

Work Motivation of the Employees Working at Manufacturing Business Sectors Located in Songkhla Province

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Abstract

Apart from paying emphasis on getting along together among organizations and their employees, another administrative strategy for several business operators to deal with competitive challenges in the present is understanding the employees' work motivation. Being energetic and attractive to achieve the expected goals, it is considered as a key factor for organization success. Our purpose of conducting this research was to study work motivation of the employees working at successful manufacturing business sectors located in Songkhla Province. 258 employees were the research samples. Questionnaire was used as data collection tool and statically analyzed by Percentage, Mean, Standard Deviation, T-test and F-test. The result reveals that the difference of employees' genders, ages, and education levels shows no impact on having differences of overall work motivation, except on its factors like recognition, salary, and working condition. It is the difference of the employees' incomes that initiates the difference in work motivation, at .05 level of significance. Such the results provide a recommendation for developing human resource's policy of business sectors elsewhere for their achievable success.

Keywords: Work motivation, manufacturing business sectors

Introduction

Currently, several business sectors have increasingly faced challenges in competition and rapid changes of the environment. To survive in the world of business, they have been developing their own resources for encountering the challenges. It is necessary for them to appropriately use their own resources such as machines, costs, materials, and working personnel (employees) for serving their administrative management. As the employees and organizations are to get along with, understanding the employees' work behavior is another key role for administrators at any levels of administration. It is the fact that employees' work behavior is a key factor for organization success. Work motivation is an energetic force, an attraction, or an expectation. It is possibly revealed from individual needs or motivated by organizational administrators who take a role to enforce their employees to conduct expected behaviors enable for achieving the organization's goals.

Herzberg (cited in Kaweehiran, N., 2007) claims that working condition that satisfies workers has 2 main factors: Motivation Factors and Hygiene Factors. Kaweehiran, N. (2007) proposes that one among the main factors is motivating employees to work as the organization expects. Having an impact for work success, employees' work motivation is to figure out the effectiveness of the assigned tasks and organizational leadership. Thus, organizations that emphasize motivating their personnel and recognize the motivation's components would help complete the assigned tasks effectively and be successfully.

As we have concerned about what mentioned above, we are interested to study work motivation of the employees working at manufacturing business sectors located in Songkhla Province. The results, after our comparison of employees' individual personal background with their work motivation, would be taken as information for strengthening the employees' work motivation with effectiveness and efficiency.

Objectives: To study employees' work motivation at manufacturing business sectors located at Songkhla Province.

Keywords: Manufacturing business, work motivation.

Theories about Work Motivation

Job performance stands to assess whether an employee performs assigned tasks well. It consists of many components as its criterion of assessment including workloads and working condition. Academics have studied about the components of job performance that have an effect on psychology such as employees' motivation at work, morale, job dissatisfaction, and stressfulness at work.

Work motivation refers to employees' energetic force motivated by individual employee own attractions or expectations or the force being motivated by administrators of organizations to behaviorally conduct for the employee individual successes or for the success of the organizations (Steers&Porter, 1983, cited in Serirat, S. et al, 2003).

Herzberg's Two Factors Theory (cited in Kaweehiran, N., 2007) proposes two theories: Motivation-Hygiene Theory and Two-Factor Theory, both are emphasizing on Working condition and the environment of workplace for employees' work satisfaction and psychologically energetic feeling. Two main factors of the theory are *Motivation factors* and *Hygiene factors/Maintenance factors*.

1. Motivation Factors: refer to the factors that can get employees satisfied with their assigned jobs regarding the job contents.

1.1 Achievement: refers to the situation that individual employee is able to solve problems, knows the solutions of the upcoming problems. When the assigned job is complete, the employee is satisfied with the completion.

1.2 Recognition: refers to an individual employee's receiving acknowledgement from his boss, advisees, or colleagues due to his skillfulness. The acknowledgment is possibly in a form of compliment, congratulation, getting applauded, or any forms of expression showing acceptance towards an individual's task done.

1.3 Work itself: refers to any challenging tasks which require an individual employee's several mental abilities including creativity in order to operate the tasks to be done. The tasks also can be done alone.

1.4 Responsibility: refers to any satisfactions that an individual employee is given after his maneuvering the assigned tasks which are new to him. The employee has a full authority during the maneuver without being conspired or manipulated by the boss.

1.5 Advancement: refers to an individual employee's getting promotion for any new position subsequent to his prior position in the organization.

