

Work Performance Motivation supporting Factors of Employees at Murakami Ampas (Thailand) Co., Ltd

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Abstract—The primary purpose of this study is to determine work Performance motivation supporting factors of employees at Murakami Ampas (Thailand) Co.,Ltd. The sample was selected from 200 Murakami Ampas (Thailand) Co.,Ltd. employees by using a check list and rating scale questionnaire as a tool. Statistical application used for data analysis was percentage, mean, standard deviation, T-test, One-way ANOVA, and regression analysis.

On the basis of the results of this study, it can be concluded that most of respondents were females and age between 31-40 years old. The average picture of opinion regarded work performance motivation supporting factors of employees at Murakami Ampas (Thailand) Co.,Ltd. was in medium level, such as relationship with supervisors, work surrounding environment, company policy and management, relationship among coworkers, salary, and compensation, respectively. The hypothesis testing revealed that the personal different had no effect on work performance motivation supporting factors of employees at Murakami Ampas (Thailand) Co.,Ltd.. Work Performance motivation supporting factors of employees at Murakami Ampas (Thailand) Co.,Ltd. Related to work satisfaction, such as salary, benefit, compensation, emergency allowance, work environment, and appropriate and support work equipment's at statistical significant 0.05 level.

Recommendations from this study were that executive officers should focus on appropriate facilities, materials must be available for the employees to function effectively as well as set up criteria for career advancement, salary adjustment to match with job responsibilities and current expensed, independent decision making, and company policy and management update, respectively.

I. SIGNIFICANCE OF THE STUDY

In the present-day automotive parts industries are rising rapidly. There are high competition among them. Each company plan to produce quality products effectively. It will require an effective human resources and necessary number of employees to produce supply from more demands. Staff is considered important factor in producing products and operation of the company in order for company growth and compete with competitive market. The lack of cooperation from the employees will reduce the chance to compete with competitors.

In work environment, employees have the intention and willingness to work they need if they receive good motivation, appropriate environmental conditions factors in working area. Company executives must have guidelines and how to deal with all factors. Affective success of operation based on roles and responsibilities of employees. If the employees have great satisfaction in working with company. They will sacrifice, dedicated to work, and willing to overcome all problem situations when arise. But if they receive opposite management from the company, they will respond to work in different direction and outcome [1].

Murakami Ampass Co., Ltd. (Thailand) is a partnership of Thai and Japanese Company which manufacture auto parts, such as side mirrors for trucks and minivans and distribute throughout domestic and International exports, such as Toyota, Nissan, Honda, and Suzuki with 400 permanent and daily workers who work in the Office and parts production plant. At the present time, there are several problems and conditions, such as employee turnover at approximately 8 percent per year, product quality, waste or reject, absence of employees, absenteeism and late frequently. This problem possibly come from the result of inappropriate incentive that employees obtain from the company. To retain quality and skilled employees, the organization needed to determine factors that affect the motivation of staff.

From the issues that mentioned above, students are interested to study the factors that affect the motivation of employees in the performance of Murakami Ampass Co., Ltd.

(Thailand) to bring the study to guide the strengthening operational motivation, employee satisfaction in a job which would make employees work more efficiently.

II. LITERATURE REVIEW

Two-factor theory and concepts of Frederick Herzberg's Two-Factor Theory [2]

Two-factor theory distinguishes between:

Motivators (e.g. challenging work, recognition for one's achievement, responsibility, opportunity to do something meaningful, involvement in decision making, sense of importance to an organization) that give positive satisfaction, arising from intrinsic conditions of the job itself, such as recognition, achievement, or personal growth [3] and Hygiene factors (e.g. status, job security, salary, fringe benefits, work conditions, good pay, paid insurance, vacations) that do not give positive satisfaction or lead to higher motivation, though dissatisfaction results from their absence. The term "hygiene" is used in the sense that these are maintenance factors. These are extrinsic to the work itself, and include aspects such as company policies, supervisory practices, or wages/salary [4]. Herzberg often referred to hygiene factors as "KITA" factors, which is an acronym for "kick in the ass", the process of providing incentives or threat of punishment to make someone do something.

