

**Motivation Factors Influencing Employee Performances; A Case Study of
NPC Safety and Environmental Service Company**

Piya Lasunonth

**The Independent Study submitted in Partial Fulfillment of
the Requirements for the Degree of
Master of Business Administration, Graduate School
Stamford International University,
October, 2013**

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NPC Safety and Environmental Service Company

Advisor : Dr. Tanompong Panich

ABSTRACT

The study of motivation factors influencing employee performances; a case study of NPC Safety and Environmental Service Company aims is to examine the key factors influencing employee performances. As well as information obtained from research applied to guide the operation of the organization. or improve existing employee performances even further. This research relies on both quantitative and qualitative methods. The questionnaire is distributed to all departments in NPC Safety and Environmental Service Company, and interviews are conducted extensively with manager and senior level of employee. The researcher used the test and analyzed with statistical methods including percentage, arithmetic mean and experiment with linear regression equation.

The results of this research reveal that motivation factors influencing employee performances. It can be concluded that motivation factors which include achievement, recognition, increased responsibility, advancement and growth, company policy, supervision and relationships, working conditions, salary and security that positively affect employee performances.

The conclusion of this research, if the organization has motivation of employee higher, it will result in a positive to performances.

ACKNOWLEDGEMENT

I would like to express my gratitude to the people that guided and encouraged me through this study. First, I would like to thank my advisor, Dr. Tanompong Panich for his steady support, direction, tolerance and constructive criticism.

I would also like to state my special appreciation to my committee member; Dr. Puttitthorn Jirayus, Dr. Kelvin C.K. Lam, for giving many suggestion and recommendation, and for helping me in organizing this dissertation.

I would also like to thank the employees of NPC Safety and Environmental Service Company that cooperated me to survey and shared their information for this study.

Finally, I would like to thank my family, all my friends and close brother for their strong moral support, love, encouragement, understanding and assistance.

Piya Lasunonth
Stamford International University
2013

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CHAPTER 1

INTRODUCTION

1.1 Introduction

“In a world characterized by competition, customer focus and the need for speed and flexibility, in order to get the results you want, you still have to depend on your people to carry the day” (Storey, 2001). This therefore makes it a necessity to employ “talented individuals, who need to be developed, motivated, rewarded and provided with the organizational cultures and work processes that will make them to be successful” (Hay group, 2000 in Storey, 2001).

Human force is considered the most valuable asset of an organization and different factors affect its performance and efficiency. In today's world of non-stop change, in which organizations are competing with all their capabilities, a big portion of organization's energy is put into the attention given to staff. Relying on their human force inside the organization, today's organizations can improve their activities as much as possible, and they can have an active participation in different markets (Foster, 2001). Clearly, to be able to fulfill the duties and responsibilities, the organization requires staff with some features such as innovation, good human relations, commitment to ethics, being interested in the job and service development, and constant effort (Blannie & Radhakrishna, 1991). Nowadays in developing countries, the most important organizations' problem is the lack of specialist, and absence of motivation and job satisfaction among staff; in most countries, there is no precise and clear definition of human resources management (Babu et al., 1997).

Employee motivation, at times, can be an elusive quest for companies and managers due to the multiplicity of incentives that can influence employees to do their best work. Furthermore, short-term financial incentives are often seen as mandatory to foster

motivation and are generally viewed very positively by employees in the workplace. However, recent research has indicated that there are other factors that can significantly influence motivation and lead to innovation.

This study was executed in order to measure the employees' current satisfaction of motivational factors and incentives in the company, as well as to use that information to determine which factors and incentives could be changed, implemented, or eliminated in order to motivate them to do their best work in the future.

From stepping into Asian Economics Community or AEC in 2015. Each organization created the new values, goals, vision, mission and strategic objectives. They also set the agent of change in each function in order to convey and communicate these essentials of value through the employees, including NPC Safety and Environmental Service Company.

At the initial phase, the organization develops employees with the learning program focusing on managerial skills of employees which are about knowing the business, product, and customer and also encourage employees to improve communication skills and English communication. Many kinds of activities will support and fulfill the value and goal of organization.

In the change management process, the organization needs to understand influencing factors which motivate employees to be ready to change. In the pace of change, a company may face many challenges such as competition, communication, development, mergers, reengineering or reviewing their structures which relate to human resource involvement. Therefore, getting positive outcome of change, an organization must know employee's attitudes, beliefs and behaviors toward new programs that can support the effective potential change or the successful organization change because the employee's

response regarding the change may be either passive or active that both can be critical and serious for the management.

Motivation theory is the necessary characteristic of an employee as a member of an organization. It is an important factor because organizations not only recruit the most qualified people, but also they must create the good relationship and attitude to employees toward job and organization. This is to retain the most valuable employees to stay in the pace of potential organizational change.

1.2 Research Questions

The importance of this research questions shall includes;

1. What motivation factors influence on employee performances?
2. How to develop employee performances in organization?
3. How to increase employee satisfaction in organization?

1.3 Objectives of the study

1. To study of motivation factors influencing employee performances.
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1.4 Scopes of the study

- **Content**

Research study by focusing on motivation factors influencing employee performances; A case study of NPC Safety and Environmental Service Company.

- **Population and Samplings**

The population of this study is composed of employees of NPC Safety and Environmental Service Company accounts for 1100 staffs. The whole data was collected from samples within the Company for analysis.

- **Period of Time**

During 1st July 2013 until 15th August 2013, conduct this research during a period of one and half months.

1.5 Definition of terms

The following terms are specifically defined as specifically used in this study.

Motivation factors refer to the employee's job content variables such as achievement, recognition, Interesting work, increased responsibility, advancement and growth.

Employee performances refer to a term typical to the Human Resource field where employee performance can refer to performance appraisal, Motivation and Satisfaction.

Hygiene factors refer to the employee's job context variables such as company policy, supervision and relationships, working conditions, salary and security.

Employees refer to the employee working at NPC Safety and Environmental Service Company who have been the participants in this study.

Achievement refers to the employees' feeling of accomplishment about their job.

Recognition refers to the state of being acknowledged by the others under the job title in the company.

Responsibility refers to the duties under the job description.

Advancement and growth refers to opportunities for promotion to a higher rank or position in the company according to the efficiency of their job performance

1.6 Significances of the study

The research will be of great importance to various groups of people like to the current researcher, policy makers and future researchers. This is discussed further as shown below;

1. The research will benefit the future researchers who will carry out research about the same topic of motivation and employee performances and will learn more about motivation practices, factors affecting employee performances, the relationship between motivation and employee performances among others.
2. The research will help to discover the effect of motivation on employee performances and come up with better motivation techniques which will result into improved employee performances.
3. Organization can bring the research to apply in operation and guideline to develop employee performances.
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CHAPTER 2

LITERATURE REVIEW

In this research titled “Motivation Factors Influencing Employee Performances; A Case Study of NPC Safety and Environmental Service Company”, the researchers studied the related theories, frameworks and researches. These have become the guidance of this study as specifically shown in the following topics:

- 2.1 Motivation practices
- 2.2 The Motivation theory
 - 2.2.1 Theory of Maslow’s Hierarchy of human needs
 - 2.2.2 Two factor Theory of Herzberg et al (1959)
 - 2.2.3 Theory X and Theory Y of McGregor (1960)
 - 2.2.4 Expectancy theories of Vroom (1946) and Lawler (1973)
 - 2.2.5 Equity theory of Motivation (John Stacy Adam, 1963)
- 2.3 Employee Performance
- 2.4 The Relationship between Motivation and Employee Performance
- 2.5 Conceptual Frame work
- 2.6 Hypotheses of the study
- 2.7 Related Research on Employee Motivation

2.1 Motivation practices

Many different scholars have agreed and disagreed on the ways employees should be motivated. Some of them assert that in order to motivate an individual, a financial benefit has to be foregone by the motivator whereas others believe that money is not a true motivator hence both financial and nonfinancial incentives are considered in the discussion below;

Wages and Salaries

Lindner (1995) notes that, though monetary methods of motivation have little value, many firms still use money as a major incentive. She adds that wages are normally paid per hour worked and workers receive money at the end of the week and overtime paid for any additional hours worked for whereas salaries are based on a year's work and are paid at the end of each month.

Piece rate

According to Lun Chien-Chung (2003) piece rate is the paying of a worker per item produced in a certain period of time. He asserts that this increases speed of work and therefore productivity. This is in agreement with the earlier revelations made by Taylor (1993) who notes that though the employees will care less about the quality of their work, their speed improves with the piece rate practice of motivation.

Fringe benefits

According to Doellgast (2006) fringe benefits are often known as "perks" and are items an employee receives in addition to their normal wage and/or salary. These include company cars, health insurance, free meals, education etc. he asserts that these encourage loyalty to the company such employees may stay longer with the company.

Performance related pay

This is paid to those employees who meet certain targets. The targets are often evaluated and reviewed in regular appraisals with managers. According to Higgins (1994) this system is increasingly being used by organizations worldwide because it reduces the amount of time spent on industrial relations and he therefore recommends its use. However, Doellgast (2006) discourages the use of this practice of motivation. He asserts that it can be very difficult to measure employee performance more especially those in the service industry and that the practice does not promote teamwork.

Bonuses

Marler (2000) indicated that when your employees function as a team, you ought to think like a coach; reward the whole group for a job well done. He says this will boost morale both personally and collectively. He adds that employee incentive programs such as small bonuses serve to better the morale of an individual employee and that of a group as a whole by making them more satisfied.

This is in agreement with Likert's (2004) study which concluded that since everybody wants to feel appreciated and special for the work done, they can therefore be motivated by appreciating them and making them feel special. He adds that the more satisfied the employee is, the better he/she will perform.

Mwanje (2000) believes that non-financial incentives are the most important motivators of human behavior in terms of the needs of human beings. He refers non-financial incentives to non-monetary ways of rewarding employees. They are opportunities that help employees in the accomplishments of the set goals. They include;

Training opportunities

Hammer (2000) asserts that an individual will be motivated to do something if they have the mental ability and skills to accomplish it. He writes that when employees are trained, they get the knowledge of how to deconstruct tasks and challenges and thereby feel less intimidated by their jobs/tasks.

Herzberg (1998) agrees to Hammer's assertion. He adds that training makes the employee earn confidence to do a job thereby improving their attitude hence motivation.

Job rotation

Fowler (2001) revealed that when an employee does one kind of job week-in week-out, they will always get de-motivated to carry on with their work more especially when the

work is not very challenging. She suggested that employees need to be rotated around the organization to meet new challenging tasks in order to keep their minds busy and feel like they are doing something for the organization.

However, Clifton (2002) disagrees with these revelations. He asserts that job rotation does not actually lead to motivation of the employee; it just helps the employees not to get bored with their work. In other words it helps the employers to maintain a certain level of motivation in employees.

Communication style

Managers need to be clear when talking to their employees and let them know that their opinion or views are important in building a viable company. Strong communications skills are necessary when assigning tasks to the employees so that the tasks are clearly defined and understood. Marie (2000) asserts that the managers ought to communicate to their subordinates in such a way that the subordinates feel like they are not forced to do a particular task. Jean (2002) agrees and asserts that managers should develop an inclusive approach to decision making if at all they are to increase their employee motivation levels.

