

Job Motivation of Employees at Ua Withya Public Co., Ltd. Bangkok

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Abstract— The purpose of this study was to determine the job motivation of employees at Ua Withya Public Co., Ltd. The population of this study were 295 employees at Ua Withya Public Co., Ltd. by using questionnaire as a tool. The statistical application used for data analysis were percentage, mean, standard deviation, t-test, one-way Anova.

Findings revealed that most of respondents were males, 50 years or older, bachelor degree graduated or higher, monthly income between 10,000-15,000 baht, operational staff level, and work for this corporation more than 16 years. The average picture of opinions of job motivation factors was in the high level with the following aspects: job completion, job description, job responsibility, and social acceptance, respectively. The average picture of opinions of job motivation factors was in the medium level with career advancement aspect. The average picture of the opinions for supporting factors were in high level with the following concerns: co-worker relationship, personal life, job security. In addition, compensation and work environment was in medium level. The hypothesis testing revealed that the factors of personal different as gender, age, work position, average monthly income, work duration were not difference with job satisfaction, but the difference in educational level had a difference in job satisfaction relationship at a statistical significant 0.01 level.

The recommendations from this study were that administrative officers should deliberate on encourage employees to attend advance coursed for their career advancement path, healthy working environment, comparable salary adjustment to match job responsibilities and living expenses, create retirement pension plan, appropriate facilities, and materials must be available for the employees to function effectively..

Keywords— Enter key words or phrases in alphabetical order, separated by colon.

I. BACKGROUND AND SIGNIFICANCE OF THE STUDY

Economy today is in a highly competitive condition both domestically and internationally. People's lives are affected by such competition as well as world economic fluctuation and entering to ASEAN Economic Community (AEC). Therefore, businesses have to adjust their strategies in order to cope with the circumstances. Improvement has to be done in quality of product, maintaining standards, and enhancement of efficiency so that strengthening of business could be achieved. Maximum utilization of resources is also necessary and will lead to readiness to face obstacles and stability of an organization. Regarding resources, both government and private sectors focus on human resource since it drives all missions of an organization toward targets. Organizations always try to improve quality of their employees through training, seminar, and other measures. The target is not only improving their work capacity but also improving their enthusiasm and

building work motivation for them to work with full might which will result in success of an organization.

Ua Withya Public Co. Ltd. is a manufacturer of steel structure for transmission line towers, telecommunication poles, steel structure for substations, and other steel structures. The company has run the business for more than 40 years under the management of Thai executives. Most of employees are working with the company for more than 10 years and the company focuses on knowledge and skills improvement through training and seminar. Knowledgeable employees are counted as valuable resource of the company and should be maintained as long as possible. Most of the employees are from local area and they feel committed to the company. They are highly experienced and have good knowledge & skills, however, they lack enthusiasm in work.

Ua Withya Public Co., Ltd. is seeking motivation strategy to push employees to be satisfied with their work and be motivated to work creatively toward the company's goals. If the company ignores to build motivation, the results may be frequent absence, working lower than capacity, and work inefficiency. All these are negative results for the company. Good management of human resource has to understand the needs of employees, and also can solve problems for them satisfactorily. Human resource management involves recruitment of qualified persons as a company needs and utilize their knowledge & skills to work effectively and efficiently. In addition, maintaining such employees to work for a company as long as possible is also important feature of human resource management.

From the above background, the author became interested to study factors affecting work motivation of employees at Ua Withya Public Co., Ltd. The results would be applied for improvement of employee motivation to achieve work efficiency and effectiveness which finally will enable the company to be competitive in the world market.

II. 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)

Objective of the Study

To study factors that have effects on the work motivation of employees in Ua Withya Public Co., Ltd.

From the above research, the researcher has applied Herzberg's Two-Factor Theory to conclude and form the conceptual framework for the research on work motivation of employees in Ua Withya Public Co., Ltd. as follows.

Conceptual Framework

| Independent Variables | Dependent Variables |
|--|---|
| <p>Personal Factors</p> <ol style="list-style-type: none"> 1. Gender 2. Age 3. Education 4. Type of employment 5. Salary 6. Job Position 7. Work Experience | <p>Motivating Factors</p> <p>Motivation Factors</p> <ol style="list-style-type: none"> 1. Job Completion 2. Social Acceptance 3. Job Description 4. Job Responsibility 5. Career Advancement <p>Hygiene Factors</p> <ol style="list-style-type: none"> 1. Compensation (Salary/Benefits) 2. Co-worker Relationship 3. Work Environment 4. Personal Life 5. Job Security |

Population and Sample Group of the Study

Population of the study is 295 employees working in Ua Withya Public Co., Ltd. out of which 170 were drawn as samples.

