

MOTIVATION FACTORS AFFECTING EMPLOYEES' PERFORMANCE: A CASE STUDY OF TGT CONSTRUCTION PARTNERSHIP LIMITED

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ABSTRACT

With vibrant workforce motivation techniques, now-a-days companies spend a lot in terms of acquisition, retention and making the employees productive. The current study focuses on work motivation of employees in TGT Construction Partnership Limited attempts to evaluate factors that have influences on work motivation of the employees. Mixed methodology is employed using which a total of 34 employees participated in this study. The significance of factors affecting work motivation of employee showed high level of overall mean beginning with job achievement, progress in career, work environment, compensation and fringe benefits, interpersonal relation, responsibility, and job security respectively. Hypothesis test result indicates that motivation factors including progress in career and responsibility are related to employee's work motivation. Supporting factors including interpersonal relation, job security, compensation and fringe benefits have relationship with employee's work motivation. It is also found that motivating factors affecting work performance of employees in terms of progress in career employees want equal chances for growth and organizational support whereas progress will be the result of the knowledge, skills, and responsibility in their job. In terms of responsibility in the assigned work, employees prefer to be part of it. Supporting factors regarding interpersonal relation include having good relation and can work together with co-workers; regarding job security employees need a strong and firm organization; regarding current salary employees feel that it is suitable with their knowledge and skills and it is enough for living. Recommendation from the study is that CEO should encourage employees' participation in recreation activities to gain acceptance and togetherness leading to good relationship among employees so that they are motivated to work more effectively for the organization.

Keywords: *work motivation, work performance.*

Introduction:

Today's workforce is highly influenced by rapid economic change which is unavoidable and such change brought in drastic changes in the work place. According to Prashanth (2013), various factors are directly linked with the employee motivation such as productivity, employee commitment, business profits and personnel productivity. Ganta V.C (2014) said that when both conscious and unconscious factors interact with each other, motivation results. These

factors are intensity of desire or need, incentive or reward value of the goal, and expectations of the individual and of his or her peers. He also added that continuous stimulation should be there for both Internal and external factors to be continually interested and committed to a job, role or subject, or to make an effort to attain a goal. According to Ilgen and Klein, (1988) Motivation concerns that "psychological processes that cause the arousal, direction and persistence of behavior". Employee motivation has always been a central problem for leaders and

managers. Unmotivated employees are likely to spend little or no effort in their jobs, avoid the workplace as much as possible, exit the organization if given the opportunity and produce low quality work (Ganta V. C, 2014).

The Chief Executive Officer (CEO) of an organization plays an important role to motivate the employees by proper work-force management through creation of appropriate working structure and developing the knowledge and skills of employees for the employee welfare in turn companies' growth through the employees' maximum efficiency. However, today's companies find it challenging to identify the skilled ready-for-job manpower due to which the existing employees are overloaded that results in high attrition. Somyos Naweekan (2007) opined that it is crucial for a CEO to nurture and maintain a good workface rather than recruiting new ones in order to keep the opportunities high for the company to grow.. The current study focused on research on work motivation in order to maintain the organizational loyalty of employees of TGT construction Part Limited.

Research Objectives:

To evaluate the factors influencing work motivation of employees working in TGT Construction Part. Ltd.

Literature Review:

The current study is based on Herzberg's Two-Factor theory. According to Herzberg (1959: 3), job satisfaction is caused by what he called "motivators". These motivators include: achievement, recognition, work itself, responsibility, advancement, and growth. On the contrary, dissatisfaction is caused by problems with factors that Herzberg called "hygiene factors". These factors include: company policy and administration, supervision, relationship with supervisor, work conditions, salary, relationships with peers, personal life, and relationships with subordinates, status, and security

Table 1: Herzberg's Two-factor Theory

Hygiene Factors	Motivators
<ul style="list-style-type: none"> • Salary • Job Security • Working Conditions, • Level and Quality of Supervision • Company Policy and Administration • Interpersonal Relations 	<ul style="list-style-type: none"> • Nature of Work • Sense of Achievement • Recognition • Responsibility • Personal Growth and Advancement

Source: Herzberg (1959: 3)

Motivation Factors play the role in persuading employees to work efficiently for an organization including:

- Job achievement refers to ability to solve problems, prevent problems, and to be highly content when the work is achieved
- Acceptance refers to being accepted whether by supervisor or other people in an organization as well as being appreciated, complimented, congratulated, supported, or any other actions showing acceptance in one's ability
- Job characteristic refers to challenging job or a job that requires creativity or special skills
- Responsibility refers to satisfaction from receiving power to be fully responsible for assigned work without too tight control to work freely
- Progress in career refers to job promotion that follows achievement.