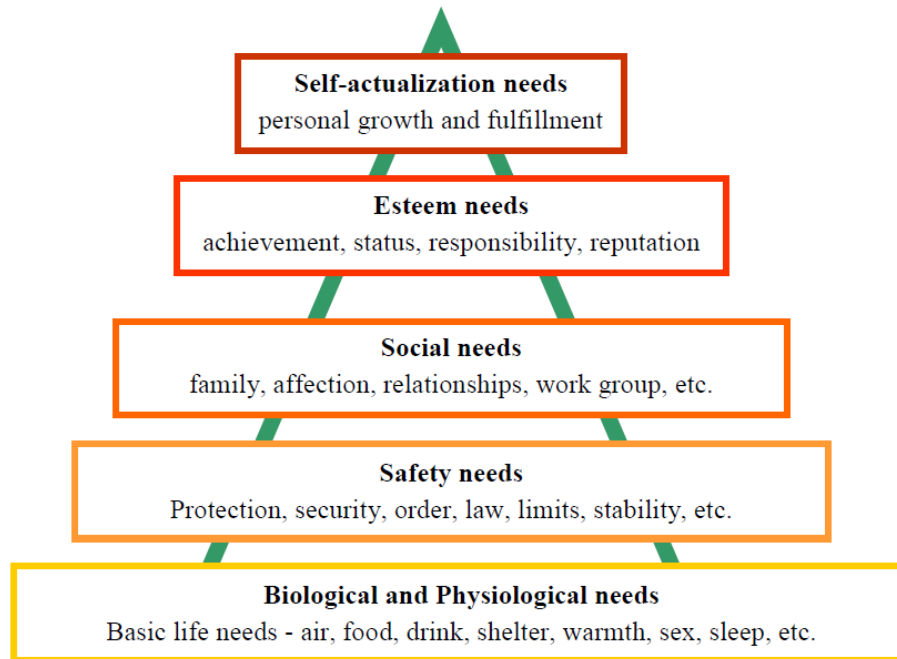
2.2 The Motivation Theory

2.2.1 Theory of Maslow

Based on Hierarchy of human needs

The motivation is an indispensable instrument in almost every institute. It provides back up for the human resource in order to work with genuineness, truthfulness and dedication (Abbasi, 2008). It is an unending process which means man is a social animal. All wants cannot be satisfied at one being. The needs are of various types which Maslow (1943) identified general categories of needs that there are five sets; may be called basic needs. These are Survival, physiological, love, safety and esteem.

Figure 2.1: Maslow's theory of needs (1954)



Source: Maslow (1943)

Maslow's hierarchy of needs is most often displayed as a pyramid as the Figure 2.1, with lowest levels of the pyramid made up most basic needs and more complex needs are at the top of the pyramid. Needs at bottom of the pyramid are basic physical requirements including the need for air, food, water, warmth and sleep etc. Once these have been fulfilled, the people can move on to the next level of needs which are safety and security (Maslow, 1943).

As people progress up the pyramid, needs become increasingly psychological and social. Soon, the need for love, friendship and family become important. Further up the pyramid, the need for personal esteem and feelings of accomplishment become important. Maslow

emphasized the importance of self-actualization, which is a process of growing and developing as a person to achieve individual potential (Wagner, 2008).

As the basis of Maslow's theory is that people are motivated by needs, for the adequate workplace motivation, it is important that leadership or management of each organization understands the active needs active for individual employee motivation when has changing in organization such as structural change (Wagner, 2008).

Explanation of the Hierarchy of needs Model which applying to Business Management Implication.

It can argue that the behavior of an individual at a particular moment is usually determined by human strongest need. It would seem significant for managers to have some understanding about the needs that are common for most people (Higgins, 1994). There are staff motivation opportunities by motivating each employee through their style of management, compensation plans, role definition and company activities such as structural change. According to the Maslow's model as illustrated in Figure 1, it can be explained as the follow.

Physiological Needs

This need is shown at the lowest of pyramid which is most basic needs that are vital to survival. These are the basic human needs to sustain life itself-food, water, air and sleep (Maslow, 1943). These basic needs are satisfied to the degree needed for the sufficient operation of the body, the majority of a person's activity will probably be at this level, and the others will provide little motivation. In the workplace. Physiological Motivation can provide enough breaks for lunch and recuperation and salaries that for workers or employees to buy life's essentials (Maslow, 1943).

Safety Needs

These needs are essentially the need to be free of the fear of physical danger and deprivation of the basic physical needs or in other, this is a need for selfpreservation which there is a concern for the future (Maslow, 1943). Once physical needs are fulfilled one's attention will turn to safety and security in order to be free from threat of physical and emotional harm, which according to the Maslow hierarchy this needs might be fulfilled by Living in a safe area, Medical insurance, Job security and financial reserves. In the part of working these will concern about will people be able to maintain their job so for they can provide food and shelter tomorrow and next day. If have something in the organization change. It can impact to employees' safety in their job (Maslow, 1943).

Social Needs

Once people are satisfied by lower level physical and safety needs, higher level; social will occur in the need structure as illustrate in the pyramid which Social is the upper stage. People have live and stay in socials (Maslow, 1943). So, they have a need to belong and to be accepted by various groups. According to Maslow, social needs are related to interaction with others and include Friendship, belonging to a group and giving and receiving love. And in working situation, social needs are important for people are accepted by colleague and it creates a sense of community through team-based projects and social events (Herzberg, Mausner and Snyderman, 1959).

Esteem Needs

Once a person feels are fulfilled of accepting and important arises. Esteem needs will be arises. Some people have a bed for a high evaluation of themselves that related in realities-recognition and respect form others (Maslow, 1943). Satisfaction of the esteem needs produces feelings of self-confidence, prestige, power which classified as internal and external are those such as internally motivating esteem needs; accomplishment and self respect (Maslow, 1943). External esteem needs are reputation and recognition. For all these motivating, the employees will feel that they are useful, valued, appreciate and

have some effect on their organization. If these are unable to satisfy employee needs. It may engage in work restriction or arguments with their coworker or manager.

Self-Actualization needs

This need is the high level in pyramid of Maslow's motivation theory. It is about the need to maximize one's full potential as a person. Unlike lower level needs, this need is never fully satisfied. Self-actualized tend to have motivators such as Trust, Justice Wisdom and Meaning (Wahba and Bridwell, 1976). And in workplace the employee are offered challenging and meaningful work assignments which enable innovation, creativity and progress according to long-term goals.

In addition, everyone is not motivated by same needs. At various points in their lives and careers, various employees will be motivated by different needs. It is imperative that manager should recognize and understand each employees needs. And the hierarchy does not necessarily follow as the pattern which only describes by Maslow but it just only the numerous exception general tendencies (Wahba and Bridwell, 1976).

Limitations and Criticism of Maslow's

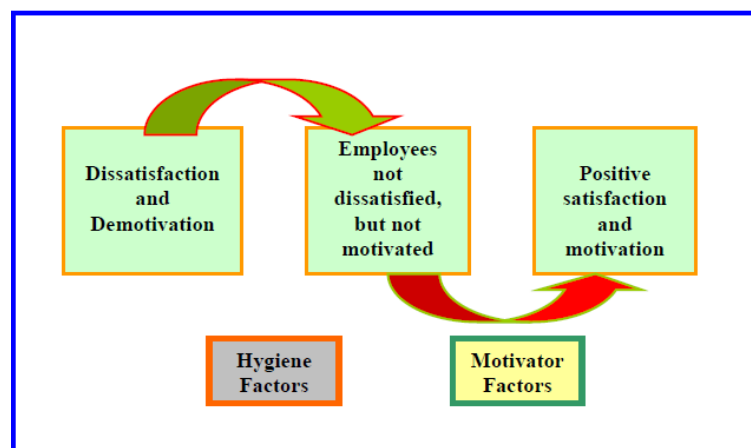
Maslow's hierarchy makes sense intuitively; little evidence supports its strict hierarchy hierarchy. Actually, recent research challenges the order that the needs are imposed by Maslow's pyramid. Which in some culture, social needs are place more important than others and the theory fails to explain the starving artist scenario in which the aesthetic neglects their physical needs to pursuit of aesthetic or spiritual goals (Wahba and Bridwell, 1976). Furthermore, it represents part of an important shift in psychology. Rather than focusing on abnormal behavior and development, Maslow's humanistic psychology was focused on the development of healthy individuals (Wahba and Bridwell, 1976). However, this theory is very popular and being the introductory motivation theory for many students and manger all around the world to study and to be useful.

2.2.2 Two factor Theory of Herzberg et al (1959)

Based on hygiene factors and job enrichment factors

Herzberg's (1996) job satisfaction theory exemplifies the contributions of industrial psychology. It built upon Maslow's (1943) hierarchy of needs, Herzberg identified two-factor theory of motivation and hygiene are widely known in management circles which determine worker job satisfaction or dissatisfaction (Bowen and Radhakrishna, 1991). Hygiene factors include pay, status, job security, working conditions, company policy and supervision. Motivations are job satisfiers; they correspond to Maslow's esteem needs and self-actualization needs. Herzberg's theory also introduced "job enrichment," by which workers are helped to fulfill higher-level needs through the introduction of new or giving additional authority to workers.

Figure 2.2: Herzberg suggestions a two-step approach to understanding employee motivation and satisfaction.



Source: Herzberg (1959)

And the following table presents the top six factors causing dissatisfaction and the top six factors causing satisfaction, listed in the order of higher to lower Importance which the reasons of Herzberg that the factors causing satisfaction and different from those causing

dissatisfaction, the two feeling cannot simply be treated as opposites of one another. The opposite of dissatisfaction is not dissatisfaction but rather no satisfaction. Similarly, the opposite of dissatisfaction is no dissatisfaction (Aebi, 1972).

Table 2.1: Factors Affecting Job Attitudes

Leading to Dissatisfaction	Leading to Satisfaction
Company Policy	Achievement
Supervision	Recognition
Relationship with supervisor	Work itself
Work conditions	Responsibility
Salary	Advancement
Relationship with subordinates	Growth

Source: Herzberg (1966)

Although Herzberg is most noted for his famous hygiene and motivational factors theory, he was essentially concerned with people's well-being at work. Underpinning his theories, he was basically attempting to bring more humanity and caring into the workplace. His theory to be used as motivations tools to improve organization performance that it how to manage people properly for the good of all people at work (Herzberg, 1966). Herzberg's research proved that people will strive to achieve hygiene need- Satisfaction is temporary. Then as now, poorly managed organizations fail to understand that people enabling them to reach for and satisfy the factors that Herzberg identified as real motivators, such as achievement, advancement, etc. which represent a far deeper level of meaning and fulfillment as shown in Table 2.1. Or Examples of Herzberg's hygiene needs in the workplace are:

- Policy
- Relationship with supervisor

- Work conditions
- Salary
- Company car
- Status
- Security
- Relationship with subordinates
- Personal life

Herzberg's research identified that true motivators were other completely different factors, notably:

- Achievement
- Recognition
- Work itself
- Responsibility
- Advancement

Implications for Management

If the motivation-hygiene theory holds, management not only must provide hygiene factors to avoid employee dissatisfaction, but also must provide factors intrinsic to the work itself in order for employees to be satisfied with their jobs. Herzberg argued that job enrichment is required for intrinsic motivation, and that it is a continuous management process. According to Herzberg (1996), the job should have sufficient challenge to utilize the full ability of the employee. Employees who demonstrate increasing levels of ability should be given increasing levels of responsibility. If a job cannot be designed to use an employee's full abilities, then the organization consider automating the task or replacing the employee with one who has a lower level of skill. If a person cannot be fully utilized, then there will be a motivational problem.

Limitation and criticism of Herzberg's theory

Critics of Herzberg's theory argue that the two-factor result is observed because it is natural for people to take credit for satisfaction and to blame dissatisfaction on external factors. Furthermore, job satisfaction does not necessarily imply a high level of motivation or productivity (Hackman and Oldham, 1976). Herzberg's theory has been broadly read and despite its weaknesses its enduring value is that it recognizes that true motivation comes from within a person and not from KITA factors.

2.2.3 Theory X and Theory Y of McGregor (1960)

Based on ways of perceiving workers

This theory explained the type of employees or workers in the organization. It shows the difference between the different behavior of workers that McGregor explained that theory X assumed the workers are lazy and will avoid work as far as possible. On the same time theory Y assumed that workers are ambitious, sincere, and derive pleasure in working (NetMBA, 2008). McGregor promoted Theory Y as the basis of good management practice, pioneering the argument that workers are not merely cogs in the company machinery, as Theory X-Type organizations seemed to believe.

So, the questions about understanding team member motivation as what motivates employees to go to work each morning? This question of motivation has been studied by management theorists and social psychologists for decades, in attempts to identify successful approaches to management as McGregor explained.

Moreover, the understanding theory X and Y concern with management style if it is strongly influenced by the beliefs and assumptions about what motivates members of the team. If they believe that team members dislike work, they will tend towards an authoritarian style of management; On the other hand, if they assume that employees take pride in doing a good job, they will tend to adopt a more participative style.

