

# Factors of Work Motivation Performance of Employees at Isuzu company Automobile Parts Manufacture Motor, Samrong Branch, Thailand

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**Abstract**— The purpose of this study was to determine factors of work motivation performance of employees at Isuzu Automobile Parts manufacture motor, Samrong Branch, Thailand. Samples were 150 employees of Isuzu Automobile Parts manufacture motor, Samrong Branch by using a check list and rating scale questionnaire. The statistics used for data analysis were percentage, mean, standard deviation, T-test, One-way Anova, LSD, and Regression analysis. Findings revealed that most of respondents were males, age between 26-30 years old, operational staff level, bachelor degree graduated, monthly income between 15,000-20,000 baht, and period of work between 2-5 years. The overall picture of the opinion regarding work motivation performance of employees' issues was at high level such as work completion, appreciation of employees, respectable work description, and job completion and develop career advancement path. The hypothesis testing revealed that the factors of personal different as gender, age, education, monthly income, and work duration would not affect the work performance of employees at Isuzu Automobile Parts manufacture motor, Samrong branch, but factors of career advancement path, promotion, supplementary job responsibilities, relationship with co-workers, appreciation of employees, and trustworthy by superiors were related to work performance of employees at Isuzu Automobile Parts manufacture motor, Samrong branch at statistical significant at 0.05 level. Recommendations from this study were administrative officers should concern regarding of assign job according to experience level in order to receive work achievement, independent decision making, and develop career advancement path..

**Keywords**— Factors of work motivation performance of employees at isuzu automobile parts manufacture motor, Samrong branch, Thailand.

## I. BACKGROUND AND SIGNIFICANCE OF THE RESEARCH

Today we are facing rapid changes in terms of society, economy, and technology. In this highly competitive economy, organizations need to build their competitive advantage with satisfactory goods or services, maintaining quality, low cost, and punctual delivery. All these could be achieved with cooperation from employees. Human resource is one of the most important resources that drive organization through crises and obstacles to succeed. Organizations have to find the ways to maintain quality employees who have knowledge & skills, are ready to devote themselves for the job, and are loyal to the organizations. Organization should keep in mind that their employees should be happy to work, and to achieve such condition it has to know what employees need from the organization. Once their needs are fulfilled, employees will work with their full capacity resulting in work

efficiency and creative ways of working thus eventually leads to the organizations' growth.

The above reason has made the researcher interested to conduct a study on factors that affect work motivation of the employees with an attempt to find out the factors that have influences on employees' work motivation. This research will help the organization to appropriately motivate its employees with regards to their needs and reach the target of improved efficiency, quality, profit, and customer satisfaction.

### Frederick Herzberg's Two-Factor Theory

Frederick Herzberg introduced the Two-Factor theory with the belief that relationship between human being and their jobs in terms of their attitude toward their jobs play the role in outcome of success or failure. Herzberg had raised the question about what human wants from his/her job. He let those people explain this question in detail whether they have positive or negative expectation from their jobs. He finally found the conclusion that job satisfaction is not related to dissatisfaction in the sense that as one increases the other does not necessarily decrease.

According to Herzberg, factors relating to job satisfaction are different from and not related to factors that lead to job dissatisfaction. Therefore, manager has to eliminate factors that lead to job dissatisfaction. Work environment such as supervisory practices, salary, company policies, relation with co-workers, and job security is contained in Herzberg's theory. The Two-Factor theory also suggested motivating factors that directly motivate employees in their work. These factors consist of job promotion, career advancement, recognition, responsibility, and achievement. These factors are defined as intrinsically rewarding (Sutham Phongsamran, 2012:68)

### Research Objective

This study intends to determine factors that affect work efficiency of employees in Isuzu Automobile Parts Manufacture Motor, Samrong Branch, Thailand.

### Conceptual Framework

The researcher has outlined framework for this study as shown below in figure 1.

Independent Variables	Dependent Variables
<b>Personal Factors</b> 1. Gender 2. Age 3. Education 4. Salary 5. Job Position 6. Work Experience	<b>Motivating Factors</b> 1. Achievement 2. Recognition 3. Job Characteristics 4. Responsibility 5. Career Advancement

*Population and Sample Group of the Research*

Population of the study is 200 employees working in packaging department of Isuzu Automobile Parts Manufacture Motor, Samrong Branch, Thailand out of which 150 were drawn as samples.

