

Work Performance Motivation of Air Serve Co., Ltd. Employees, Bangkok

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Abstract— The primary purpose of this study is to determine factors of work performance motivation of Air Serve Co., Ltd. employees. The sample was selected from 110 employees of Air Serve Co., Ltd. by using a check list and rating scale as a questionnaire tool. Statistical application for data analysis were percentage, mean, standard deviation, T-test, and One-way Anova.

On the basis of results of this study, it can be concluded that most of respondents were males, age between 31-40 years old, operational staff, bachelor degree graduated, and monthly income between 10,000-20,000 baht. The average opinion on factors of work performance motivation was in high level, such as job responsibility, social acceptance, job achievement, career advancement, nature of work, work environment, job security, workers relationship, company policy and management, salary and benefit, quality of work life, and job policy. The hypothesis testing revealed that personal different, such as gender, age, position, and education had no effect on factors of work performance motivation of Air Serve Co., Ltd. employees, but the different of income had effected on factors of work performance motivation of Air Serve Co., Ltd. employees at statistical significant 0.05 level.

Recommendations from this study were that administrative officers should plan for employees' career advancement by develop job skill, plan for future career, salary adjustment to match with job responsibilities and current living expenses. **Keywords:** Factors of Work Motivation Performance of Employees at Isuzu Automobile Parts Manufacture Motor, Samrong Branch, Thailand.

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I. BACKGROUND AND SIGNIFICANCE OF THE STUDY

Successful management needs to have combination of factors involved. Today, businesses are facing larger number of competitors. There are successful and unsuccessful companies resulting from economic conditions, administration, personnel, etc. To become successful, companies have to pay attention to human resource since it is crucial factor for organizational success. Executives are aware that effective human resource management will lead to work efficiency. Organizations that have quality employees with good morale will reach the target as planned and at a high level of performance quality. On the other hand, if employees are poorly treated and not satisfied with their job the performance will be of poor quality and in this case target is difficult to be reached.

Air Serve Company Limited focuses on reaching the target by ensuring employees' satisfaction with their job and the company. Still there is a high employee turnover because of various reasons. The company attempts to maintain employees to work in a long run with an expectation that employees should gain knowledge and skills in their job and also improve their livings. As a result, Air Serve Company Limited

emphasizes on enhancing employees' capability by every possible methods such as providing scholarship for further education, training, organizing seminars in accordance to necessity for different job positions, and continuously maintains this principle. All these are implemented to enhance employees' productivity, to ensure their career growth, and to realize the real drives within employees so that the company can respond by effective motivation.

Researcher, as part of the company, is aware of the above facts and desires to conduct a research on work motivation that is effective for Air Serve Company Limited's employees. Results of the study shall be proposed as guidelines for the company's executives and persons involved to consider building motivation for their employees and eventually achieve the company's targets.

II. FREDERICK HERZBERG'S TWO-FACTOR THEORY

Frederick Herzberg's Two-Factor Theory deals with factors that have influence on performance of employee in a company. He studied person's attitude toward his/her work with an attempt to eliminate job dissatisfaction and improve job satisfaction which will result in better work performance. He found that the following two main groups of factors have influences on worker and thus work performance.

1. Motivation Factors affect worker by persuading him/her to work by relating to preferable results that will happen to the worker and therefore leading to job satisfaction.
2. Hygiene or Maintenance Factors involve situation that will create dissatisfaction for worker and become an obstacle to work motivation. These factors deal with preventing worker from having job dissatisfaction.

Research Objective

This research aims to evaluate factors that have effects on employees' work motivation in Air Serve Company Limited.

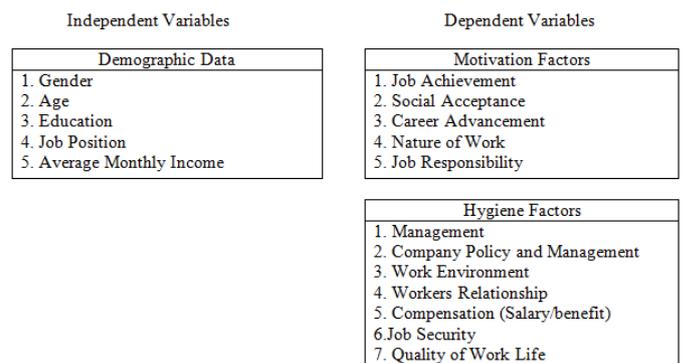


Fig. 1. Conceptual framework.

Conceptual Framework

The researcher has set a conceptual framework as shown in figure 1.

III. POPULATION AND SAMPLE GROUPS OF THE RESEARCH

Population of the study is 150 employees of Air Serve Company Limited from which 110 samples were drawn using Taro Yamane’s formula.