Theory X

McGregor (1960) recognized that X-Type workers are in fact usually the minority, and yet in mass organizations, such as large scale production environment, X Theory management may be required and can be unavoidable. Theory X assumes that employees are naturally unmotivated and dislike working, and this encourages an authoritarian style of management (Mindtools, 2008). According to this view, management must actively intervene to get things done. This style of management assumes that workers:

- Dislike working;
- Avoid responsibility and need to be directed;
- Have to be controlled, forced, and threatened to deliver what's needed;
- Need to be supervised at every step, with controls put in place; and
- Need to be enticed to produce results; otherwise they have no ambition or incentive to work.

Theory Y

McGregor (1960) explained Theory Y expounds a participative style of management that is de-centralized. It assumes that employees are happy to work, are self-motivated and creative, and enjoy working with greater responsibility. It assumes that workers:

- Take responsibility and are motivated to fulfill the goals they are given;
- Seek and accept responsibility and do not need much direction; and
- Consider work as a natural part of life and solve work problems imaginatively.

This more participative management style tends to be more widely applicable. In Y-Type organizations, people at lower levels of the organization are involved in decision making and have more responsibility.

For the comparison between theory X and Y as McGregor (1960) explained as following;

Motivation

Theory X assumes that people dislike work; they want to avoid it and do not want to take responsibility. Theory Y assumes that people are self-motivated, and thrive on responsibility.

Management Style and Control

In a Theory X organization, management is authoritarian, and centralized control is retained, whilst in Theory Y, the management style is participative: Management involves employees in decision making, but retains power to implement decisions.

Work Organization

Theory X employees tend to have specialized and often repetitive work. In Theory Y, the work tends to be organized around wider areas of skill or knowledge; Employees are also encouraged to develop expertise and make suggestions and improvements.

Rewards and Appraisals

Theory X organizations work on a 'carrot and stick' basis, and performance appraisal is part of the overall mechanisms of control and remuneration. In Theory Y organizations, appraisal is also regular and important, but is usually a separate mechanism from organizational controls. Theory Y organizations also give employees frequent opportunities for promotion.

Application

Although Theory X management style is widely accepted as inferior to others, it has its place in large scale production operation and unskilled production-line work. Many of the principles of Theory Y are widely adopted by types of organization that value and encourage participation. Theory Y-style management is suited to knowledge work and professional services. Professional service organizations naturally evolve Theory Y-type practices by the nature of their work; Even highly structure knowledge work, such as call

center operations, can benefit from Theory Y principles to encourage knowledge sharing and continuous improvement.

2.2.4 Expectancy theories of Vroom (1946) and Lawler (1973)

The Expectancy Theory of Victor Vroom deals with motivation and management. Vroom's theory assumes that behavior is a result from conscious choices among alternatives (Vroom, 1946). The purpose of the choices is to maximize pleasure and minimize pain. Together with Edward Lawler and Lyman Porter, Vroom (1946) suggested that the relationship between people's behavior at work and their goals was not as simple as was first imagined by other scientists. Vroom (1946) realized that an employee's performance is based on individual factors such as personality, skills, knowledge, experience and abilities.

The Expectancy Theory expectations;

- There is a positive correlation between efforts and performance
- Favorable performance will result in desirable reward
- The reward will satisfy an important need
- The desire to satisfy the need is strong enough to make the worthwhile

The Expectancy Theory (Vroom, 1946)

Effort → Performance → Outcome (Reward) → Personal Goals

Whereas Maslow and Herzberg look at the relationship between internal needs and the resulting effort expended to fulfil them, Vroom separates effort (which arises from motivation), performance, and outcomes (12manage, 2008).

Expectancy is the belief that increased effort will lead to increased performance i.e. if work harder then this will be better. This is affected by such things as:

1. Having the right resources available (e.g. raw materials, time)
2. Having the right skills to do the job
3. Having the necessary support to get the job done (e.g. supervisor support, or correct information on the job)

Instrumentality is the belief that if the perform well that a valued outcome will be received i.e. if I do a good job; there is something in it for me. This is affected by such things as:

1. Clear understanding of the relationship between performance and outcomes – e.g. the rules of the reward ‘game’
2. Trust in the people who will take the decisions on who gets what outcome.
3. Transparency of the process that decides who gets what outcome

Having examined these links, the idea is that the individual then changes their level of effort according to the value they place on the outcomes they receive from the process and on their perception of the strength of the links between effort and outcome.

Vroom’s expectancy theory (1946) suggests that this individual will not be motivated. This means that even if an organization achieves two out of three, that employees would still not be motivated, all three are required for positive motivation. The theory is based upon the following beliefs:

Valence

Valence refers to the emotional orientations people hold with respect to outcomes (rewards). The depth of the want of an employee for extrinsic as money, promotion, time-off, benefits or intrinsic (satisfaction) rewards. Management must discover what employees’ value.

Expectancy

Employees have different expectations and levels of confidence about what they are capable of doing. Management must discover what resources, training, or supervision employees need.

Instrumentality

The perception of employees as to whether they will actually get what they desire even if it has been promised by a manager. Management must ensure that promises of rewards are fulfilled and that employees are aware of that. Vroom suggests that an employee's beliefs about Expectancy, Instrumentality, and Valence interact psychologically to create a motivational force such that the employee acts in ways that bring pleasure and avoid pain (Vroom, 1946).

Here there is also a useful link to the Equity theory of motivation: namely that people will also compare outcomes for themselves with others. Equity theory suggests that people will alter the level of effort they put in to make it fair compared to others according to their perceptions.

Crucially, Expectancy theory works on perceptions – so even if an employer thinks they have provided everything appropriate for motivation, and even if this works with most people in that organization it doesn't mean that someone won't perceive that it doesn't work for them.

At first glance this theory would seem most applicable to a traditional-attitude work situation where how motivated the employee is depends on whether they want the reward on offer for doing a good job and whether they believe more effort will lead to that reward.

However, it could equally apply to any situation where someone does something because they expect a certain outcome. For example, they recycle paper because they think it's important to conserve resources and take a stand on environmental issues (valence); they think that the more effort they put into recycling the more paper they will recycle (expectancy); and they think that the more paper they recycle then less resources will be used (instrumentality)

Thus, this theory of motivation is not about self-interest in rewards but about the associations people make towards expected outcomes and the contribution they feel they can make towards those outcomes.

Expectancy theory could also be overlaid over another theory (e.g. Maslow). Maslow could be used to describe which outcomes people are motivated by and Vroom to describe whether they will act based upon their experience and expectations.

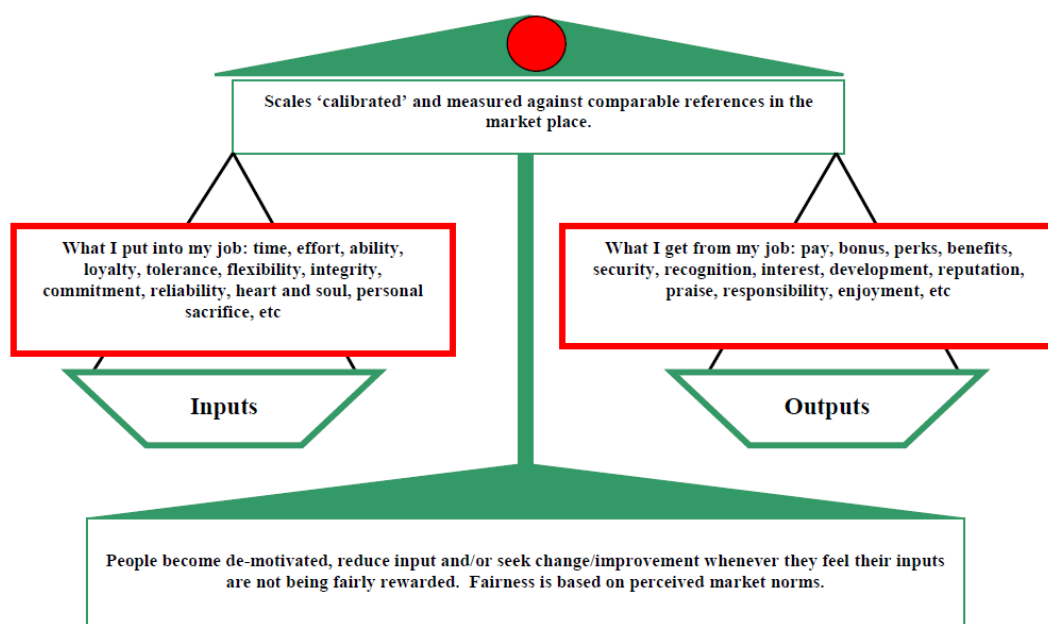
2.2.5 Equity theory of Motivation (John Stacy Adam, 1963)

John Stacey Adams (1963) presented his Equity Theory on job motivation which there are similar with simpler theories of Maslow, Herzberg and other pioneers of workplace psychology, in that the theory acknowledges that implies and variable factors affect each individual's assessment and perception of their relationship with their work, and thereby their employees (Adam, 1963). However, awareness and cognizance of the wider situation and crucially, comparison feature more strongly in Equity Theory than in many other earlier motivational models (Adam, 1963).

The Adams' Equity Theory model therefore extends beyond the individual self, and incorporates influence and comparison of other people's situations. For example colleagues and friends, in forming a comparative view and awareness of Equity, which commonly manifests as a sense of what is fair. Adams' Equity Theory calls for a fair balance to be struck between an employee's inputs and an employee's outputs. It means

that employees will become de-motivated if their perceived input is greater than the output from the company. Obviously you want a motivated team, so the output from the company must be in balance. Outputs are both tangible such as salary, benefits and expenses and intangible. The Motivation can be expressed in many ways (Adam, 1965). There are the diagram which develop by Chapman (2007) illustrated Adam's Equity Theory-job motivation as following.

Figure 2.3: Adam's theory – Job Motivation (Developed by Alan Chapman)



Source: Chapman (2007)

According to the theory, finding this fair balance serves to ensure a strong and productive relationship is achieved with the employee, with the overall result being satisfied, motivated employees (Sousa-Poza, 2000). When employees feel fairly or advantageously treated they are more likely to be motivated; when they feel unfairly treated they are

highly prone to feelings of disaffection and de-motivation. The way that people measure this sense of fairness is at the heart of Equity Theory (Sousa-Poza, 2000).

2.3 Employee Performance

Employee performance is a term typical to the Human Resource field where employee performance can refer to the ability of employees to achieve organizational goals more effectively and efficiently. It involves all aspects which directly or indirectly affect and relate to the work of the employees. For performance to be effective, employers should recognize the regiment desires and needs of the employees. According to Koontz, H. (1988) Ways in which employee performance can be increased include; proper incentive systems which may be financial or nonfinancial. Financial incentives include; salaries, allowances, overtime payment, bonus and wages, while non financial incentives include; promotion, medical allowance, training, transport, subsidized housing and meals. This should be after identifying the needs and desires of employees that can be satisfied hence increased performance. Employee performances can be measured from as follow;

Performance appraisal

Performance appraisal often applies quantitative scores, assigned to reflect perceived employee's job performance on previously defined dimension or criteria, and theses scores are later shared with the appraised employee, underlying these objectives is an ultimate purpose-to improve employee performance under a broader scope of performance management system (Denisi & Pritchard, 2006).

Motivation

Kathleen (2004) asserts that it is one thing to be capable of doing something; it is something else altogether to want to do it. Setting aside the issue of coercion, people generally want to do things for two basic reasons: (1) it serves some purpose of their own or (2) it serves someone else's purpose and they've accepted something in return for

doing whatever it is that someone else wants done. Self-satisfaction and incentives; these are the two great motivators.

Satisfaction

The relationship between job satisfaction and performance has been critically assessed in a variety of organizational settings. Results of these studies have been mixed. Cummings (1970) identified three major points of view concerning this relationship. Satisfaction causes performance, performance causes satisfaction and rewards cause both performance and satisfaction. All of these three views are supported by various researches. Mirvis and Lawer (1977) produced conclusive findings about the relationship between job satisfaction and performance. In attempting to measure the performance of bank tellers in terms of cash shortages, their proposed arguments are satisfied tellers were less likely to show shortages and less likely to leave their jobs. Kornhanuser and Sharp (1976) have conducted more than thirty studies to identify the relationship between satisfaction and performance in industrial sector. Many of the studies have found that a positive relationship existed between job satisfaction and performance. Katzell, Barret and Porker (1952) demonstrated that job satisfaction was associated neither with turnover nor with quality of production. Smith and Cranny (1968) reviewed the literature and concluded that satisfaction is associated with performance as well as effort, commitment and intention. In the western electric studies (1966) the evidence from the Relay Assembly test room showed a dramatic tendency for increased employee productivity to be associate of with an increase in job satisfaction.