*Data Collection*

Researcher distributed 150 questionnaires to 150 employees working in packaging department of Isuzu Automobile Parts Manufacture Motor, Samrong Branch, Thailand and received 150 questionnaires back (100%) then checked for completeness of data before using for analysis in the next step.

TABLE I. Shows comparisons by gender of work efficiency of employees of Isuzu Automobile Parts Manufacture Motor, Samrong Branch, Thailand.

Gender	N	Mean	t	df	Sig.	Test
Male	89	4.09	.508	147	.612	No difference
Female	60	4.03				

\*Significance level 0.05

Hypothesis test results by t-test at a significance level of 0.05 indicated that work efficiency of employees of Isuzu Automobile Parts Manufacture Motor, Samrong Branch, Thailand with difference in gender has Sig. value of 0.612 which is higher than statistical significance level of 0.05. This means that gender does not have influence on the employees' work efficiency.

TABLE II. Shows results of hypothesis test on variance value of personal factors i.e. age that affect work efficiency of employees working in packaging department of Isuzu Automobile Parts Manufacture Motor, Samrong Branch, Thailand.

Age Factor	Sum of Squares	df	Mean Square	F	Sig.	Test
Inter-group	1.957	4	.489	.965	.429	No difference
Intra-group	73.483	145	.507			
Total	75.440	149				

\*Significance level 0.05

Result of hypothesis test with One-Way ANOVA at a significance level of 0.05 indicated that personal factor that has influence on work efficiency has Sig. value of 0.429 which is higher than statistical significance level of 0.05. This shows that employees of Isuzu Automobile Parts Manufacture Motor, Samrong Branch, Thailand accepted  $H_0$  hypothesis meaning that difference in age of employees working in Isuzu Automobile Parts Manufacture Motor, Samrong Branch, Thailand is not related to difference in their work performance.

II. CONCLUSION

Regarding personal factors of the 150 respondents, it was found that most of the respondents were male age between 26-30, working in operational level, graduated bachelor's degree, average monthly income 15,001-20,000 Baht, and having 2-5 years of work experience in the company.

Regarding motivating factors that affect work efficiency of employees working in Isuzu Automobile Parts Manufacture

Motor, Samrong Branch, Thailand, it was found to have high level of mean with the following details.

*Achievement.* The study found that overall mean in achievement aspect is in high level with the details as follows. Satisfaction with good cooperation from co-workers, supervisor could assist in problem solving, and appropriate job delegation by supervisor are in high level respectively while pride from achievement of job in responsibility is in medium level.

*Recognition.* The research discovered that overall mean in recognition aspect is in high level with the details as follows. Recognition by co-workers, satisfaction in performance of team work, and being trusted by supervisor & co-workers are in high level respectively while satisfaction in assistance from co-workers is in medium level.

*Job Characteristics.* The study showed that overall mean in job characteristics aspect is at high level with the details as follows. Satisfaction in working in the field that match with their education, knowledge & skills are utilized, and satisfaction in characteristics of current job position are in high level respectively. Special ability can be utilized to accomplish the work is in medium level.

*Job Responsibilities.* The research found that overall mean of job responsibilities is in high level with the details as follows. Co-workers pay attention to work, satisfaction in co-workers' practices, and supervisor pays attention to the work are in high level respectively while having higher responsibilities than others is in medium level.

*Career Advancement.* The study showed the result that overall mean of career advancement aspect is in high level with the details as follows. Job promotion in response to knowledge & skills, current job helps in gaining honor, reputation, and chances to be responsible for more significant works are in high level respectively, however, current job helps to gain experience and skills is in medium level.

III. SUGGESTION FOR FURTHER STUDY

1. In the research on motivating factors influencing work efficiency of employees working in Isuzu Automobile Parts Manufacture Motor, Samrong Branch, Thailand, the researcher conducted a quantitative research. Questionnaires were used in data collection and then the data were analyzed. Therefore, outcome of the analysis could show wide scope of information but lack of in-depth information. Further study should be conducted emphasizing on in-depth analysis (qualitative research) so that results of the study could represent deeper information.

2. For this study, population is purposively chosen. But the further study should be conducted on different group of population and the results could be compared for better utilization.

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