IV. DATA COLLECTION

For data gathering, the researcher distributed 110 sets of questionnaires to the samples and all 150 questionnaires (100%) were filled and returned. The questionnaires were then inspected for data completeness and proceed to data analysis.

TABLE I shows comparison of Air Serve Company Limited’s workers motivation factors by gender.

Gender	N	Mean	t	df	Sig. (2-tailed)	Test
Male	97	3.21	-1.338	108	.184	No Difference
Female	13	3.53				

*Significance Level of 0.05

From Table I, hypothesis test result by t-test value at a significance level of 0.05 indicates that job satisfaction of employees in Air Serve Company Limited has Sig. value of .184 which is higher than statistical significance level of 0.05. This means that H_0 is accepted showing that difference in age of employees in Air Serve Company Limited does not make a difference in their job satisfaction.

TABLE II. represents result of hypothesis test of variance in job satisfaction of employees in Air Serve Company Limited by job position.

Significance to Motivation Factors	SS	df	MS	F	Sig.	Test
Between Group	.590	2	.295	.437	.647	No Difference
Within Group	72.283	107	.676			
Total	72.873	109				

*Significance Level of 0.05

From table 2, results of hypothesis test by t-test at a significance level of 0.05 shows that job satisfaction of employees in Air Serve Company Limited has Sig. value of .647 which is higher than statistical significance level of 0.05. This indicated that H_0 is accepted and means that difference in job position of employees in Air Serve Company Limited does not make a difference in their job satisfaction.

V. CONCLUSION

Regarding demographic factors, most of respondents were males, age between 31-40 years old, operational staff, bachelor degree graduated, and monthly income between 10,000-20,000 baht. Motivation factors and hygiene factors’ influences on job satisfaction of the employees can be concluded as follows.

Motivation factors that have influences on job satisfaction of the employees have high level of overall means with the following order: job responsibility, social acceptance, job achievement, career advancement, and nature of job respectively. For hygiene factors that affect job satisfaction of

the employees, overall mean is in a high level with the following details: work environment, workers relationship, job security, company policy & administration, salary, quality of work life, and management respectively.

Nature of work was found to be in a satisfactory level of opinion for 4 items i.e. the job is challenging and enhance creativity, appropriate job delegation, job assigned match with knowledge and skills, and being satisfied with the job. These results are similar to those of Siriphorn Noppharat (2008) in the study of work motivation of employees in N.I. (Thailand) Company Limited. Her study found that employees were highly content with nature of the work factor because: the job match with knowledge & skills; the job was challenging and helps to generate creative ideas; scope of work was clearly stated; manager allowed employees’ participation; and employees were satisfied with their job.

Job responsibility was found to be in a highly satisfactory level in 3 areas i.e. the job needs higher responsibility than other people, employees have chances to be assigned higher responsibility work, and the work needs special skills and capability. These are similar to the study results of Nongnuch Klinhom (2014) who conducted a research on work motivation of Ground service staffs of Bangkok Worldwide Flight Service Company Limited. Job responsibility was found to be in high level of satisfaction for the following details: employees’ duties and responsibilities were clearly defined; employees had chances to be assigned higher responsibility work; employees were entitled to participate as member or committee in important projects; employees could make a decision for business in their responsibilities; and employees were given power to manage their work freely respectively.

Career Advancement was found to be in a highly satisfactory level for the 4 items as follows: supervisor evaluates employees’ performance fairly; employees have chances to gain new experiences; supervisor gives support for job promotion; and employees are time to time trained to develop knowledge about their work. This is in accordance with the research of Kamolkorn Homsungnern (2011) which studied work motivation of employees in Kendall Gammatron Company Limited. In such study, career advancement was found to be highly satisfactory to the employees since they were given knowledge, skills, experiences from their current job; they were entitled to move the job position according to their quality. Further, the result also matched with the study of Nongnuch Klinhom (2014) who conducted a research on work motivation of Ground service staffs of Bangkok Worldwide Flight Service Company Limited. And for career advancement aspect, the items that got highly content opinion were chances to be trained & join seminar inside and outside to improve knowledge & skills for work; performance evaluation within the company is on a fair practice respectively.

Compensation (Salary/Benefits) was found in highly satisfied opinion for 3 aspects i.e. incentives are appropriate; fringe benefits are appropriately provided; and monthly salary is appropriate comparing to duties assigned. This is similar to the result of study by Kamolkorn Homsungnern (2011) who studied work motivation of employees in Kendall Gammatron Company Limited. In compensation aspect, such study found

that employees were highly satisfied with compensation including salary, wage, fringe benefits are appropriate; compensations i.e. salary, fringe benefits, and annual bonus are in good match with scope of job responsibilities.

Recommendation for Further Research

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