Porter and Lowler (1969) suggested that satisfaction will affect a worker's effort, arguing that increased satisfaction from performance possibility helps to increase expectations of performance leading to rewards, Carroll, Keflas and Watson (1964) found that satisfaction and productivity are crucial relationship in which each affects the other. They suggest that performance leads to more effort because of high perceived expectancy. The effort leads to effective performance, which again leads to satisfaction in crucial

relationship. David, Joseph and William (1970) suggest that the type of reward system under which workers perform strongly influence the satisfaction performance relationship.

Goal Clarity

Willmot (2007) asserts that people must have in mind a clear picture of any end or goal they are to achieve. If this picture does not exist, they cannot tell if they are making progress or when they have completed the task or assignment, let alone if it has been completed properly.

Knight (2008) agrees and adds that keeping the end in view has been sage advice for almost two thousand years. The time a manager spends in developing, communicating and clarifying the goals or ends to be achieved is time well spent.

Repertoire

Nickols (2003) writes that to achieve a goal, the people working toward it must possess a suitable, flexible repertoire. They must be able to engage in whatever behaviors are necessary to obtain that goal despite changing circumstances and environmental disturbances. In some cases, this will involve carrying out a routine that has been specified in advance by someone else. In other cases, it will require figuring out — on the spot — an appropriate course of action. He concludes that in many situations, the end to be achieved will remain constant but the conditions under which it is to be attained will vary. Therefore, employees need to possess a suitable and flexible repertoire.

Knowledge of Structures

According to Fred (2003), figuring out what to do in a particular situation requires knowledge of the structure of that situation. People must understand the elements that make up the situation, how those elements are connected to one another and the relationships that exist between and among these elements. This knowledge of the

structure of the situation allows people to say how the actions they take will lead to the result they seek. It also allows them to say, for a given result, the actions that will lead to it. Absent this knowledge, action is little more than a shot in the dark and achieving desired results depends mainly on luck or intuition.

Sara (2004) agreed and added that employees can only perform to the best of their knowledge and therefore those with good knowledge about the structures will perform better.

Feedback

Gerhart (2004) wrote that without information about actual conditions in relation to intended goals or results, no one can perform to standard. Such information is known as feedback. It informs progress, enables corrections and, eventually, signals attainment of the objective. For most hard tasks (i.e., tasks involving tangible products or other immediate and readily measured effects of one's actions), feedback is generally available without much effort on any-one's part. We are aware of our actions and their effects. But, for soft tasks (i.e., tasks where the effects of our actions are not tangible, immediate nor readily measured), the feedback loop is essentially open. This is especially true when the main effects of a person's actions are the reactions of other people. Therefore, lack of good feedback leads to lack of correction and hence poor performance.

Mental Models

Sara (2004) asserts that absent feedback, people have no choice except to act in ways that are consistent with internally-held views or mental models of what is appropriate or what should work instead of externally-based information about what is and isn't actually working. For this reason, it is worthwhile spending time working with people to identify the mental models they currently use in situations where feedback isn't readily available. In some cases, this will surface mental models that are inappropriate or inadequate. In other cases, it might surface mental models that are superior to those held by most

people. This means that employee performance does not only depend on the information provided to the employees but also to their mental models.

Environment

In his studies on performance, Rynes (2004) found out that performance might not occur if the environmental conditions are so unsuitable as to present insurmountable barriers to performance. He writes that Most of us can successfully drive our cars on windy days but none of us can drive through a tornado. In less dramatic terms, missing tools and equipment, competing priorities, a repressive climate and other factors can interfere with our ability to perform as expected, regardless of our motives or our repertoire, the presence or absence of feedback and the quality of the mental models that guide our thinking and actions. In short, the task environment must support the desired performance; at the very least, it must be manageable.

Technology

According to Samuel (2010), technology is primary tool that can be used to boost employee performance. Ha writes that improvement in technology accompanied by training of the employees can significantly increase their levels of performance because it reduces the stress that comes with doing the job manually.

Abilities, training and experience

Scott (2000) defined ability as the capacity to learn and perform the tasks required. He revealed that a good mixture of ability, training and experience is the root cause best performances. He asserts that best performing employees at least have two of the three factors.

Work-Home Balance

Berman (2001) wrote that as much as an employer may not want to be affected by the personal life of his employees, personal problems can sometimes affect employee

performance. Managers need to be sensitive to employee personal problems, and be prepared to discuss the issues with employees when necessary. If an employee requires time off to deal with a personal problem, then granting that time off will help to show all of your employees that the company values its employees.

As the researcher, strongly support the above factors that affect employee performance as valid even in the present situation hence employees should take them serious and find out how to mitigate their effects to have improved employee performance.

2.4 The Relationship between Motivation and Employee Performance

According to Steers (1999), employee motivation is the process of enabling or authorizing an individual to think, behave take action, control work and decision making in an autonomous way.

A number of studies have examined the relationship between motivation and performance, Koestner (1999) wrote that if motivation is crucial for initiating behavior, then performance exists at the opposite end of the spectrum and is defined as the outcome of a motivated act.

Balunywa (2005) defines motivation as the inducement of a desired behavior with in subordinates with a view of channeling their efforts and activity to achieve an organization's goals. He adds that it's an internal drive to satisfy an unsatisfied need in an organization and is also known as an incentive action.

Posti (2005) says that people need motivation just as pieces of equipment need fuel and operators. This is highly demanded to ensure that they are always at their optimum working condition. In turn, this will absolutely lead to optimum productivity. People are one of the most important assets in business. They have unlimited potential to contribute in the achievement of objectives. Their aggregate productivity propels the operations of

the company. It dictates the overall performance, which creates an attractive corporate culture.

According to Dems (2010). The value of human resource productivity is a managerial concern. Employee motivation is the classic response on this matter. This has been utilized for ages by many different entities, small- and large-scale businesses alike. It fosters mutual growth in an employer-employee relationship. Indeed, motivation increases productivity.

In their study Wood, Kakebeeke, Debowski, and Frese (2000) examined the role of active exploration in an adult training program. Their results indicated that participants who were trained to actively explore the environment during training had higher intrinsic motivation levels, as well as higher performance on transfer tasks.

In agreement Cooper, Clasen, Silva-Jalonen, and Butler (1999) found that intrinsic motivation was associated with higher levels of creativity-based performance for an in-basket work task. The in-basket technique is an employment screening task in which an applicant is asked to complete a set of paperwork that would be representative of his/her actual work tasks.

Amodt (1999) and Graen (1999) also found that intrinsic motivation in employees was related to higher levels of creative performance, as rated by work supervisors. However, Fang (1997) reported that, although intrinsic motivation was related to innovative performance, it was not related to other work outcomes.

According to Hersey (1996). Motivation is concerned with human behavior. It is the inner striving condition described as wishes, desires, drives or moves, human psychological characteristics, which includes the factors that cause channel and sustain human behavior. Therefore motivation deals with what makes people active. It's the

influence force that gives rise to behavior involving creating conditions in which employees want to work and are willing to accept responsibility.

According to Waterman (1982). Motivation is the degree of effort an employee exerts to accomplish a task, it shows an excitement about work. From the managers' point of view, person who is motivated has such characteristics as hardworking, sustaining a pace of hard work, self directed behavior towards important organizational goals. Motivation is the key to performance improvement. There is a saying that saying that "you can take a horse to the well to drink water but you cannot force it to drink", it will drink if only it is thirsty-so with people. They will do what they want to do or otherwise motivated to do. Whether it is to excel on the workshop floor or in the ivory tower, they must be motivated or driven to it, either by themselves or through external stimulus.

According to Heneman (1992) Differences in institutional arrangements contribute to the feasibility and effectiveness of various monetary incentives, as do differences in employees' preferences for specific incentives. Therefore, companies are wise to study these issues before implementing changes to existing incentive plans. This is especially pertinent for service organizations, where financial reinforcements tend to produce a stronger effect on task performance than non-financial rewards used alone. Even stronger results are seen with a composite approach. For example, one meta-analysis of 72 field studies found that monetary incentives improved task performance by 23%, social recognition improved task performance by 17% and feedback elicited a 10% improvement¹⁸. Simultaneously combining all three types of reinforcements improved performance by 45%.

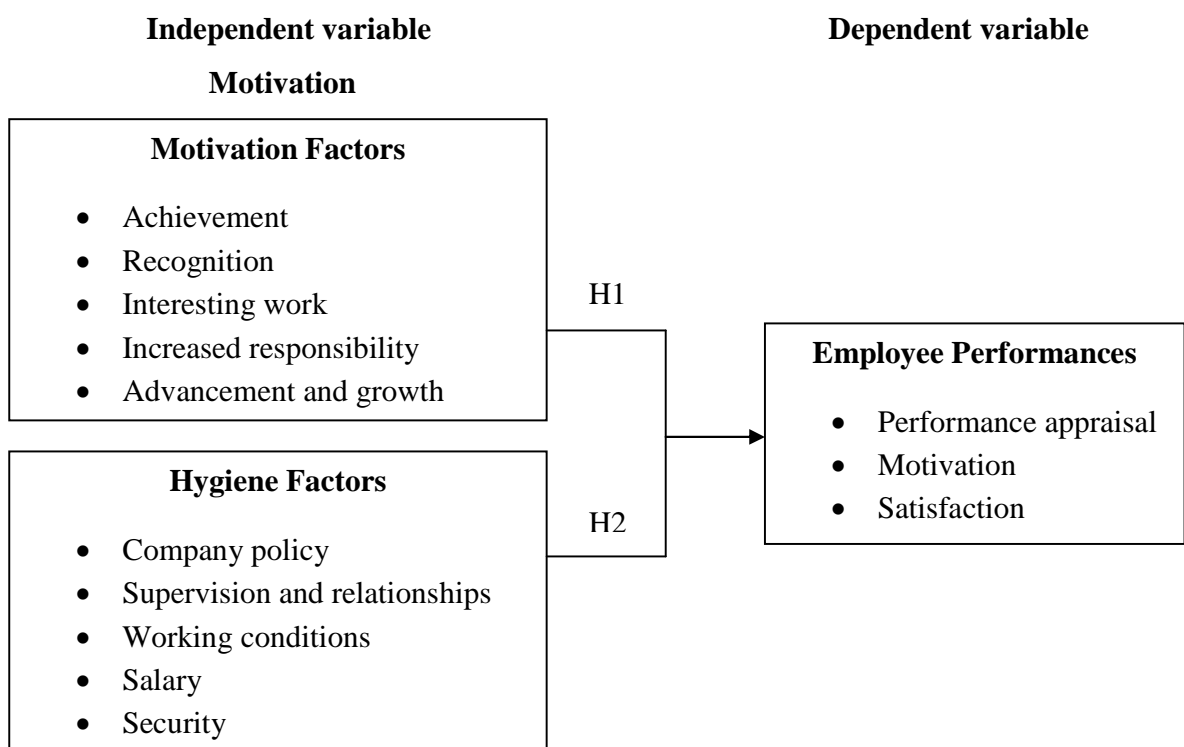
Putting in consideration Milkovich (1991) presentation that team-based or small-group incentives are defined as rewards whereby a portion of individual pay is contingent on measurable group performance. In general, its effectiveness is dependent on the characteristics of the reward system, the organization, the team and the individual team

members. Here again, studying this issue via employee surveys or interviews can be useful. But generally speaking, research suggests that equally divided small-group incentives sustain high levels of productivity and satisfaction for group members, and that small group incentives are at least as effective as individual incentives with groups of two to twelve people. Qualitative, quantitative and survey research studies of alternative pay systems such as profit-sharing or gain-sharing plans are even more consistent in their findings. These incentive programs include various pay-for-performance approaches that link financial rewards for employees to improvements in the performance of the work unit²⁰. Research reveals that these types of incentive systems are associated in practice – and in employer and employee minds – with both higher productivity and improvements in organizational performance.

