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## **JOB PERFORMANCE MOTIVATION OF EMPLOYEES CASE STUDY OF ABC CO., LTD. SUPHANBURI, THAILAND**

### **Abstract:**

The objective is to study the motivation level of the employees of ABC Company Limited and compare personal factors and motivation of employees of ABC Company Limited. The equipment is a questionnaire, a sample group of 200 people and statistics used in data analysis: frequency, percentage, mean, standard deviation and value measurement result of T-Test and F-Test.

According to the study, it has been found that work motivation level of employees stays at a moderate level in all 3 factors: working environment, income and growth at work. The hypothesis test results show that the different age, income, years of job experience can cause significantly different work motivation ( $p < 0.05$ ) and different gender and education level have no significant effect on work motivation of employees ( $p > 0.05$ ).

### **Keywords:**

Job Performance, Employee, Motivation

**JEL Classification:** O15, M54, L20

## Introduction

At present, the business operations of various organizations are more competitive. Due to rapid economic and technological changes, organizations must adapt to support changes that occur and find the fundamental resources of services that are related to management called 4M's. It consists of human resources, raw materials and equipment used in the operation and management effectively. The aim is to enable the organization's business to run smoothly and have an advantage over competitors in all fields. Among the 4 fundamental resources mentioned above, "human resource", which means every employee in the organization, is considered as the most important factor. The organization's employees are an important part of driving the organization's operation and business to achieve the organization's goals. Therefore, it can be seen that the successful organization is due to the efficiency of its own employees. If employees in the organization lack efficiency, knowledge, work motivation, love and devotion for the organization, problems will occur as a consequence, such as not working effectively which causes the unsatisfied work results, frequent job hopping and high turnover rate. All of this will never lead the organization to a success. On the other hand, if the organization has employees with knowledge and skills suited for duty and responsibility, perseverance towards work, love and commitment to the organization, the opportunity to work in order to achieve the desired results is much higher.

In order that the employees in the organization will work efficiently, it requires motivation to work which may be taken place by individual characteristics, for example, enthusiasm, self-determination, ambition in growth at work or having a positive attitude towards the job. These characteristics may be affected by passion and aptitude matched with an assignment including having good colleagues and a positive attitude towards the organization, which may be caused by pride in the organization's reputation, confidence in corporate policies and also having love and bond with the organization. All these factors may result in motivation for a success in work. Or it can be said that they are the motivation for a person to have an endeavor to work as assigned with full effectiveness. So that the person achieves the goals set by the organization.

All mentioned above demonstrates the importance of work motivation of employees in the organization. Therefore, the researcher is interested in studying the motivation of the employees of ABC Co., Ltd. Suphanburi, Thailand. The objective of this research is to know the factors that affect employees of ABC Co., Ltd. Suphanburi, Thailand to have work motivation. Furthermore, information obtained from this research can be used in planning personnel strategies to achieve the highest benefits of the organization. The personnel will receive more precise responses in different fields and have more work motivation, urging employees with knowledge and ability to continue working for the organization.

## Research objectives

1. To study the level of work motivation of employees of ABC Co., Ltd. Suphanburi, Thailand.
2. To compare personal factors and work motivation of employees of ABC Co., Ltd. Suphanburi, Thailand.

## Research Method

This research is a quantitative and descriptive research which collects data by using a questionnaire. The total population anticipating in this study is 340 employees from ABC Co., Ltd. Suphanburi, Thailand. The scale of This group sample has been determined by Yamane's Table ( $n=181$ ). But for this research, we collect more sample ( $n=19$ ) by sampling total 200 people to increase the level of reliability.

Equipment used in this study is questionnaires created by the researcher. Content about work motivation of employees is divided into 3 sections. First section is a general questionnaire about the general status of respondents: gender, age, educational level, monthly income and years of work experiences. The second section is a questionnaire about the work motivation of employees of ABC Co., Ltd. Suphanburi, Thailand. There are 17 questions with 3 divided factors. The third section is a questionnaire for comments and suggestions on the motivation of employees of ABC Co., Ltd. Suphanburi, Thailand, which has open-ended questions.