1.6 Possibility of growth: refers to an individual employee's skill development's getting increased. This is to add value for the organization and his own career development. Activities provided for individual employee's skill development can

be presented in a form of getting chance for continuously learning/ further study or participating in training programs.

2. Hygiene Factors: known as *Maintenance factors*, these factors, referred to all characteristics which are associated with job dissatisfaction, have direct impacts on satisfaction or dissatisfaction on the jobs. Any organizations lacking which one of the following components will possibly address dissatisfactions to its employees.

2.1 Policy and Administration: refers to the procedures used by the administrators of an organization in conducting its operations as well as the organization's attitude toward employees, and its procedure of inter-communication.

2.2 Supervision: is an act of directing conducted by senior members of a profession to junior members of the profession for enhancing the quality of particular professions that function.

2.3 Interpersonal relations: refer to close association between employees and employers of an organization. This form of association is presented by the context of social physically or verbally contact which symbolize commitment, friendships, and relationships of individuals towards each other. They provide capabilities for working together.

2.4 Working condition: refers to the conditions wherein one individual employee and his colleagues work. The conditions involved may be presented in a form of physical and mental environment such as noise levels, office space, and facilities, degree of safety or danger, and stress. These conditions are to provide convenience of work to the employees.

2.5 Salary: is a kind of monthly payment one individual employee received according to the employment contract. In this study, we include, as the salary, wages, health cares, and other forms of benefits that satisfy one individual employee's personal expenses.

2.6 Personal life: is the duration of time one individual employee contributed for his own sake of life and not for the employment's concerns. It distinguishes the employee's personal life and work. One among preferences of personal life is the employee's concerns of his own family. Family is then a factor of one individual employee's making decision about work.

2.7 Status: refers to the situation of gaining respects of particular jobs from a society.

2.8 Job security: refers to the probability that an individual employee can be able to keep his job and not being unemployed as long as he is able to effectively do the job.

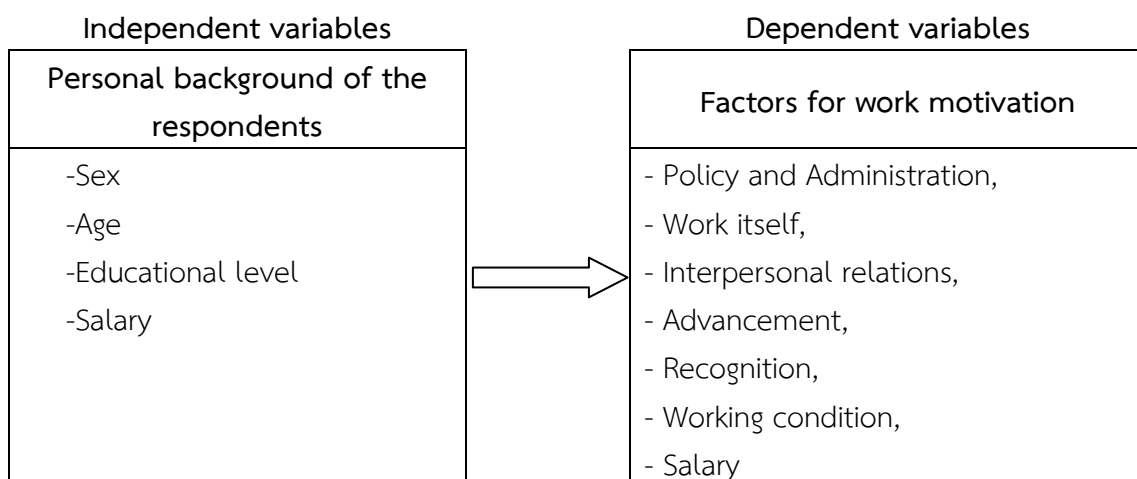
Literature review

Several comparative studies about the difference of individual employee's personal background and work motivation reveal that there is no difference in work motivation among employees with different individual personal background.

Senawong, A. (2012) studied factors affecting work motivation of two different levels of staff (practitioner level and senior level), male and female, at M Univeristy's Faculty of Information Technology found no difference in work motivation among the different sexes of the staff. Different ages of employees have, according to Nopparit, T. (2014), no different work motivations. This is in line with Kulasapsutta, S. (2009) who found that different educational levels of the employees at A.S. Associate Engineering (1964) Co., Ltd. have no impact on different work motivation.

