

## ABSTRACT

From the two-component dimensions of commitment which integrated from various conceptualizations of employee commitment, this study is proposed to achieve three main objectives including (1) To determine the effects of intrinsic and extrinsic motivator on employee commitment (2) To identify the significance of intrinsic and extrinsic motivator on employee commitment and (3) To compare the employee motivators and commitments between Thai and American insurance company in Thailand.

There are two main independent variables to be tested with a dependent variable. The first group is the intrinsic motivator consisting of four sub-variables, which are competency, personal development, self-determination, and interest excitement. The second group is extrinsic motivator consisting of another four sub-variables, which are interpersonal relationship, job enrichment, goal setting, and working environment. These two groups of independent variables are tested with the dependent variable, which is employee commitment consisting of organizational value and loyalty.

Three main groups of hypotheses are formed. The first two groups are conjectured to test the eight independent variables and the employee commitment by using regression analysis test. The last group is conjectured to test the differences between American and Thai insurance company by applying pair sample t-test.

The survey technique focused on close-ended questionnaire, which is applied for gathering data from the target population. The target population is 300 employees of American insurance company and 300 employees of Thai insurance company. However, only 71% or 213 sets of questionnaire from American insurance company and only 41% or 123 sets of questionnaire were valid and used for the analysis.

This study found out that intrinsic motivator has more effect than extrinsic motivator from both American and Thai insurance company. Most of the respondents from American insurance company is concern with self-determination and Thai insurance company is concern with personal development. In addition, each of these two factors are not the only factor that reduce employee motivator. But each of these two factors need to be prioritized by

management. From the research result, hypotheses testing is accepted the alternative hypotheses ( $H_a$ ) and rejected the null hypotheses ( $H_o$ ). From the analysis, the employee commitment has a significant with all eight independent factors. In addition, from pair sample t-test, the last groups of hypotheses is accepted that there is difference between American and Thai insurance company in employee commitment.

The researcher offers recommendation in two parts. The first part is to give the overview of organization development intervention (ODI) which are rational of ODI proposal and objective of ODI proposal to top management. Another part is the ODI proposal conclusion for both American and Thai insurance company. If American insurance company would like to increase level of employee commitment, the company should let employees make choices more often, at the same time, let employees have more responsibilities as possible for the work they do. Finally, management has to give leadership opportunities to employees at appropriate time. Contrarily, Thai insurance company has to confront with different de-motivator. To strengthen personal development, management should not look over the employees' hidden skill and should let 'failure' of employee become a creative force in the organization. Consequently, goals and challenge, are powerful motivators to employee commitment. Thus, gradual improvement is the most reliable way to achieve any end result and can totally build motivation along with employee commitment.