III. RESEARCH METHODOLOGY

The study of work motivation of employees in Ua Withya Public Co., Ltd. has objective to study factors that have effects on work motivation of the employees. Results of the study would be applied to improve work motivation of the employees.

Statistics used for data analysis include descriptive statistics and inferential statistics. Descriptive statistics are used to analyze quantitative data such as Percentage and Mean. They are used to explain demographic data of the respondents and other variables by computer program. The program also helps to create charts such as bar charts and pie charts with explanations. Results of the charts would then be presented for analysis of each variable's characteristics.

Inferential statistics are used to test hypothesis such as t-test, One-way ANOVA, and Regression Analysis.

Data collection tool used in this study is questionnaire which was created by starting with research on related studies to design structure of the questionnaire.

The questionnaire consists of 4 main parts as follows.

Part1 contains 7 nominal scale checklist questions related to demographic data of the respondents such as gender, age, education, type of employment, salary, job position, and work experience. Respondents have to choose one answer from choices. Data measured by this part is assessed by simple statistics such as percentage.

Part2 includes total 31 Likert's style 5-level rating scale questions about work motivation factors for employees in Ua Withya Public Co., Ltd. Romklao Office.

Part3 has 1 question of Likert's style 5 level rating scale concerning employees' job satisfaction in Ua Withya Public Co., Ltd.

Part4 is presented by open-ended questions asking for opinion and useful suggestions of the respondents.

IV. HYPOTHESIS TEST RESULTS

Hypothesis 1: Different demographic factor results in different job satisfaction of employees in Ua Withya Public Co., Ltd.

TABLE I. Shows comparison of motivation factors and job satisfaction of employees working in Ua Withya Public Co., Ltd. by Gender.

| Gender | Mean | S.D. | t | df | Sig. | Test |
|--------|------|-------|-------|-----|-------|---------------|
| Male | 3.58 | 0.130 | 1.017 | 168 | 0.445 | No Difference |
| Female | 3.45 | 0.128 | | | | |

*Significance level of 0.05

From table I, hypothesis test results by t-test at a significance level of 0.05 indicated that work motivation of employees working in Ua Withya Public Co., Ltd. has Sig. value of 0.445 which is higher than statistical significance level of 0.05. This means that H_0 was accepted and gender of employees working in Ua Withya Public Co., Ltd. does not have influence on work motivation.

Table II shows hypothesis test results of variance value of motivation that relates to job satisfaction of employees working in Ua Withya Public Co., Ltd. by Age.

| Significance | SS | df | MS | F | Sig. | Test |
|--------------|---------|-----|-------|-------|-------|---------------|
| Intergroup | 2.359 | 3 | 0.786 | 1.209 | 0.308 | No Difference |
| Intragroup | 107.929 | 166 | 0.650 | | | |
| Total | 110.288 | 169 | | | | |

*Significance level of 0.05

From table II, hypothesis test results by One-way ANOVA at a significance level of 0.05 indicated that work motivation factor in relation to job satisfaction has Sig. value of 0.010 which is higher than statistical significance level of 0.05. This means that H_0 was accepted and age of employees working in Ua Withya Public Co., Ltd. does not have influence on job satisfaction.

Table III. Shows hypothesis test results of variance value of motivation that relates to job satisfaction of employees working in Ua Withya Public Co., Ltd. by Education.

| Significance | SS | df | MS | F | Sig. | Test |
|--------------|---------|-----|-------|-------|--------|-----------|
| Intergroup | 7.318 | 3 | 2.439 | 3.932 | 0.010* | Different |
| Intragroup | 102.970 | 166 | 0.620 | | | |
| Total | 110.288 | 169 | | | | |

*Significance level of 0.05

From table III, hypothesis test results by One-way ANOVA at a significance level of 0.05 indicated that work

motivation factor in relation to job satisfaction has Sig. value of 0.308 which is higher than statistical significance level of 0.05. This means that H_0 was accepted and education of employees working in Ua Withya Public Co., Ltd. has influence on job satisfaction.

TABLE IV. shows hypothesis test results of variance value of motivation that relates to job satisfaction of employees working in Ua Withya Public Co., Ltd. by Type of employment.

| Type of Employment | Mean | S.D. | t | df | Sig. | Test |
|--------------------|------|-------|-------|-----|-------|---------------|
| Daily worker | 3.70 | 0.181 | 1.024 | 168 | 0.277 | No difference |
| Monthly worker | 3.51 | 0.194 | | | | |

*Significance level of 0.05

From table IV, hypothesis test results by t-test at a significance level of 0.05 indicated that work motivation factor in relation to job satisfaction has Sig. value of 0.277 which is higher than statistical significance level of 0.05. This means that H_0 was accepted and type of employment of employees working in Ua Withya Public Co., Ltd. has no influence on job satisfaction.