These studies are in contrast with Tavitsri, P. (2011), however. Studied expectations and satisfaction about the employees at Proctor and Gamble Manufacturing Co., Ltd., Tavitsri, P. found that different salary given to the employees originates different expectations about work (2011). In this study, work motivation of employees at an organization is analyzed with the application of Herzberg's Factors Theory. The analysis is taken place after our adaptation and selection of the factors. Only seven factors are considered apt to the organization's context: (1) Policy and Administration, (2) Work itself, (3) Interpersonal relations, (4) Advancement, (5) Recognition, (6) Working condition, and (7) Salary.

Conceptual framework



Population

The population in this study are all 780 employees holding Thai national citizenship being employed at each of three different organizations: Chotiwat Manufacturing Co.,Ltd., Songkla Canning Public Co.,Ltd., and Pacific Fish Processing Co., Ltd.

Samples and Sampling

The sample size was determined by the use of Krejcie and Morgan Table (cited in Teerakananta S. (2003). Prior to simple random sampling, nonprobability technique of quota sampling with the consequence of job positions including both practitioner level and senior level was applied. As we considered those 780 employees as the population, the approximation of the samples of the study is 258.

Research tool

The questionnaire consisted of two different parts was used as the study's tool. The first part deals with the employees' personal background of ages, educational level, position, and salary; the second work motivation factors. The second part of the questionnaire provides 5 scales, *strongly disagree*, *disagree*, *uncertain*, *agree*, and *strongly agree*, of the Likert Type for the respondents' rating (by ticking) of agreement towards the inquired issues.

Content Validity

The content validity of the questionnaires was assessed by three experts according to the requirement of IOC (Index of Item Objective Congruence) apart from assessing whether each item of the questionnaires is congruent to the objectives of the research by giving marks (+1, 0, -1) to the items.

Reliability

Different values of reliability coefficients, after the analysis of the questionnaire's reliability, concerning each different factor of work motivation, are as follows: 1) Policy and Administration (.72), 2) Work itself (.78), 3) Interpersonal relations (.68), 4) Advancement (.73), 5) Recognition (.64), 6) Working condition (.67), and 7) Salary (.64)

Data analysis

Descriptive statistic's percentage was used for the analysis of the first part of the questionnaire (personal backgrounds of individual employee), t-test and f-test for the second part (factors of work motivation).

Results

The respondents' personal backgrounds

Among 258 respondents, 56.59% are female. 41.86% of the respondents are aged between 35-44 years, 55.04% holding a bachelor's degree, and 76.74 of have incomes of 10,001-20,000 baht. Comparison of work motivation's factors with the respondents' categorized personal background reveals the result as shown in the following tables (Tables 1-6).

Table 1: Work motivation and different sexes

Work motivation factors	Sexes	n	\bar{X}	S.D.	t	Sig. (2-tailed)
Policy and Administration	Male	112	3.83	0.47	.447	.307
	Female	146	3.80	0.50		
Work itself	Male	112	3.76	0.39	.661	.509
	Female	146	3.72	0.42		
Interpersonal relations	Male	112	3.95	0.59	.432	.666
	Female	146	3.92	0.60		
Career Advancement	Male	112	3.43	0.54	-.097	.923
	Female	146	3.44	0.58		
Recognition	Male	112	3.57	0.40	.609*	.543
	Female	146	3.53	0.52		
Working condition	Male	112	3.61	0.66	-2.344	.020
	Female	146	3.78	0.57		
Salary	Male	112	3.43	0.53	-1.935	.054
	Female	146	3.57	0.60		
Total	Male	112	3.65	0.34	-.614	.540
	Female	146	3.68	0.38		

*Significant difference at 0.05

Except recognition, the only factor, which has a significant difference at .05 level, there is no significant difference between the employees' different sexes and their overall work motivation (other factors included).



Table 2: The comparison of work motivation factors in employees perception: Classified by age.

