						
LFL	-.033**	-.112**	1					
MV	.679**	.563**	-.168**	1				
AC	.496**	.353**	-.107**	.722**	1			
CC	.451**	.404**	-.161**	.722**	.788**	1		
NC	.482**	.375**	-.058**	.684**	.733**	.767**	1	
EP	.501**	.415**	-.160**	.718**	.711**	.680**	.735**	1

**Correlation is significant at the 0.01 level (2-tailed)

Table 2 portrayed the correlation analysis result which explained the relationship between the variables. Hair et al. (2010) explained that the correlation values among variables should be lesser than .80. If values are over .80, it could be assumed that multicollinearity was found.

However, from this study, the highest value of the relationships among the variables was .788 which was lower than .80. Therefore, it could be assumed that multicollinearity was not detected.

Table 3. Result of Regression Analysis (H1)

	AC						CC						NC					
	Un. Coef.		Sta. Coef.		P	R ²	Un. Coef.		Sta. Coef.		P	R ²	Unst. Coef.		Sta. Coef.		P	R ²
	B	S.E.	β	t			B	S.E.	β	t			B	S.E.	β	t		
Leadership						.255						.239						.258
TFL	.489	.102	.481	4.821**	.000		.381	.114	.337	3.344**	.001		.440	.105	.424	4.201**	.000	
TSL	.016	.085	.019	.188	.851		.153	.096	.162	1.596	.113		.074	.088	.085	.842	.401	
LFL	-.065	.054	-.089	-1.205	.230		-.106	.060	-.131	-1.755	.081		-.026	.056	-.035	-.461	.646	

*Level of Significance 0.05, **Level of Significance 0.01

Table 3 showed that transformational leadership significantly influenced all of three dimensions of organizational commitment; affective commitment ($\beta = 0.481$, $t = 4.821$, $p < 0.01$), continuance commitment ($\beta = 0.337$, $t = 3.344$, $p < 0.01$) and normative commitment ($\beta = 0.424$, $t = 4.201$, $p < 0.01$). While transactional leadership and laissez – faire leadership were not influencing all of them.

Table 4. Result of Regression Analysis (H2)

	AC						CC						NC					
	Un. Coef.		Sta. Coef.		P	R ²	Un. Coef.		Sta. Coef.		P	R ²	Unst. Coef.		Sta. Coef.		P	R ²
	B	S.E.	β	t			B	S.E.	β	t			B	S.E.	β	t		
MV	.798	.065	.722	12.351**	.000	.521	.886	.072	.722	12.331**	.000	.521	.772	.070	.684	11.101**	.000	.468

*Level of Significance 0.05, **Level of Significance 0.01

Table 4 presented that motivation significantly influenced all of three dimensions of organizational commitment; affective commitment ($\beta = 0.722$, $t = 12.351$, $p < 0.01$), continuance commitment ($\beta = 0.722$, $t = 12.331$, $p < 0.01$) and normative commitment ($\beta = 0.684$, $t = 11.101$, $p < 0.01$).

Table 5. Result of Regression Analysis (H3)

	EP					
	Un. Coef.		Sta. Coef.		P	R ²
	B	S.E.	β	t		
Organizational Commitment						.608
AC	.313	.089	.321	3.502**	.001	
CC	.093	.085	.106	1.091	.277	
NC	.399	.084	.418	4.761**	.000	

*Level of Significance 0.05, **Level of Significance 0.01

Table 5 portrayed that affective commitment ($\beta = 0.321$, $t = 3.502$, $p < 0.01$) and normative commitment ($\beta = 0.418$, $t = 1.091$, $p < 0.01$) significantly influenced employee performance. Nevertheless, it showed that continuance commitment ($\beta = 0.418$, $t = 4.761$, $p < 0.01$) did not influence employee performance.

Table 6. Result of Regression Analysis (H4)

	SP				
	Un. Coef.		Sta. Coef.		R ²
	B	S.E.	β	t	
Leadership					.279
TFL	.413	.097	.417	4.245**	.000
TSL	.098	.082	.119	1.201	.232
LFL	-.094	.052	-.133	-1.828	.070

*Level of Significance 0.05, **Level of Significance 0.01

Table 6 illustrated that transformational leadership significantly impacted only on employee performance ($\beta = 0.417$, $t = 4.245$, $p < 0.01$) while transactional leadership and laissez – faire leadership were not.

Table 7 Result of Regression Analysis (H5)

	SP				
	Un. Coef.		Sta. Coef.		R ²
	B	S.E.	β	t	
MV	.774	.063	.718	12.204**	.000

*Level of Significance 0.05, **Level of Significance 0.01

Table 7 showed that motivation significantly impacted on employee performance ($\beta = 0.718$, $t = 12.204$, $p < 0.01$).