For reliability of the study, the researcher used questionnaire to collect data from 30 people. The data analysis showed that significant level is 0.92 with positive coefficient. So, it demonstrated that this questionnaire is reliable.

Data were analyzed by using Descriptive Statics, including

Part 1 Individual factors analysis by using frequency as a factor

Part 2 Motivation analysis of employees by using mean and standard deviation to explain personal characteristics. The average scores were grouped regarding with rage of employees' motivation in ABC Co., Ltd.: 4.21-5.00 (the highest level), 3.41-4.20 (high level), 2.61-3.40 (moderate level), 1.81-2.60 (low level) and 1.00-1.80 (the lowest level).

Part 3 For 2 groups of samples, the hypothesis will be tested by T-Test to compare the differences between personal characteristics and work motivations. And for more than two groups of samples, the hypothesis will be tested by One-Way ANOVA: F-Test. If there are significantly differences, the data will be compared in pair by using Fisher's Least Signification Difference (LSD).

## Results

1. The analysis of personal characteristics showed that most of the employees are women with age between 26-30 years, 1-5 years of work experiences, educational level under grade 12 and income less than 10,000 baht/month.

Level of work motivation divided into following 3 factors

**Table 1** Level of work motivation in overall

3 factors of motivation	$\bar{x}$	S.D.	level	rank
1. working environment	2.82	0.39	moderate	1
2. Income	2.51	0.51	moderate	3
3. Growth at work	2.79	0.45	moderate	2
<b>Total</b>	2.71	0.36	moderate	

Table 1 shows that overall work motivation is in moderate level ( $\bar{x} = 2.71$  S.D. = 0.36).  $\bar{x}$  value of working environment, growth at work and income are 2.82, 2.79 and 2.51, respectively.

For working, the researcher found that environment in overall average is in moderate level ( $\bar{x} = 2.82$  S.D. = 0.39). The highest score is having an opportunity to make a decision on assigned work, followed by being a good role model of supervisors, respectively.

For income, the researcher found that overall average is in moderate level ( $\bar{x} = 2.51$  S.D. = 0.51). The highest score is reliable salary adjustment, followed by appropriate bonus from company and suitable payment according to quality and work, respectively.

For growth at work, the researcher found that overall average is in moderate level ( $\bar{x} = 2.79$  S.D. = 0.45). The highest score is that employees get first priority to be considered for job vacancy before outsider, followed by progress in knowledge and skills along with career growth in company, respectively.

**2 .** Summary of comparison of personal factors and work motivation at ABC Co., Ltd. Suphanburi, Thailand

The details stated below are results of 5 hypotheses. (Table 2)

**First hypothesis:** the effect of genders of employees on work motivation. From data analysis using T-Test, it was found that genders have no effect on happiness level at significant level 0.05.

**Second hypothesis:** the effect of ages of employees on work motivation. From data analysis using One-Way ANOVA, it was found that different ages of employees affect work motivation at significant level 0.05.

**Third hypothesis:** the effect of education level of employee on work motivation. From data analysis using One-Way ANOVA, it was found that different levels of education have no different effects on work motivation at significant level 0.05.

**Fourth hypothesis:** the effect of income level on work motivation. From data analyzed by using One-Way ANOVA, it was found that income levels affect on work motivation ( $p < 0.05$ ) significantly.

**Fifth hypothesis:** the effect of years of working experience on work motivation. From data analysis using One-Way ANOVA, it was found that years of working experience affect on work motivation ( $p < 0.05$ ) significantly.