According to Herzberg, hygiene factors are what causes dissatisfaction among employees in a workplace. In order to remove dissatisfaction in a work environment, these hygiene factors must be eliminated. There are several ways that this can be done but some of the most important ways to decrease dissatisfaction would be to pay reasonable wages, ensure

employees job security, and to create a positive culture in the workplace. Herzberg considered the following hygiene factors from highest to lowest importance: company policy, supervision, employee's relationship with their boss, work conditions, salary, and relationships with peers [5]. Eliminating dissatisfaction is only one half of the task of the two factor theory. The other half would be to increase satisfaction in the workplace. This can be done by improving on motivating factors [6] Motivation factors are needed to motivate an employee to higher performance. Herzberg also further classified our actions and how and why we do them, for example, if you perform a work related action because you have to then that is classed as "movement", but if you perform a work related action because you want to then that is classed as "motivation". Herzberg thought it was important to eliminate job dissatisfaction before going onto creating conditions for job satisfaction because it would work against each other.

The Purpose of the Study

To determine work performance motivation supporting factors of employees at Murakami Ampass Co., Ltd., (Thailand)

Hypothesis of the Study

1. Different personal characteristics effect on work performance motivation supporting factors of employees at Murakami Ampass Co., Ltd., (Thailand).
2. Hygiene factors sustaining the relationship with employees' satisfaction on the job.

Frame work of the study

Independent Variable	Dependent Variable
Personal characteristics	Hygiene factors
1. Gender	1. Salary and compensation
2. Age	2. Policy and management
3. Level of education	3. Relationship with superior
4. Position	4. Relationship among co-workers
5. Marriage status	5. Work environment
6. Period of work at company	

Populations and Samples Used in the Study

The sample was 200 employees selected from number of 400 staff at Murakami Ampass Co., Ltd., (Thailand).

III. METHODOLOGY

The sample was selected from 200 Murakami Ampass Co., Ltd., (Thailand) employees by using a check list and rating scale questionnaire as a tool. Statistical application used for data analysis was percentage, mean, standard deviation, T-test, One-way Anova, and regression analysis. By using computer program application to create bar chart and pie-chart from data which received.

The questionnaire consisted of 3 parts:

1. Part 1: Personal information regarding of general questions which are closed-end question, such as nominal scale question with 5 options to choose, but one answer to select.

2. Part 2: A questionnaire with opinion of respondent regarding factors that affect work performance by using Likert's scale for this question.
3. Part 3: A questionnaire with opinion of respondent regarding job satisfaction and used Likert scale to analyze the rating scale.
4. Part 4: An open ended questionnaire which allow respondent to answer with their own opinion and some recommendation which they might have.

IV. RESULTS FROM HYPOTHESIS

1. Different personal characteristics effect on work performance motivation supporting factors of employees at Murakami Ampass Co., Ltd., (Thailand).

TABLE I. Show the results of comparing satisfaction on the job classification by gender.

Gender	N	Mean	t	df	Sig.(2-tailed)	Testing
Male	84	3.07	2.25	198	.295	No
Female	116	2.88				

From table I: the results of the t – test at significance level 0.05 found satisfaction in work performance with personal different with Sig> 0.295 which was more than a statistical significance level at level 0.05 shows accepted hypotheses H1, translated as employees with different gender were not affect the job satisfaction.

TABLE II. Show the results of comparing satisfaction on the job classification by age.

Personal factors grouped by age	SS	df	MS	F	Sig.	Testing
Between groups	.238	2	.119	.328	.721	No difference
Within group	71.44	197	.363			
Total	71.68	199				

From table II: the results of hypothesis testing with One-Way ANOVA among main factors found a significant level at 0.05 and personal affects satisfaction in performing tasks with Sig. >0.721 which was more than the statistical significance level 0.05 level shows that the accepted hypotheses H0 . Translated as the employee whose age difference were not affect job performance satisfaction.

TABLE III. Show the results of comparing satisfaction on the job classification by education level.

Personal factors grouped by education level	SS	Df	MS	F	Sig.	Testing
Between groups	.265	2	.132	.365	.695	No difference
Within groups	71.41	197	.363			
Total	71.68	199				

From table III: The results of testing a hypothesis, with values that the One-Way ANOVA among major factors found at 0.05 level which personal affects satisfaction in performing tasks value at Sig. 0.695, which was more than the statistical significance level 0.05 level shows the accepted hypotheses

H₀ . Translated as the employee has different in education level was not affect job performance satisfaction.

TABLE IV. Shows the results comparing satisfaction on the job by job description.