However, researchers have also categorized various types of motivation, based on whether the motivational states are internally or externally derived. These two global motivational states are called intrinsic and extrinsic motivation (Deci, 2000) theorized about both intrinsic and extrinsic motivational states and about correlates of those states.

2.5 Conceptual Frame work

Figure 2.4: Conceptual frame work of motivation factors influencing employee performances



Source: Adapted from Herzberg's theory (Herzberg, 1959)

The framework consists relationship between motivation and hygiene factors with employee performances. Motivation and hygiene will be treated as independent variables, while employee performance will be treated as dependent variable.

2.6 Hypothesis of the study

H1 = Motivation Factors positively affect to employee performances.

H2 = Hygiene Factors positively affect to employee performances.

2.7 Related Research on Employee Motivation

Kruse et al. (2004) studied motivating employee owner and questioned that what enables some employee ownership firm to overcome the free rider problem and motivate employee to improve performance. This study analyzes the role of human resource policies in the performance of employee ownership companies, using employee survey data from 14 companies and national sample of employee-owners. Between-firm comparisons of 11 ESOP firms show that an index of human resource policies, nominally controlled by management, is positively related to employee reports of co-worker performance and other good workplace outcomes (including perceptions of fairness, good supervision, and worker input and influence). Within-firm comparisons in three ESOP firm, and exploratory results from a national survey, show that employee-owners who participate in employee involvement committees.

Tsai, Yen, Huang, and Huang (2007) suggested that from the resource-based perspective, organization learning is the foundation of firms creating their special resources and thereby increasing their competitive advantage. Organization learning is indeed derived from individual learning within the organization. However, many firm have adopted downsizing strategies to reduce the redundancy. Nevertheless, it had a great impact both on laid-off employees and remaining ones. The remaining employees lost their trust, loyalty toward the firm and eventually left. The consequence not only affected the firms' daily operation but also impacted employees learning motivation for improving their ability to enhance the firm's competitive advantage. In the post-downsizing era, applying appropriate human resource management practices to motivate employees would be a critical issue. The study began with two psychological constructs: job satisfaction and learning commitment to explore the content of job satisfaction which significantly

influenced remaining employees learning commitment. The study used both qualitative and quantitative methods to collect and analyze the data. The results revealed that the two criterion in job satisfaction “the relationship with colleagues” and “the relationship with the family” significantly influenced employees learning commitment. However, this was clearly different from manager’ subjective expectation. The findings provide important implication for both the research field and practical management of downsizing, employee motivation, cross-culture management and strategic HRM practices.

Besides the above, Chiang, Jang, Canter, and Prince (2008) studied expectancy theory model for hotel employee motivation to apply expectancy theory to employee motivation in the hotel setting and confirm the validity of expectancy theory. The proposed expectancy theory model for motivation was tested using data from 289 hotel employees. The results show that a modified expectancy theory with five components (expectancy, extrinsic instrumentality, intrinsic instrumentality, extrinsic valence, and intrinsic valence) best explains the process.

Finally, motivating employee has been discussed to find motivation factors influencing employee performances; A case study of NPC Safety and Environmental Service Company with the aim to construct the research instruments. The next chapter discusses the research methodology followed by the research objectives and hypotheses.

CHAPTER 4

ANALYSIS AND FINDINGS

This chapter presents the findings of the study. The chapter highlights the back ground information of the respondents of NPC Safety and Environmental Service Company's employee. Discussion and analysis of the different responses to some key questions is also done in this chapter following the research objectives given below;

1. To study of motivation factors influencing employee performances
2. To develop employee performances in organization.
3. To increase employee satisfaction in organization.

In the chapter 4 has shown in the following topics:

- 4.1 Reliability
- 4.2 Full Survey
- 4.3 Descriptive analysis
- 4.4 Analysis of motivation factors influencing employee performances
- 4.5 Results of expert interviews of the organization in a case study

4.1 Reliability

The results of reliability re-testing are calculated based on respondent which was 295 sets. The researcher decided to re-test the reliability because the re-testing was intended to recheck the quality of questionnaire based on full sample size. The results are summarized in Table 4.1 – 4.2 below.

Table 4.1: Reliability Test of Motivation

Factors	Cronbach's Alpha
Motivation Factors	0.770
Achievement	0.724
Recognition	0.727
Interesting work	0.724
Increased responsibility	0.823
Advancement and growth	0.907
Hygiene Factors	0.940
Company policy	0.853
Supervision and relationships	0.948
Working conditions	0.830
Salary	0.652
Security	0.779

Table 4.2: Reliability Test of Employee Performances

Factors	Cronbach's Alpha
Employee Performances	0.802

The Cronbach's alpha coefficients of achievement, recognition, interesting work, increased responsibility, advancement and growth, company policy, supervision and relationships, working conditions, salary and security were 0.724, 0.727, 0.724, 0.823, 0.907, 0.853, 0.948, 0.830, 0.652 and 0.779 in respective order. The Cronbach's alpha coefficients of employee performance were 0.802 in respective order. In summary, the Cronbach's alpha coefficients are all above 0.6. Based on Sekaran (2000), it could

4.2 Full Survey

Data analysis of the respondents. The researcher analyzed with Descriptive Statistics, which is determined by the Frequency and Percentage detailed by a sample of employees at NPC Safety and Environmental Service Company can be summarized as follows.

This section summarizes the characteristics of respondents including Gender, Age, Status, Education, Position, Length of work and Salary. The results of the analyses were summarized in table to make it easier for readers. Only frequency and percentage were used.

Table 4.3: Frequency analysis

Demographics	Frequency	Percentage (%)
Gender		
Male	256	86.8
Female	39	13.2
Total	295	100
Age		
21-30	179	60.7
31-40	95	32.2
41 and over years	21	7.1
Total	295	100

Demographics	Frequency	Percentage (%)
Status		
Single	211	71.5
Married	83	28.1
Divorced	1	0.3
Widowed	-	-
Total	295	100
Education		
Primary School Certificate	-	-
High School Certificate	106	35.9
Diploma Degree	99	33.6
Bachelor Degree	73	24.7
Master or Higher Degree	17	5.8
Total	295	100
Position		
Operation level	285	96.6
Management level	10	3.4
Total	295	100
Length of work		
1-5 years	207	70.2
6-10 years	48	16.3
11-15 years	27	9.2
16-20 years	7	2.4
More than 21 years	6	2
Total	295	100

Demographics	Frequency	Percentage (%)
Salary		
Less than 10,000 Baht	1	0.3
10,001-15,000 Baht	180	61
15,001-20,000 Baht	67	22.7
20,001-25,000 Baht	28	9.5
25,001-30,000 Baht	3	1
30,001-35,000 Baht	2	0.7
35,001-40,000 Baht	8	2.7
40,001-45,000 Baht	1	0.3
45,001-50,000 Baht	-	-
More than 50,001 Baht	5	1.7
Total	295	100

Table 4.3 summarizes respondents' gender, age, status, education, position, length of work, and salary.

The respondent of this research topic was male 256 respondents or 86.8 %, and female 39 respondents or 13.2 %.

The respondent who age between 21-30 years old was 179 respondents or 60.7%, between 31-40 years old 95 respondents or 32.2%, 41 and over years 21 respondents or 7.1%.

The respondent who is single was 211 respondents or 71.5%, married was 83 respondents or 28.1%, divorced was 1 respondent or 0.3%.

The respondent who graduates high school certificate degree was 106 respondents or 35.9%, diploma degree was 99 respondents or 33.6%, bachelor degree was 73 respondents or 24.7%, and master or higher degree was 17 respondents or 5.8%.

The respondent who is in operation level was 285 respondents or 96.6%, and management level was 10 respondents or 3.4%.

The respondent who worked between 1-5 years was 207 respondents or 70.2%, between 6-10 years was 48 respondents or 16.3%, between 11-15 years was 27 respondents or 9.2%, between 16-20 years was 7 respondents or 2.2%, and more than 21 years was 6 respondents or 2%.

The respondent who had salary less than 10,000 baht was 1 respondent or 0.3%, between 10,001-15,000 baht was 180 respondents or 61%, between 15,001-20,000 baht was 67 respondents or 22.7%, between 20,001-25,000 baht was 28 respondents or 9.5%, between 25,001-30,000 baht was 3 respondents or 1%, between 30,001-35,000 baht was 2 respondents or 0.7%, between 35,001-40,000 baht was 8 respondents or 2.7%, between 40,001-45,000 baht was 1 respondents or 0.3%, and more than 50,001 baht was 5 respondents or 1.7%.

4.3 Descriptive Analyses

This section provides information the results of descriptive analyses of variables of the study. These variables include motivation factors (achievement, recognition, interesting work, increased responsibility and advancement and growth) and hygiene factors (company policy, supervision and relationships, working conditions, salary and security) and employee performances of employee at NPC Safety and Environmental Service Company. The descriptive analyses include mean and standard deviation.

Table 4.4: Mean and Standard Deviation

Independent factors	Mean	Standard deviation	Interpretation
Motivation	3.57	0.721	Most
Motivation Factors	3.48	0.799	Most
<u>Achievement</u>	<u>3.61</u>	<u>0.640</u>	<u>Most</u>
1. Always achieve the target	3.52	0.760	Most
2. Feeling as part of success	3.74	0.772	Most
3. Using the knowledge and ability to work	3.56	0.855	Most
<u>Recognition</u>	<u>3.32</u>	<u>0.579</u>	<u>Moderate</u>
1. Received praise from superiors	3.16	0.726	Moderate
2. Recognition from colleagues	3.20	0.658	Moderate
3. Honor and prestige of the profession to social acceptance	3.60	0.771	Most
<u>Interesting work</u>	<u>3.80</u>	<u>0.553</u>	<u>Most</u>
1. The importance of the work performed	3.97	0.672	Most
2. Work in the right job	3.63	0.792	Most
3. Interesting and challenging work	3.89	0.664	Most
4. Freedom during operation	3.71	0.848	Most
<u>Increased responsibility</u>	<u>3.65</u>	<u>0.656</u>	<u>Most</u>
1. Assigned important tasks	3.91	0.669	Most
2. The appropriateness of the workload	3.40	0.924	Moderate
3. Participation in the implementation plan	3.78	0.706	Most
4. Has been entrusted in the responsibility	3.52	0.914	Most

Independent factors	Mean	Standard deviation	Interpretation
<u>Advancement and growth</u>	<u>3.03</u>	<u>0.802</u>	<u>Moderate</u>
1. Have been trained, further studied to develop themselves	3.36	0.884	Moderate
2. Have the opportunity to learning task in various fields	3.40	0.998	Moderate
3. Organization has defined avenues of promotion thoroughly	2.80	0.971	Moderate
4. Organization has provided of promotion equally	2.71	0.827	Moderate
5. Have been considered the performance fairly	2.87	1.001	Moderate
Hygiene Factors	3.65	0.643	Most
<u>Company policy</u>	<u>3.61</u>	<u>0.640</u>	<u>Most</u>
1. Clarification of policies thoroughly	3.52	0.760	Most
2. Planning work clearly	3.74	0.772	Most
3. Evaluation of operational policies	3.56	0.855	Most
4. Command appropriate to modern situation	3.43	0.743	Most
<u>Supervision and relationships</u>	<u>3.75</u>	<u>0.722</u>	<u>Most</u>
1. Providing advice and support operations of superiors	3.64	0.869	Most
2. Listening to suggestions of subordinates	3.64	0.869	Most
3. Fairness in the distribution of tasks	3.64	0.937	Most
4. Attention to protection of subordinates	3.59	0.913	Most
5. Good cooperation in working to accomplish	3.88	0.707	Most
6. Good relationships with other people in the company	3.98	0.677	Most
7. Satisfaction with your friendship among colleagues	3.88	0.784	Most

Dependent factor	Mean	Standard deviation	Interpretation
Employee performance	3.68	0.597	Most
1. Your performance appraisal in NPC S&E	3.98	0.550	Most
2. Motivation to work in NPC S&E	3.61	0.710	Most
3. Satisfaction in work life at NPC S&E	3.47	0.828	Most

From Table 4.4 the respondent focused on achievement with the mean of 3.61 which was most, recognition with the mean of 3.32 which was moderate, interesting work with the mean of 3.80 which was most, increased responsibility with the mean of 3.65 which was most, advancement and growth with the mean of 3.03 which was moderate, company policy with the mean of 3.51 which was most, supervision and relationships with the mean of 3.75 which was most, working conditions with the mean of 3.70 which was most, salary with the mean of 3.49 which was moderate, security with the mean of 3.70 which was moderate and employee performance with the mean of 3.68 which was most.