Work Motivation Factors	Variability	SS	df	MS	F
Policy and Administration	Between groups	.705	3	.235	.980
	In the group	60.886	254	.240	
	Total	61.591	257		
Work itself	Between groups	.674	3	.225	1.358
	In the group	42.014	254	.165	
	Total	42.688	257		
Policy and Administration	Between groups	.705	3	.235	.980
	In the group	60.886	254	.240	
	Total	61.591	257		
Work itself	Between groups	.674	3	.225	1.358
	In the group	42.014	254	.165	
	Total	42.688	257		
Interpersonal relations	Between groups	2.900	3	.967	2.811
	In the group	87.340	254	.344	
	Total	90.239	257		
Career Advancement	Between groups	1.972	3	.657	2.139
	In the group	78.063	254	.307	
	Total	80.034	257		
Recognition	Between groups	1.622	3	.541	2.465
	In the group	55.722	254	.219	
	Total	57.344	257		
Working condition	Between groups	2.929	3	.976	2.629
	In the group	94.358	254	.371	
	Total	97.287	257		
Salary	Between groups	3.503	3	1.168	3.666*
	In the group	80.899	254	.318	
	Total	84.401	257		



Work Motivation Factors	Variability	SS	df	MS	F
Total	Between groups	.773	3	.258	1.972
	In the group	33.181	254	.131	
	Total	33.954	257		

*Significant at 0.05 level

Different ages of employees show a significant difference at 0.05 to different perceptions of work motivation caused by salary. A paired comparison of the result assessed by Scheffe statistics is shown in table 3 as follows.

Table 3: The comparison's results in pair affecting work motivation factors in employees perception: Classified by ages.

Work Motivation Factors	Age	18-24 years	25-34 years	35-44 years	45-60 years	
		\bar{X}	3.81	3.51	3.54	3.29
Salary	18-24 years	3.8	-	.302	.274	.516*
	25-34 years	3.5		-	-.027	.213
	35-44 years	3.5			-	.240
	45-60 years	3.2				-

As shown in Table 3, the perception level about work motivation of employees aged between 18-24 years old is higher than of those employees aged between 45-60 years old, at 0.05 significant.

Table 4: The comparison of work motivation factors in employees perception: Classified by educational level.

Work Motivation Factors	Educational Level	n	\bar{X}	S.D.	t	Sig. (2-tailed)
Policy and Administration	Below graduates	14	3.85	.52	1.197	.233
	Undergraduates or higher	116	3.77	.45		
Work itself	Below graduates	14	3.74	.41	.124	.901
	Undergraduates or higher	11	3.73	.41		
Interpersonal	Below graduates	14	3.87	.58	-1.935	.054

Work Motivation Factors	Educational Level	n	\bar{X}	S.D.	t	Sig. (2-tailed)
relations	Undergraduates or higher	116	4.01	.60		
Career Advancement	Below graduates	14	3.37	.51	-2.221	.027
	Undergraduates or higher	116	3.52	.59		
Recognition	Below graduates	14	3.52	.43	-1.173	.242
	Undergraduates or higher	116	3.59	.52		
Working condition	Below graduates	14	3.54	.62	-4.926	.000
	Undergraduates or higher	116	3.91	.55		
Salary	Below graduates	14	3.45	.53	-2.051*	.041
	Undergraduates or higher	11	3.59	.61		
Total	Below graduates	14	3.62	.34	-2.525	.012
	Undergraduates or higher	11	3.73	.38		

*Significant at 0.05 level

As shown in Table 4, salary, the only factor, shows a difference at 0.05 significant. There is no significant difference between employees' educational levels and work motivation.

Table 5: The comparison of work motivation factors in employees perception: Classified by income

Work Motivation Factors	Variability	SS	df	MS	F
Policy and Administration	Between groups	.391	3	.130	.541
	In the group	61.200	254	.241	
	Total	61.591	257		
Work itself	Between groups	.931	3	.310	1.888
	In the group	41.756	254	.164	
	Total	42.688	257		
Relationship in the workplace	Between groups	.829	3	.276	.785
	In the group	89.410	254	.352	
	Total	90.239	257		
Career Advancement	Between	1.808	3	.603	1.957



Work Motivation Factors	Variability	SS	df	MS	F
	groups				
	In the group	78.227	254	.308	
	Total	80.034	257		
	Between	2.689	3	.896	4.166*
Recognition	groups				
	In the group	54.655	254	.215	
	Total	57.344	257		
	Between	4.459	3	1.486	4.067*
Working condition	groups				
	In the group	92.828	254	.365	
	Total	97.287	257		
	Between	.975	3	.325	.989
Salary	groups				
	In the group	83.427	254	.328	
	Total	84.401	257		
	Between	1.138	3	.379	2.935*
Total	groups				
	In the group	32.816	254	.129	
	Total	33.954	257		

**Significant at 0.05 level

As shown in Table 5, employees' different incomes initiate different perceptions about work motivation, with classification, concerning recognition, working condition, and overall work motivation, at 0.05 significant. The comparison of the result assessed by Scheffe statistics is shown in Table 6.