**Table 2** Results of hypothesis

	<b>Research Hypothesis</b>	<b>Results</b>
1st Hypothesis	Gender of employee effect on work motivation	Reject
2nd Hypothesis	Employees of different ages have different work motivation	Accept
3rd Hypothesis	Employees of different educational levels have different work motivation	Reject
4th Hypothesis	Employees of different income per month have different work motivation	Accept
5th Hypothesis	Employees of different years of work experiences have different work motivation	Accept

## Discussion of research results

According to research results “Job Performance Motivation of employees of ABC Co., Ltd. Suphanburi, Thailand”, the researcher had determined 5 hypotheses and found that the results of the test accepted 3 hypotheses and rejected 2 hypotheses, as discussed below.

**First Hypothesis:** Employees with different genders have different work motivation. The test results reject the hypothesis. And when considering each factor, it was found that there are no different opinions. Probably, because gender doesn't have an obvious effect on work and welfare of company. The company may have different nature of work or assign equal works to both males and females. Which correspond with the research results of Pathomwong Siehasena (2014), the study of the Motivation in the Performance of Personnel in Khuan Noenwong Subdistrict Municipality, Bang Kacha Subdistrict, Mueang District, Chanthaburi Province: it was found that different genders have different motivations in performing tasks. This result goes along with Maslow's hierarchy of needs. Employees, whether female or male, desire stability, security, society, honor, personal value and success. Moreover, they have their own physical needs.

**Second Hypothesis:** Employees of different ages have different work motivation. The test results accept the hypothesis. Because older employees may be deeper in thoughts or attitudes than younger employees. Or it may be because the younger employees work less seriously compared with older employees. Which corresponds with research of Chukiat Yimpuang (2011), Motivation that Affects Job Performance (case study of Bangkok Glass Co., Ltd., Pathum Thani Province): it was found that different ages have an effect on work

motivation. Besides, age is related to work experience and causes reliability and growth at work.

**Third Hypothesis:** Employees of different educational levels have different work motivation. The test results reject the hypothesis. Which correspond with the study of Work Motivation of Local Government Organization Employees in Phichit Province by Chondarin Tanasakcharoen and the faculty (2014): it was found that employees with different educational levels have different work motivations at significant level 0.05. Probably, because employees with higher or lower education have used their ability at full performance at work. In addition, the work environment is acceptable to all of the employees at all levels of education.

**Fourth Hypothesis:** Employees of different income per month have different work motivation. The test results accept the hypothesis. Which corresponds with the study of Work Motivation of Full-Time Employees Production Operations Level (case study of AVC sugar factory in Khon Kaen province) by Chaturaphat Prasarnsri and the faculty (2015). It was found that income per month causes different work motivation, considering from the factor of growth at work. This may be because employees who have more income per month will have more work motivation. Since the received return will create more morale to work as well.

**Fifth Hypothesis:** Employees of different years of work experiences have different work motivation. The test results accept the hypothesis. Which may be because employees who have more years of work experiences get a good feeling at work and has a good relationship with colleagues, who help each other, and supervisors more than employees with less years of work experience. These can be reckoned as factors of work motivation as well.

## Suggestion

### Suggestions for applying results

For the factor of working environment, the company should modernize material used in operations in order to increase work efficiency and work cooperation between colleagues by enhancing unity among employees and supervisors and taking care of environment at work. Because working in a good environment will have a good effect on work performance and motivation.

For the factor of benefits earned from work, the company should increase welfare in other fields other than the salary, for example, dormitory, shuttle bus and annual vacation leave. To suit the current economic conditions and have a fair and transparent performance evaluation, the company should consider raising the remuneration of employees.

For the factor of growth at work, an understanding of the firm's stability should be made for the purpose of creating more work motivation of employees including assigning appropriate work and creating opportunities for career advancement.

## Suggestions for further research

1. Repeat this research again by using quality research methods. Because the sample group has resigned and new employees have already recruited. Thus, the results may be different from the original.
2. Change the factors used in the research. Because there may be other factors that influence being a good membership or loyalty to the organization.

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