Discussions

All in all, it was discovered that transformational leadership affected the organizational commitment in 3 aspects: affective commitment, continuance commitment and normative commitment. On the other hands, transactional leadership and laissez – faire leadership had no serious impact causing to the organizational commitment in all 3 aspects. The reason may be due to the leadership style at the Third Royal Factory (Tao Ngoi), Sakon Nakhon which pays attention to

that the leaders must have good leadership qualities, consistently aim to develop the potential of employees in the organization to by providing more and consistent extra learning. More importantly, this corresponds to the transformational leadership style that Kent & Chelladurai (2001) described it as transformational leadership is someone who advises, supports, and pays attention to the individual needs of their subordinates. This will result in an increase in the level of organizational commitment of employees (Arnold et al, 2001; Walumbwa & Lawyer (2005); Thamrin (2012); Jain & Duggal, 2016). The leadership style of executives at the Third Royal Factory (Tao Ngoi), Sakon Nakhon is also in line with the results from research by Limsila & Ogunlana (2008) that for Thai people, transformative leadership is a leadership style, adopted and recognized as the most appropriate form. They also found that transformational leadership helps to build employee commitment while transactional leadership style and laissez – faire leadership style none.

Another promising finding was that motivation had a notable influence on three areas of organizational commitment: affective commitment, continuance commitment and normative commitment, similar to with other studies that have confirmed that motivation significantly affects organizational commitment (Hanaysha & Majid, 2018; Li et al., 2018). Besides, according to Putra, Cho & Liu (2015) conclusions, the more people are highly motivated by the organization, the more they will commit to the organization. Therefore, motivation is like a source of commitment to the organization. If the more experience of receiving motivation from the organization personnel have been received, the more the greater the degree of commitment with the organization are through employees' performances (Zaman, Muhammad & Khanam, 2014).

Furthermore, our results demonstrated that affective commitment and normative commitment prominently affected employee performance, confirmed by the findings of Khan, Ziauddin & Ramay (2010); Alhaji and Yusoff (2012) and Rizal et al. (2014). However, it was found that continuance commitment did not affect employee performance, possibly due to conditions or factors that the operation of the organization may not be favorable to the employee performance such as the more difficult and more complicated structure of the work, facilities, insufficient tools, and equipment to perform various tasks, or even the ability to adapt to the rapid development of technology, etc. These factors may result in personnel who, despite their continuance commitment, did not result in good performance.

From the results, in terms of the influence of three leadership styles on employee performance, transformational leadership have an impact on employee performance, consistent with the number of previous studies by Paracha et al., (2012) and Asrar–Ul–Haq et al. (2020), which

found that transformational leadership helps people realize their full potential. In addition, if leaders and personnel have good relationships, this can affect employee performance as well (Kesto & Aregawi, 2021). On the contrary, it must be pointed out that transactional leadership and laissez – faire leadership had no influence on employee performance. This is possible that the management model of the Third Royal Factory (Tao Ngoi), Sakon Nakhon focuses on the leaders to take care of their employees with compassion as well as to encourage and inspire employees to develop and show their potential in their work. As a result, employees in the organization willingly work and maximize their full potential for their job without inducing incentives to operate by bringing rewards or penalties in exchange (transactional leadership) or do not need to give freedom to work or delegate to them full operational decision-making authority (laissez – faire leadership).

A further novel finding was that motivation influenced employee performance, directly in line with previous findings (Khan, Ziauddin, & Ramay, 2010; Rizal et al, 2014; Atmojo, 2015; Buttner & Lowe, 2017). It can be concluded that when the employees are motivated, they will devote all their energy to work and have higher responsibility, which will greatly reduce the burden of supervisors in overseeing operations (Mahal, 2012).

Knowledge from Research

The present study provides several contributions to the areas of human resource management, human resource strategy and organization development. Therefore, managerial recommendations are as follows:

1. Executives of the Third Royal Factory (Tao Ngoi), Sakon Nakhon should maintain the transformation leadership style as leaders themselves must especially focus on innovation and adaptation to new changes that may occur in the organization, including being supportive in the development of personnel's skills and abilities in the organization on a regular basis in order for employees to have a commitment to the organization and have a high level of employee performance.

2. Executives should focus on motivating employees because if employees are motivated, it will have a positive effect on both organizational commitment and employee performance, which can be achieved through intrinsic motivation, such as knowing the employee's needs, attitudes, or special interests, etc.; and extrinsic motivation, such as working conditions, job advancement, rewards, or punishment, etc.

3. Executives should emphasize on creating organizational commitment for employees to have better performance by focusing on employees to feel that they are part of the organization, ready to be dedicated and dedicated to the organization, including understanding and being able to conduct themselves in accordance with the policies, rules, regulations, and regulations of the organization.

Conclusions

This current study illustrated that transformational leadership and motivation significantly influenced the organizational commitment and employee performance. However, it presented that only affective commitment and normative commitment significantly influenced the employee performance when continuance commitment was not. Therefore, it can be summarized that the different of leadership styles and a different type of organizational commitment would show a different result on the employee performance.

Suggestions

Research Limitations and Directions for Future Research

1. In this research, data was collected from only one factory. Therefore, for the next research, the researcher may collect data from all 3 factories, namely the first Royal Factory (Fang), Chiang Mai, the second Royal Factory (Mae Chan), Chiang Rai and the third Royal Factory (Tao Ngoi), Sakon Nakhon as a guideline for the company's executives of Doi Kham Food Products Co., Ltd. in the development of human resource management strategies.

2. Data was collected by only using questionnaires. Therefore, the next research should be further studied by doing qualitative research using observation methods or in-depth interviews to get more in-depth information with clarity.

3. Other variables that may affect employee performance should be investigated further, such as organizational culture, job stress, training, and employee attitudes, etc.

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