Table 4.5: Conclusion of the respondents for each motivation factors influencing employee performances by Mean in order of descending importance.

Independent factors	Mean	Standard deviation	Interpretation
Interesting work	3.80	0.553	Most
Supervision and relationships	3.75	0.722	Most
Security	3.70	0.704	Most
Working conditions	3.70	0.720	Most
Increased responsibility	3.65	0.656	Most
Achievement	3.61	0.640	Most
Company policy	3.51	0.844	Most
Salary	3.49	0.431	Most
Recognition	3.32	0.579	Moderate
Advancement and growth	3.03	0.802	Moderate

4.4 Analysis of Motivation Factors influencing Employee Performances

From this Research Model is analysis of motivation factors influencing employee performances of representative sample that researcher studied by Multiple Regression Analysis. Research Model consists of independent variable 10 factors and dependent variable 1 factor as shown below;

Independent variable

Motivation

Motivation Factors

- Achievement
- Recognition
- Interesting work
- Increased responsibility
- Advancement and growth

Hygiene Factors

- Company policy
- Supervision and relationships
- Working conditions
- Salary
- Security

Dependent variable

Employee Performance

Table 4.6: Model Summary of research from multiple regression analysis

Analysis by Mean

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.895 ^a	.802	.795	.27038	.802	114.808	10	284	.000	1.777

a. Predictors: (Constant), sec, inr, sly, ach, rec, inw, wkcc, adg, cmp, spr

b. Dependent Variable: emp

Model summary above that analysis by Mean to show the relationship between independent variable and dependent variable. Model 1 has Adjusted R-Square with 0.802 or 8 factors was Achievement, Recognition, Interesting work, Advancement and growth, Company policy, Supervision and relationships, Salary and Security will predict the dependent variable. Which means to explain or influence employee performances equals 80.2%.

Durbin-Watson with 1.777 between 1.5-2.5 very close 2. It can be concluded the deviation e_i and e_j are independent of each which corresponds to the condition multiple regression analysis (กัลยา วานิชย์บัญชา, 2550, น. 182 และ 194).

Table 4.7: The result of ANOVA Analysis

Analysis by Mean

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	83.931	10	8.393	114.808	.000 ^b
	Residual	20.762	284	.073		
	Total	104.693	294			

a. Dependent Variable: emp

b. Predictors: (Constant), sec, inr, sly, ach, rec, inw, wkc, adg, cmp, spr

Table above is the result of relationship verification between all of independent variable and dependent variable. F of Model 1 with 114.808 and Sig. with 0.000 which is less than 0.05 (Significance level). Therefore conclude that in the context of Supervision and relationships, Advancement and growth, Security, Recognition, Achievement, Company policy, Interesting work and Salary. At least one of which was rejected H_0 or accepted H_1 therefore the researcher has to test the next for study factors which relationship with dependent variable in the statistics. The researcher will test by T-test.

Table 4.8: The result of Coefficients and relationship experimental between each independent variable and dependent variable

Analysis by Mean

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	-.197	.219		-.899	.369	-.628	.234
	ach	.105	.027	.112	3.932	.000	.052	.157
	rec	.069	.033	.067	2.056	.041	.003	.134
	inw	.056	.037	.052	1.490	.137	-.018	.130
	inr	-.057	.028	-.062	-2.036	.043	-.111	-.002
	adg	.133	.036	.178	3.706	.000	.062	.203
	cmp	.331	.042	.343	7.905	.000	.249	.414
	spr	.121	.045	.146	2.675	.008	.032	.210
	wkc	.083	.031	.101	2.653	.008	.022	.145
	sly	.181	.047	.131	3.893	.000	.090	.273
	sec	.091	.033	.107	2.748	.006	.026	.156

a. Dependent Variable: emp

Table above is experimental by T-test show factors that have relationship with employee performances in significance by statistics. If significance less than 0.05 mean that factor has linear relationship with employee performances in significance by statistics and that factor will enter to Coefficients (เพ็ญแข ศิริวรรณ, 2546, น. 13-20) and the experiment showed that

From Table 4.8, variable of Achievement; Ach(X1) has Sig. of 0.000, Recognition; Rec(X2) has Sig. of 0.041, Increased responsibility; InR(X4) has Sig. of 0.043, Advancement and growth; AdG(X5) has Sig. of 0.000, Company policy; CmP(X6) has Sig. of 0.000, Supervision and relationships; SpR(X7) has Sig. of 0.008, Working conditions; WkC(X8) has Sig. of 0.008, Salary; Sly(X9) has Sig. of 0.000 and Security; Sec(X10) has Sig. of 0.006 which is less than the Sig. of 0.05 indicates that this variable

has a Linear relationship with employee performances; EmP(Y1) statistically significant. Therefore variable of Ach(X1), Rec(X2), InR(X4), AdG(X5), CmP(X6), SpR(X7), WkC(X8), Sly(X9) and Sec(X10) were introduced into the regression equation as follow.

$$Y1 = 0.105(X1) + 0.069(X2) - 0.057(X4) + 0.133(X5) + 0.331(X6) + 0.121(X7) + 0.083(X8) + 0.181(X9) + 0.091(X10)$$

$$(EmP = 0.105(Ach) + 0.069(Rec) - 0.057(InR) + 0.133(AdG) + 0.331(CmP) + 0.121(SpR) + 0.083(WkC) + 0.181(Sly) + 0.091(Sec))$$

From Multiple regression analysis to test the relationship between motivation factors influencing employee performances can be concluded that factors influencing employee performances is Achievement; Ach(X1), Recognition; Rec(X2), Increased responsibility; InR(X4), Advancement and growth; AdG(X5), Company policy; CmP(X6), Supervision and relationships; SpR(X7), Working conditions; WkC(X8), Salary; Sly(X9) and Security; Sec(X10) which is less than the Sig. of 0.05. Factors influencing employee performances that sorted from descending; CmP(X6) has regression coefficient (b6) = 0.331, Sly(X9) has regression coefficient (b9) = 0.181, AdG(X5) has regression coefficient (b5) = 0.133, SpR(X7) has regression coefficient (b7) = 0.121, Ach(X1) has regression coefficient (b1) = 0.105, Sec(X10) has regression coefficient (b10) = 0.091, WkC(X8) has regression coefficient (b8) = 0.083, Rec(X2) has regression coefficient (b2) = 0.069, InR(X4) has regression coefficient (b4) = -0.057 respectively.

Table 4.9: The relationship between motivation factors and employee performances

Motivation Factors	Sig.	Result
(H1) Motivation Factors positively affect the high level of employee performances	0.004	Accepted
- Achievement	0.000	Accepted
- Recognition	0.041	Accepted
- Interesting work	0.137	Rejected
- Increased responsibility	0.043	Accepted
- Advancement and growth	0.000	Accepted
(H2) Hygiene Factors positively affect the high level of employee performances	0.000	Accepted
- Company policy	0.000	Accepted
- Supervision and relationships	0.008	Accepted
- Working conditions	0.008	Accepted
- Salary	0.000	Accepted
- Security	0.006	Accepted

In the Table 4.9, significant value of each factors are less than 0.05, so the null hypothesis is reject. And the correlation between each motivation factors and employee performances are all positive without interesting work. It can be interpreted that all motivation factors are significantly associated to employee performance at 0.01 levels. All proposed alternative hypotheses are accepted.

4.5 Results of Expert interviews of the Organization in a case study

In addition to the study and analysis of statistical methods, the researcher collected data from more expert interviews. In research issues related to motivation factors influencing employee performances follow Conceptual Framework to acknowledge ideas and guidelines for improve research integrity.

First Issue: Motivation factors influencing employee performances

Expert 1:

Most employees have a high tolerance, but some time sensitive. The problem is caused by the division of basic functions that are not clear. Make employees feel that do not gain anything. Suggestion is create a clear management system and measures of motivation in the workplace.

Expert 2:

Our employees are high enthusiasm to work but not uniform. Employees should be enthusiastic and enjoy working to make work more efficient and more productive.

Expert 3:

To should increase motivation for evaluated performance and salary adjustments. To expected that enable employees are enthusiastic to work continuously.

Expert 4:

In the present, motivation to work is too few. Suggestion is company must consider motivation to work for example special reward, commissions, welfare and consideration in salary adjustment.

Expert 5:

No motive both negative and positive to work in the present; for example no punishment for employees who work late, no reward for employees who come to work on time. These things make no enthusiasm for the work. Employees are enthusiastic at the end of the year because it is assessment of work. Suggestion is evaluation should consider the absence or leave, compliance with regulations more than this.

Researchers have concluded the opinion of the interviewee's motivation factors influencing employee performances. Employees are less motivated to work consistently because motivation of the income, returns and evaluation of operational policies is not clear. Suggestion is create a clear management system and measures of motivation in the workplace particular salary adjustments, bonus, commissions and welfare.

Second Issue: Interesting work do not supplement the issue of employee performances

Expert 1:

Interesting work may be less important than the other variables of interest such as Salary, Company policy, the relationship of the people in the organization. So it may not affect performance much.

Expert 2:

Employees have the aptitude to perform well. Some may be working directly with the students, but the real work is not a skill. Due to lack of experience but these can be filled with learning and practice so interesting work rarely affects much.

Expert 3:

Performance will depend on the return, the advancement and peace of mind rather than interesting work, which may be a small component of employee motivation.

Researchers have concluded the opinion of interviewees on the issue of Interesting work do not supplement the issue of employee performances. Interesting work is less important comparison to salary, company policy, relationship of the people in the organization, advancement and peace of mind. Performance can be filled with learning and practice. Therefore interesting work rarely affects much.

CHAPTER 5

CONCLUSIONS, DISCUSSIONS AND RECOMMENDATIONS

5.1 Conclusions

The most respondents who are employees of NPC Safety and Environmental Service Company are male and mostly age between 21-30 years old. The most status is single. Obviously, the employees have high school of education. The majority of respondents have been employed in the organization for between 1-5 years. Majority of employees have income ranking between 10,001-15,000 baht.

Motivation factors related to employee performances. Each factor can be explained as the follows;

Motivation factors

Interpretation of Motivation factors at most which include;

1. Achievement

The employees are satisfied that always achieve the target and feeling as part of success. They are use the knowledge and ability to work fully. Interpretation of achievement at most.

2. Recognition

The employees received praise from superiors and recognition from colleagues reasonable but feel very proud of their profession. Interpretation of recognition at moderate.

3. Increased responsibility

Overall, employees feel that the organization give them chances to participate to any activities held by organization and they also have the chance to express their ideas and the suggestions to team. Interpretation of increased responsibility at most.

4. Advancement and growth

The employees admit that the organization gives them opportunity to improve new skills and knowledge to a certain extent, but not very high as well as the organization has provided of promotion equally. Interpretation of advancement and growth at moderate.

Hygiene factors

Interpretation of Hygiene factors at most which include;

5. Company policy

The employees have perception to company policy at high level. They think the organization policy highly associated to them. Interpretation of company policy at most.

6. Supervision and relationships

The employees feel positively to learn new people in this organization and are satisfied in relation to their superiors and colleagues. Interpretation of supervision and relationships at most.

7. Working conditions

Working conditions of this organization are appropriate. Whether the number of employees appropriate with work space, modernization of tools and equipment in the workplace and workplace is appropriate and conducive to work. Interpretation of working conditions at most.

8. Salary

The employees believe that salary provided by organization appropriates to their ability and performance, the compensation level is already high. Interpretation of salary at most.

9. Security

The employees believe in stability in the career and NPC Safety and environmental Service Company. Working for this organization, they are treated as valuable resource of the organization. Interpretation of security at most.