Table 6: The comparison's result of work motivation factors in employees perception: Classified by income

Work Motivation Factors	Income per month		Below 10,000 Baht	10,001-20,000 Baht	20,001-30,000 Baht	30,001 Baht up
Recognition	\bar{X}		3.46	3.52	3.53	3.88
	below10,000 Baht	3.46	-	.05	.05	.41
	10,001-20,000 Baht	3.52		-	.01	.36*
	20,001-30,000 Baht	3.53			-	.35*
	30,001 Baht up	3.88				-
Working condition	\bar{X}		3.53	3.64	3.81	4.09
	Below 10,000 Baht	3.53	-	.11	.28	.55
	10,001-20,000 Baht	3.64		-	.17	.45*
	20,001-30,000 Baht	3.81			-	.27
	30,001 Baht up	4.09				-
Total	\bar{X}		3.63	3.70	3.80	3.86
	Below 10,000 Baht	3.63	-	.17	.09	.06
	10,001-20,000 Baht	3.70		-	.06	.22*
	20,001-30,000 Baht	3.80			-	.16
	30,001 Baht up	3.86				-

As shown in Table 6, the perception level about work motivation, concerning recognition, of the employees whose incomes are higher than 30.001 baht is higher than that of the employees whose incomes are in between 10,001-20,000 and 20,001-30,000 baht. Whilst the perception level about work motivation, concerning working condition, of the employees whose incomes are higher than 30.001 baht is higher than that of the employees whose incomes are in between 10,001-20,000 baht, at 0.05 significant.

Conclusion and Discussion

The results after the comparison of work motivation, with a classification of ages, educational levels, and incomes, of the employees working at manufacturing industry sectors located in Songkhla are as follows.

1. Male and female employees have no different overall work motivation. Except the factor concerning recognition, which initiates different work motivation of the employees, at 0.05 significant, other concerned factors do not show any significant

differences. This is possibly because of different assigned tasks of the organizations. It was the tasks that both employees either male or female can perform, with an emphasis on providing opportunity for individual to apply his/her performance or experience to the tasks. As no different work motivation is revealed, this finding is harmonized with the finding that “different sexes of employees show no different work motivations” (Senawong A., 2012).

2. Employees’ different ages have no impact on having different overall work motivation. Only salary (the only factor) shows a difference at 0.05 level of significant. Perhaps, this is due to their similarity of life expectations, such as success and recognition. Though different in ages, among employees have no different work motivation, as found by Nopparit, T. (2014).

3. The difference in holding educational degree of employees shows no any significant differences of the employees’ overall work motivation and work motivation in each factor. Except the domain salary (the only factor) has 0.05 difference level of significance. Possibly, this is because of the senior’s work experience and methods of training. Therefore, different levels of educational degree do not have the impact on having employees’ different work motivation. This is in line with Kulasapsutta, S. (2009), who found that though employees at A.S. Associate Engineering (1964) hold different levels of educational degree. It provides no cause for them to have different work motivation.

4. There is a significant difference at 0.05 level between employees’ different rates of incomes and overall work motivation, and work motivation in recognition and working conditions domains (factors). No any significant difference is shown in other domains. This is, probably, because the employees realize their own skills for the effectiveness of performing particular jobs differently. They should be given different work motivation. This is matched with assigned what has been found by Tawichasri P. (2009), different incomes originates different work expectations among employees.

Recommendation

1. The recommendations are presented below.

1.1 There should be in organizations a promotion on joining training or seminar programs for employees in order to continue increasing knowledge about work. The administrators should listen to suggestions of the employees including pay consideration on workloads and duration of work operation and submission workable for the organization’s issued plans.

1.2 Administrative policy of the organizations should pay emphasis on teamwork and be more understandable to all employees— suitable for working conditions of the present; for instance, team leader and supervisor positions are generous, helpful, and advisable with sincerity.

1.3 There should be in the organizations an improvement of administrative management system by restructuring salary base pay to be more appropriate when compared to the staffs' performance.

1.4 Based on our recommendations above, we plan our future study on the organizations' development of employees' work motivation.

2. For future studies, the following recommendation is shown below: The researcher can study the development of motivation for the organization so that the research can be used more closely.

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