TABLE V. shows hypothesis test results of variance value of motivation that relates to job satisfaction of employees working in Ua Withya Public Co., Ltd. by Salary.

| Significance | SS | df | MS | F | Sig. | Test |
|--------------|---------|-----|-------|-------|-------|---------------|
| Intergroup | 0.631 | 3 | 0.210 | 0.319 | 0.812 | No difference |
| Intragroup | 109.657 | 166 | 0.661 | | | |
| Total | 110.288 | 169 | | | | |

*Significance level of 0.05

From table V, hypothesis test results by One-way ANOVA at a significance level of 0.05 indicated that work motivation factor in relation to job satisfaction has Sig. value of 0.812 which is higher than statistical significance level of 0.05. This means that H_0 was accepted and salary of employees working in Ua Withya Public Co., Ltd. has no influence on job satisfaction.

TABLE VI. Shows hypothesis test results of variance value of motivation that relates to job satisfaction of employees working in Ua Withya Public Co., Ltd. by Job position.

| Significance | SS | df | MS | F | Sig. | Test |
|--------------|---------|-----|-------|-------|-------|---------------|
| Intergroup | 1.620 | 3 | 0.540 | 0.825 | 0.482 | No difference |
| Intragroup | 108.668 | 166 | 0.655 | | | |
| Total | 110.288 | 169 | | | | |

*Significance level of 0.05

From table VI, hypothesis test results by One-way ANOVA at a significance level of 0.05 indicated that work motivation factor in relation to job satisfaction has Sig. value of 0.482 which is higher than statistical significance level of 0.05. This means that H_0 was accepted and job position of employees working in Ua Withya Public Co., Ltd. has no influence on job satisfaction.

Table VII shows hypothesis test results of variance value of motivation that relates to job satisfaction of employees working in Ua Withya Public Co., Ltd. by Work experience.

| Significance | SS | df | MS | F | Sig. | Test |
|--------------|---------|-----|-------|-------|-------|---------------|
| Intergroup | 4.397 | 3 | 1.466 | 2.298 | 0.079 | No difference |
| Intragroup | 105.891 | 166 | 0.638 | | | |
| Total | 110.288 | 169 | | | | |

*Significance level of 0.05

From table VII, hypothesis test results by One-way ANOVA at a significance level of 0.05 indicated that work motivation factor in relation to job satisfaction has Sig. value of 0.079 which is higher than statistical significance level of 0.05. This means that H_0 was accepted and work experience of employees working in Ua Withya Public Co., Ltd. has no influence on job satisfaction.

V. CONCLUSION

The research on work motivation of employees in Ua Withya Public Co., Ltd. is a quantitative research with an objective to study factors relating to work motivation of employees in Ua Withya Public Co., Ltd. Independent variable is demographic factors such as gender, age, education, type of employment, salary, job position, and work experience. Motivation factors consist of job completion, social acceptance, job description, job responsibility, and career advancement. Hygiene factors include compensation (salary/benefit), co-worker relation, personal life, and job security. Dependent factor is job satisfaction of employees working in Ua Withya Public Co., Ltd. 170 sets of questionnaire were used as tools for data collection. Statistics used for data analysis were percentage and mean. Hypotheses were tested using t-test One-way ANOVA and Multiple Regression. From the analysis, it could be concluded that from total 170 respondents most of them were male, aged 51 years up, graduated bachelor degree or higher, monthly income between 10,001-15,000 baht, working in operational staff level, and work for this company for more than 16 years. Work motivation factors of employees working in Ua Withya Public Co., Ltd. were found to be in high level for 7 items including job completion, job responsibility, job description, personal life, social acceptance, co-worker relation, and job security. Three items i.e. career advancement, work environment, and compensation (salary/benefits) respectively were found to be in medium level.

Hypothesis test results indicated that demographic factor has influence on job satisfaction of employees working in Ua Withya Public Co., Ltd. Hypothesis test using One-way ANOVA found that gender, age, type of employment, salary, job position, and work experience do not have influence on job satisfaction while education does.

VI. RECOMMENDATION FROM THE STUDY

From the research on motivation factors of employees working in Ua Withya Public Co., Ltd., the researcher has useful suggestions as follows.

1. The company should promote skills development and knowledge improvement through training, seminar, or a site visit to related duties.
2. Regarding work environment, the company should: provide appropriate tools and equipment adequately; maintain security in work place; and keep proper ventilation, illumination, and temperature in the work place.
3. For compensation (salary/benefits), the company should consider increasing wage to match with current economic condition so that employees could live their lives appropriately.

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