Personal factors grouped by work description	SS	Df	MS	F	Sig.	Testing
Between Groups	.420	2	.210	.580	.561	No difference
Within Groups	71.26	197	.362			
Total	71.68	199				

From table 4: The results of hypothesis testing with values of One-Way ANOVA among major factors found at significant 0.05 level which personal affects satisfaction in performing tasks valuable at Sig. 0.561 level, which was more than the statistical significance level 0.05 level and shows that the hypotheses H₀ accepted. Translated as employees with different job descriptions was not effect by job performance satisfaction.

TABLE V. Shows the results compare satisfaction on the job classification by marital status.

Personal factors grouped by marital status	SS	Df	MS	F	Sig.	Testing
Between groups	.668	2	.334	.926	.398	No difference
Within groups	71.01	197	.360			
Total	71.68	199				

From table V: The results of hypothesis testing with values of One-Way ANOVA among major factors found significant at 0.05 level which personal affects satisfaction in performing tasks at valuable at Sig. 0.398 which was more than the statistical significance level 0.05 level shows that the accepted hypotheses H₀. Translated as employees with different marital status was not effect by job performance satisfaction.

TABLE VI. Shows results compare satisfaction on the job classification based on work experience.

Personal factors grouped by work experience	SS	Df	MS	F	Sig.	Testing
Between group	.320	2	.160	.442	.644	No difference
Within group	71.36	197	.362			
Total	71.68	199				

From table VI: the results of the tests with the value of the One-Way ANOVA among major factors found significant level at 0.05 which personal affects satisfaction in performing tasks value at Sig. 0.644 which was more than the statistical significance level 0.05 level shows that the accepted hypotheses H₀ . Translated as the staff have vary work experiences was not effect by job performance satisfaction.

V. CONCLUSION

The study of factors that affect the motivation of employees in the performance of Murakami Ampass Co., Ltd.

(Thailand) from the analysis results data can be summarized. As follows:

Personal characteristics found that most of respondents were females, age between 31-40 years old, vocational certificate, operational employee, single marriage status, and working experience of between 3-10 years.

Hygiene factors (Supporting factors) that affect job performance found that the overall average of the level of importance of the factors that affect the supporting operations found to be moderate. The details were as follows:

Salary and welfare aspects, found that the average value of the overall priority of satisfaction in performing tasks was in medium level and employee satisfaction was moderate in all 8 issues, such as revenue appropriate to the position, education level, appropriate income level in various welfare disbursements. Sufficient income for living expenses, income appropriate to the duties, responsibilities, adequate and appropriate welfare when in emergency arise, respectively.

Policy and operation management aspects found that the overall average satisfaction in performing tasks was in medium level when employee satisfaction was in moderate all 5 items, for instance, inform to clarify the regulatory information regularly, plan to adjust structure of company benefits, policy, leadership, good vision, regulations and guidelines of the company was appropriate, respectively.

The relationship with supervisor found that the overall average satisfaction in performing tasks was in moderate level and employee satisfaction is moderate all 5 aspects, listings consist of fair, approachable supervisor, a reasonable command with care, listen to your comments and suggestions, and easy to understand clear assignments, respectively.

Relations with colleagues found that the overall average satisfaction in performing tasks with co-workers was in a moderate □ satisfaction all listings consist of social gathering, trust, comfortable working environment, team work, get help from co-workers, and no discrimination among employees.

The environment in the work place found that the overall average satisfaction in work environment was in a moderate and employee satisfaction was moderate in all listings consist of Arrangement of company locations are clean, there was a good working atmosphere, adequate materials and equipment was available to use, safety working environment, the external environment of the company with organized facilities in operation ready to use, respectively.

The hypothesis testing revealed that the personal different had no effect on work performance motivation supporting factors of employees at Murakami Ampass Co., Ltd., (Thailand). Work performance motivation supporting factors of employees at Murakami Ampass Co., Ltd., (Thailand). Related to work satisfaction, such as salary, benefit, compensation, emergency allowance, work environment, and appropriate and support work equipment at statistical significant 0.05 level.

Recommendations from this study were that executive officers should focus on appropriate facilities, materials must be available for employees to function effectively as well as set up criteria for career advancement, salary adjustment to match with job responsibilities and current expensed,

independent decision making, and company policy and management update, respectively.

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