5.1.1 The Relationship between Motivation Factors related to Employee Performances

Of the research have been selected factors related to employee performances, which include 10 independent variables (achievement, recognition, interesting work, increased responsibility advancement and growth, company policy, supervision and relationships, working conditions, salary and security). Then analyzed the relationship between Independent variables and the dependent variable (employee performances) by Multiple Regression Analysis by Enter. The result of motivation factors influencing employee performances, which include 9 independent variables is achievement, recognition, increased responsibility, advancement and growth, company policy, supervision and relationships, working conditions, salary and security.

5.1.2 The Results of Hypothesis Testing

1. Motivation Factors

The research found that motivation factors are significantly associated to employee performances. If consider to the relationship between each variable and employee performances, it found that motivation factors that were proposed including achievement, recognition, interesting work, increased responsibility advancement and growth, all affected to employee performances without interesting work. It can be interpreted that all motivation factors are significantly associated to employee performances. All proposed alternative hypotheses are accepted.

2. Hygiene factors

Hygiene factors that were proposed including company policy, supervision and relationships, working conditions, salary and security, all affected to employee performances. It can be interpreted that all motivation factors are significantly associated to employee performances. All proposed alternative hypotheses are accepted.

From Conclusion of the respondents for each motivation factors influencing employee performances by Beta in order of descending importance, company policy was the most importance that influence to employee performances. Next to the factor was Salary, Advancement and growth, Supervision and relationships, Achievement, Security, Working conditions, Recognition, Interesting work (reject) in order of descending and Increased responsibility was the factor that influence to employee performances at least importance in this study.

5.2 Discussions

The research is focused the issue of motivation factors influencing employee performances; A case study of NPC Safety and Environmental Service Company. Due to the motivation underlying employee acceptance of organization change is very important so the organization needs to know the motivational of the existing employees. The research shows that work motivational factors highly associated to employee performances. Therefore, the major issue from finding will be explained as the follows.

5.2.1 Motivation factors influencing employee performances

In view of the company's employees as a case study. Factors that influence the employee performances of 9 factors are achievement, recognition, increased responsibility, advancement and growth, company policy, supervision and relationships, working conditions, salary and security, as detailed below.

Achievement

Achievement was associated with a personal sense of growth, advancement and pride. Elements that had increase motivation from this source were: personal achievements and a sense of self pride.

A high achievement motivation in people guarantees success and wealth in human societies. To produce adequate conditions for the development of a high achievement motivation it is necessary to understand how achievement motivation is formed and how it can be translated into successful action. In accordance with the importance of this kind of motivation, a series of instruments have been designed to measure the different components of achievement motivation reliably, validly and practically. A study by Herzberg (1966), this is one of the main motivation factors.

Recognition

It is as important to be specific when recognizing good performance as it is when trying to bring about a performance correction. Studies of Eric Harvey (2000), as discussed in "180 Ways to Walk the Recognition Talk" that "Recognition is about acknowledging good results and reinforcing positive performance; it's about shaping an environment in which contributions are noticed and appreciated"

Increased job responsibilities

Employees assigned a priority, get the right amount of work or get the trust of the commander. This will result in better performance. Because they are proud and feel like an important part of the organization. A study by Herzberg (1966), this is one of the main motivation factors.

Advancement and growth

Leaders should provide challenging and meaningful work with opportunities for career advancement. Employee will start to compare their status with the status of other jobs in

the community, which may have a negative impact on their work (Evans, 2001). If employees have learned the new knowledge or experienced to work with the new process from the organization, they are pleased to work for organization because organization support and give the opportunity to grow in their career. Leaders should provide challenging and meaningful work with opportunities for career advancement. Employee needs to do new things that show the progress of duties and responsibility, but the challenge must be supported by the tools and knowledge otherwise it will be the motivating and push the stress and frustration to them.

The Company Policy

Policies are the same constant guidelines about the kind of approach that the organization plans to apply for its human resources. These policies actually define philosophies and values about how to deal with human resources. Several principles are elicited from this definition that the managers are expected to act upon these principles when dealing with issues related to human resources. Thus, company policies as reference points are served to develop the process of making decisions about human resources and designing employment related actions (Armstrong, 2009).

Organizational policies can be stated as general manifests of organization's values.

Supervision and relationships

The main duties of managers are trapped in the realm of human relations. Human relations include all relations a person has with his peers due to work requirements. Effective management is what makes the most of individuals' talents, thoughts, ideas and abilities. In organizations, supervisors play a key role in motivating staff; so paying attention to their position and the role of association with others in supervision is considered an essential issue.

The term "supervision" is often used to refer to leading the staff to their daily activities. Supervision and control can also be considered as the process for monitoring the activities to make sure they are done according to the schedules (Robbins, 2005).

Employee's behavior is heavily influenced by supervision and managers' relationships with authorities. Therefore, managers are going to see employee's motivation and efforts, if they deal with the positive aspects of employee, rather than only considering their problems. This is possible if they implicitly trust the realization of overall objectives and they clearly state their opinions and put their heart and soul into work (Pirzadian, 2005).

Working condition

There are a number of personal issues which may interfere with work performance. While a dedicated employee will almost always perform at their best, working conditions can influence their performance. Supportive working condition is good for employees but they are equally good for employers. In fact, many studies show a direct correlation between supportive work environments, a good work-life balance and a strong management team and job performance. Chances are that if a company supports their employees, they are more likely to perform well in their roles (Martel, 2011).

Salary

The main reason human involves himself in economic activities is to earn money and satisfy his physiological needs and support his family. Naturally, everyone needs food, clothing, shelter and other basic requirements; these requirements in today's societies are often supplied by paying the price for that. Payments are often seriously scheduled in such a way that in most cases, like mortgage, rent, transportation services, and other charges, they are paid monthly. Based on many studies, this is one of the main hygiene factors and is ranked the first (Marjolen, 2003).

Security

If the employees feel positive to organization, they tend to stay in the organization longer. The attitude toward organization may refer to the feeling that employee think about organization in terms of Ethics and integrity, corporate governance, internal management even the mission of organization. If those values align to the personal value of employee, they have performances at high. Therefore, if the organization provides job and ensure them that they will not lose their job or it has a small chance of becoming unemployment, the employee performances will be high. This is a pretty significant factor. The sense of job security within a position or organization as a whole relates to the dissatisfaction as well (Ruthankoon, 2003).

In addition, the researcher conducted interviews with experts and concluded as follows. Employees are less motivated to work consistently because motivation of the income, returns and evaluation of operational policies is not clear. Suggestion is create a clear management system and measures of motivation in the workplace particular salary adjustments, bonus, commissions and welfare.

5.2.2 Factors that do not influence the Relationship between Independent Variables (Motivation factors) and Dependent Variable (Employee Performances)

In view of the company's employees as a case study. Factors that do not influence the motivation factors between the employee performances of 1 factor is interesting work, as detailed below.

Interesting work

The researcher conducted interviews with experts and concluded as follows. Interesting work is less important comparison to salary, company policy, relationship of the people in the organization, advancement, peace of mind etc. Performance can be filled with learning and practice. Therefore interesting work rarely affects much.

5.3 Recommendations

Based on this research, organization now already knows the employee performances, which all related to the motivation factors. The way to develop their employee performances is to adjust motivational factors responding to employees' attitude as follow

5.3.1 Industry / Business

In the change management process, policymakers need to understand influencing factors which motivate employees to be ready to change. To reach that goal organization should focus on these following topics.

1. The effective communication should be established. The next moving of organization must be well communicated including organizational strategy and business goals, new product and services, values and performance expectation.
2. Organization must be aware that the financial rewards is more important same as non financial motivational, therefore to contribute the important variables related to motivational factors that are able to motivate to employees is necessary.
3. The career path should be clearly defined and let them see career growth and promotion opportunity.
4. The organization should focus on talent management. The crucial benefits of talent management one is organization can successfully acquire and retain essential talent, the second is effective talent management can encourage employees to engage to organization, by contributing emotional and intellectual connection that employees have such as job, organization, co

worker, supervisors, that in turn motivate them to apply additional discretionary to their work.

In conclusion, to succeed in the implementing change initiatives, organization must choose the right motivation factors that align with the organizational culture, employees' demographics and attitudes. Due to the motivational factors is related to the job performance of employees that results to the organizational productivity and success. So, organization should create positive work experiences to employees ensuring that employees get the fair threat, make them feel important, and foster positive attitude to the organization and ensure them for sustainable change in the future.

5.3.2 Further research

1. For the further study, researcher may have considered other variables that influence to employee performances in addition to the variables used in this research.
2. To explore about employee performances in other organization such as Petroleum, Petrochemical Industry. In order to cover the entire industry of PTT Public Company Limited.

5.4 Limitations of the research

A limitation in the study is the retention of employees in a department that is not accessible as they should be, so there are restrictions on the number of samples in each department can be unequal. Because the study of motivation factors influencing employee performances and in particular at NPC Safety and Environmental Service Company, it has limitations in terms of providing information to the other companies that have different types of operations.

Employees of the samples may have some basic understanding of the questions in each series are different and the data of each party is quite different.

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APPENDIX

APPENDIX A

Questionnaire

This questionnaire is designed to obtain information needed for the research entitled “Motivation Factors Influencing Employee Performances. A Case Study of NPC Safety and environmental Service Company”. The questionnaire contains 3 parts which are personal data, motivation factors and employee performance. At the end of the questionnaire would be recommendations for motivating to employees.

Part A

Personal Data Please ✓ in the appropriate provided.

- | | | | |
|----------------|---|--|--|
| Gender | <input type="checkbox"/> Male | <input type="checkbox"/> Female | |
| Age | <input type="checkbox"/> 21-30 | <input type="checkbox"/> 31-40 | <input type="checkbox"/> 41 and over years |
| Status | <input type="checkbox"/> Single | <input type="checkbox"/> Married | <input type="checkbox"/> Divorced <input type="checkbox"/> Widowed |
| Education | <input type="checkbox"/> Primary School Certificate | <input type="checkbox"/> High School Certificate | |
| | <input type="checkbox"/> Diploma Degree | <input type="checkbox"/> Bachelor Degree | |
| | <input type="checkbox"/> Master or Higher Degree | | |
| Position | <input type="checkbox"/> Operation level e.g. Officers | | |
| | <input type="checkbox"/> Management level e.g. Supervisor, Assistant-Supervisor | | |
| Length of work | <input type="checkbox"/> 1-5 years | <input type="checkbox"/> 6-10 years | <input type="checkbox"/> 11-15 years |
| | <input type="checkbox"/> 16-20 years | <input type="checkbox"/> More than 21 years | |
| Salary | <input type="checkbox"/> Less than 10,000 Baht | <input type="checkbox"/> 10,001-15,000 Baht | |
| | <input type="checkbox"/> 15,001-20,000 Baht | <input type="checkbox"/> 20,001-25,000 Baht | |
| | <input type="checkbox"/> 25,001-30,000 Baht | <input type="checkbox"/> 30,001-35,000 Baht | |
| | <input type="checkbox"/> 35,001-40,000 Baht | <input type="checkbox"/> 40,001-45,000 Baht | |
| | <input type="checkbox"/> 45,001-50,000 Baht | <input type="checkbox"/> More than 50,001 Baht | |

Part B

Motivation Please ✓ in blank of the items that most match your opinion.

Motivation		Rank				
		The most	Most	Moderate	Less	Least
Motivation Factors						
Achievement						
001	Always achieve the target					
002	Feeling as part of success					
003	Using the knowledge and ability to work					
Recognition						
101	Received praise from superiors					
102	Recognition from colleagues					
103	Honor and prestige of the profession to social acceptance					
Interesting work						
201	The importance of the work performed					
202	Work in the right job					
203	Interesting and challenging work					
204	Freedom during operation					
Increased responsibility						
301	Assigned important tasks					
302	The appropriateness of the workload					
303	Participation in the implementation plan					
304	Has been entrusted in the responsibility					

Motivation		Rank				
		The most	Most	Moderate	Less	Least
Advancement and growth						
401	Have been trained, further studied to develop themselves					
402	Have the opportunity to learning task in various fields					
403	Organization has defined avenues of promotion thoroughly					
404	Organization has provided of promotion equally					
405	Have been considered the performance fairly					
Hygiene Factors						
Company policy						
501	Clarification of policies thoroughly					
502	Planning work clearly					
503	Evaluation of operational policies					
504	Command appropriate to modern situation					
Supervision and relationships						
601	Providing advice and support operations of superiors					
602	Listening to suggestions of subordinates					
603	Fairness in the distribution of tasks					
604	Attention to protection of subordinates					
605	Good cooperation in working to accomplish					

Motivation		Rank				
		The most	Most	<i>Moderate</i>	Less	Least
606	Good relationships with other people in the company					
607	Satisfaction with your friendship among colleagues					
Working conditions						
701	Number of employees appropriate with work space					
702	Modernization of tools and equipment in the workplace					
703	Workplace is appropriate and conducive to work					
Salary						
801	Salary					
802	Bonus					
803	Welfare for medical expenses					
804	Welfare for loan					
Security						
901	Stability in the career					
902	Stability of NPC Safety and Environmental Service Company					

Part C

Employee performance Please ✓ in blank of the items that most match your opinion.

Employee performance		Rank				
		The most	Most	Moderate	Less	Least
1001	Your performance appraisal in NPC S&E					
1002	Motivation to work in NPC S&E					
1003	Satisfaction in work life at NPC S&E					

Recommendations for motivating to employees at NPC Safety and Environmental Service Company (NPC S&E)

☺ Thank you again for your assistance in answering the questionnaire ☺

แบบสอบถาม

แบบสอบถามนี้ถูกออกแบบมา เพื่อให้ได้ข้อมูลที่จำเป็น สำหรับการวิจัยเรื่อง ปัจจัยทางด้านแรงจูงใจที่ส่งผลต่อประสิทธิภาพการทำงานของพนักงาน กรณีศึกษาจาก บริษัท เอ็นพีซี เซฟตี้ แอนด์ เอ็นไวรอนเม้นทอล เซอร์วิส จำกัด แบบสอบถามประกอบด้วย 3 ส่วน ซึ่งเป็นข้อมูลส่วนบุคคล ปัจจัยทางด้านแรงจูงใจ และ ประสิทธิภาพการทำงานของพนักงาน ในส่วนท้ายของแบบสอบถาม จะเป็นข้อเสนอแนะสำหรับการสร้างแรงจูงใจในการทำงาน

ส่วนที่ 1

ข้อมูลทั่วไปของผู้ตอบแบบสอบถาม กรุณาทำเครื่องหมาย ✓ ลงในช่อง

- | | | | |
|-----------|--|---|--|
| เพศ | <input type="checkbox"/> ชาย | <input type="checkbox"/> หญิง | |
| อายุ | <input type="checkbox"/> 21-30 | <input type="checkbox"/> 31-40 | <input type="checkbox"/> 41 หรือ มากกว่า |
| สถานภาพ | <input type="checkbox"/> โสด | <input type="checkbox"/> สมรส | <input type="checkbox"/> หย่าร้าง <input type="checkbox"/> หม้าย |
| การศึกษา | <input type="checkbox"/> ประถมศึกษา | <input type="checkbox"/> มัธยมศึกษา | |
| | <input type="checkbox"/> อนุปริญญา | <input type="checkbox"/> ปริญญาตรี | |
| | <input type="checkbox"/> ปริญญาโท หรือ สูงกว่านั้น | | |
| ตำแหน่ง | <input type="checkbox"/> ระดับปฏิบัติการ เช่น เจ้าหน้าที่ฝ่ายต่างๆ พนักงานบริหาร เป็นต้น | | |
| | <input type="checkbox"/> ระดับบริหาร เช่น หัวหน้างาน, ผู้จัดการ เป็นต้น | | |
| อายุงาน | <input type="checkbox"/> 1-5 ปี | <input type="checkbox"/> 6-10 ปี | <input type="checkbox"/> 11-15 ปี |
| | <input type="checkbox"/> 15-20 ปี | <input type="checkbox"/> มากกว่า 20 ปี | |
| เงินเดือน | <input type="checkbox"/> น้อยกว่า 10,000 บาท | <input type="checkbox"/> 10,001-15,000 บาท | |
| | <input type="checkbox"/> 15,001-20,000 บาท | <input type="checkbox"/> 20,001-25,000 บาท | |
| | <input type="checkbox"/> 25,001-30,000 บาท | <input type="checkbox"/> 30,001-35,000 บาท | |
| | <input type="checkbox"/> 35,001-40,000 บาท | <input type="checkbox"/> 40,001-45,000 บาท | |
| | <input type="checkbox"/> 45,001-50,000 บาท | <input type="checkbox"/> มากกว่า 50,001 บาท | |

ส่วนที่ 2

แรงจูงใจ กรุณาทำเครื่องหมาย ✓ ลงในช่องที่ตรงกับความคิดมากที่สุด

แรงจูงใจ		ระดับ				
		มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
ปัจจัยที่จูงใจ						
ความสำเร็จของงาน						
001	ผลสำเร็จของงานเป็นไปตามเป้าหมายเสมอ					
002	ความรู้สึกร่วมเป็นส่วนหนึ่งของความสำเร็จในงาน					
003	ได้ใช้ความรู้ความสามารถที่มีในการทำงาน					
การยอมรับนับถือ						
101	ได้รับการยกย่องชมเชยจากผู้บังคับบัญชา					
102	ได้รับการยกย่องชมเชยจากเพื่อนร่วมงาน					
103	มีเกียรติและศักดิ์ศรีในอาชีพที่สังคมยอมรับ					
ลักษณะงาน						
201	ความสำคัญของงานที่ปฏิบัติ					
202	งานที่ทำเป็นงานที่ตรงกับความถนัด					
203	ความน่าสนใจและความท้าทายของงาน					
204	มีอิสระในระหว่างปฏิบัติงาน					
ความรับผิดชอบต่องาน						
301	ได้รับมอบหมายงานที่มีความสำคัญ					
302	ความเหมาะสมของปริมาณงานที่ได้รับ					
303	มีส่วนร่วมในการกำหนดแผนปฏิบัติงาน					
304	ได้รับความไว้วางใจจากผู้บังคับบัญชาในงานที่รับผิดชอบ					

แรงจูงใจ		ระดับ				
		มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
ความก้าวหน้าในหน้าที่การงาน						
401	ได้รับการฝึกอบรมหรือการศึกษาต่อเพื่อพัฒนาตนเอง					
402	มีโอกาสได้เรียนรู้งานในด้านต่างๆเพื่อพัฒนาตนเอง					
403	องค์กรได้กำหนดเส้นทางในการเลื่อนตำแหน่งอย่างชัดเจน					
404	องค์กรได้ให้โอกาสในการเลื่อนตำแหน่งอย่างเท่าเทียม					
405	ได้รับการพิจารณาศักยภาพการทำงานอย่างเป็นธรรม					
ปัจจัยที่ค้ำจุน						
นโยบายของบริษัท						
501	ได้รับการชี้แจงนโยบายให้ทราบอย่างทั่วถึง					
502	องค์กรได้วางแผนแนวทางการทำงานอย่างชัดเจน					
503	มีการประเมินผลการปฏิบัติงานตามนโยบาย					
504	คำสั่งมีความทันสมัยและเหมาะสมกับสถานการณ์					
ความสัมพันธ์กับบุคคลในหน่วยงาน						
601	ผู้บังคับบัญชาได้ให้คำแนะนำและช่วยเหลือในด้านการปฏิบัติงาน					
602	ผู้บังคับบัญชารับฟังข้อเสนอแนะของผู้ใต้บังคับบัญชา					
603	ผู้บังคับบัญชา มีความยุติธรรมในการกระจายงาน					
604	ผู้บังคับบัญชา มีความเอาใจใส่ต่อสวัสดิภาพของผู้ใต้บังคับบัญชา					

แรงจูงใจ		ระดับ				
		มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
605	มีการช่วยเหลือกันในการทำงานให้สำเร็จ					
606	มีความสัมพันธ์อันดีกับกับคนอื่นๆในบริษัท					
607	ความรู้สึกรักพอใจกับมิตรภาพของเพื่อนร่วมงาน					
สภาพแวดล้อมในการทำงาน						
701	จำนวนพนักงานมีความเหมาะสมกับพื้นที่ทำงาน					
702	ความทันสมัยของอุปกรณ์และเครื่องมือในการทำงาน					
702	สถานที่ทำงานมีความเหมาะสมและเอื้อต่อการทำงาน					
รายได้และผลตอบแทน						
801	เงินเดือน					
802	โบนัส					
803	สวัสดิการค่ารักษาพยาบาล					
804	สวัสดิการเพื่อกู้ยืมเงินประเภทต่างๆ					
ความมั่นคงในหน้าที่การงาน						
901	ความมั่นคงในตำแหน่งหน้าที่การงาน					
902	ความมั่นคงของ บริษัท เอ็นพีซี เซฟตี้ แอนด์ เอ็นไวรอนเมนท์ เซอร์วิสเซส จำกัด					

ส่วนที่ 3

ประสิทธิภาพการทำงานของพนักงาน กรุณาทำเครื่องหมาย ✓ ลงในช่องที่ตรงกับความคิดมากที่สุด

ประสิทธิภาพการทำงาน		ระดับ				
		มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
1001	การประเมินประสิทธิภาพในการทำงานของท่านในบริษัท เอ็นพีซี เซฟตี้ แอนด์ เอ็นไวรอนเมนทอล เซอร์วิส จำกัด					
1002	แรงจูงใจในการทำงานใน บริษัท เอ็นพีซี เซฟตี้ แอนด์ เอ็นไวรอนเมนทอล เซอร์วิส จำกัด					
1003	ความพึงพอใจในชีวิตการทำงานที่ บริษัท เอ็นพีซี เซฟตี้ แอนด์ เอ็นไวรอนเมนทอล เซอร์วิส จำกัด					

ขอแนะนำสำหรับการสร้างแรงจูงใจในการทำงานของ บริษัท เอ็นพีซี เซฟตี้ แอนด์ เอ็นไวรอนเมนทอล เซอร์วิส จำกัด

😊 ขอขอบคุณอีกครั้งสำหรับความกรุณาของท่านในการตอบแบบสอบถาม 😊

APPENDIX B

Topics in interviews for the research

Motivation Factors Influencing Employee Performances.
A Case Study of NPC Safety and environmental Service Company

The interview is divided into the following 2 topics,

1. Motivation factors influencing employee performances
 - What do you think about motivation factors influencing employee performances?
2. Interesting work do not supplement the issue of employee performances
 - What do you think about interesting work do not supplement the issue of employee performances?

APPENDIX C

NPC Safety and Environmental Service company Profile

NPC Safety and Environmental Service or NPC-S&E is subsidiary of PTT Global Chemical Public Company limited. NPC-S&E has official since 2005. They provide training and consultancy service for quality, environment, Occupational Health and Safety. They have high experience and reliable consultants which come from industrial. For the training center we also provide service about seminar room, fire training ground which is simulating like an actual work place. Emergency control center which equipped tools with international standard.

Furthermore they also have service in Safety officer (Man power), Environment monitoring, Inspection body, Personal Protective Equipment for Rent / Sell / Calibrate. In present, they serve more than 5,000 companies. Account of trainee more than 12,000 people / year. They continued improve service quality by apply ISO Standard. They already get certificate from Management System Certification Institute (MASCI) 4 standard as following ISO 9001 : 2008, ISO 14001 : 2004, TIS 18001 : 2542, OHSAS 18001 : 2007 and they still in progress apply for ISO 50001.

In their 8 years, they never stop improve our service quality for serve customer demand to achieve maximize satisfaction. They hope that, they will to be part of your success in Quality, Health, Safety, and environmental forever.

Vision

Leader in total solution provider for occupational health, safety and environmental service.

Mission

- Providing varieties of products and services.

- Providing training with up-to-date courses, efficiency and high technology equipment. Providing products and services with quality to fulfill customer requirements always, concentrating on learning and innovating.
- Complying with legal and other requirements for both products and services.

BIOGRAPHY

Name-Surname	Piya Lasunonth
Date of Birth	April 21, 1985
Home town	Khon Kaen Province, Thailand
Education	Bachelor of art (German) Minor -Hotel management and tourism, Humanities and Social sciences, Khon Kaen University
Position	Administration Office
Company	NPC Safety and Environmental Service CO., LTD