Hygienic factors neither motivate employee to work more efficiently nor motivate them to work enthusiastically. But they are primary measures to prevent job dissatisfaction resulting from environment which may not involve nature of the job at all. These factors include the following.

- Company policy refers to management and administration of the company which should maintain clear, fair, and non-overlapping job delegation
- Supervisor's control refers to ability of supervisor to perform the duty, fairness in work, problem-solving skills, and ability to guide subordinates
- Interpersonal relationship refers to communication among each other in good manner that shows good relationship and working together with understanding
- Working condition refers to physical condition of the work such as lighting, noise, air circulation, working hour, as well as other composition of work environment such equipment or tools used in work
- Salary refers to compensation, fringe benefits, or other benefits gained appropriately with the work performed
- Job security refers to feeling secured on the job position, organization, and occupation
- Position refers to socially acceptable work position with honor and dignity.

Related Studies:

Wasana Klamrassami (2010) studied motivation factors affecting employees' commitment in Thai Petroleum Pipeline Co., Ltd. The research attempted to assess demographic factors if they have effects on employees' commitment. The study found that education, marital status, and domicile affect enthusiasm in work. For work motivation, there are three categories including job characteristic, supervising, and compensation & fringe benefits. Wichai Sinthoram (2011) conducted the research on motivation of administrative officers working in Central Office of Attorney General. The study

indicated that work motivation was in a high level. Attempts in work showed the highest mean while spirit in work showed the lowest mean.

Kamolrat Bamrungsri (2012) studied work motivation of operational level employees of T.C.C Siam Drinking Water Co., Ltd. from 100 samples of operational level employees. Regarding supporting factors in work, the research found that operation level workers were mostly satisfied in working with colleagues. In terms of work environment, it was found that most operation level workers felt that the work place was suitable. Anchalee Mantaraksa (2013) did the research on employees' motivation in Production Efficiency Development Institute with objectives to: 1) study work motivation of employees; 2) compare work motivation with demographic factors; 3) evaluate factors related to employees' work motivation; 4) study factors affecting employees' motivation. Samples are 120 employees of Production Efficiency Development Institute. The research pointed out that workers had high level of work motivation as follows 1) Workers with different gender, age, work experience, and income had different work motivation 2) Work factor and personnel development factor were related to work motivation in the same direction at medium level 3) Work factor and personnel development factor could jointly determine work motivation.

Thawee Thongyoo (2013) studied employees' motivation in K.E.C. Electronics Public Co., Ltd. Samples are 80 employees working in the company. The study found supporting factors to be in high level of significance. Further, the research suggested improving motivating factors with less significance including job characteristic, admiration, and progress in career.

Research Methodology:

Mixed methodology (quantitative and qualitative) was applied in order to achieve the objectives set and a structured questionnaire was designed as a data collection instrument. The questionnaire consisted of three parts which covers

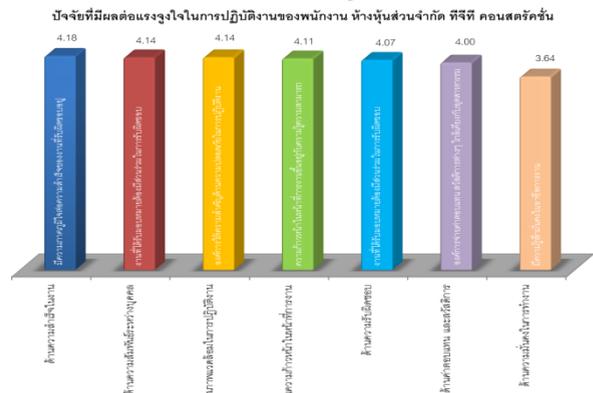
- Part 1 consists of demographic factor including gender, age, income, education, marital status, and work experience
- Part 2 contains questions about work motivation in the form of rating scale
- Part 3 is the open-ended questions for respondent's opinion

Data was collected through structured questionnaire from employees working in TGT construction Part Ltd (28 respondents answered quantitative and 6 respondents participated in qualitative). The collected data was analyzed in which the descriptive statistics included Percentage and Mean and inferential statistics included t-test, One-way ANOVA used for ANOVA analysis, Correlation, Coefficient, and Regression.

Research Findings

Based on the motivation and supporting factors, the study results is explained as follows. The research on work motivation of employee in TGT Construction Part. Ltd. was conducted on 28 questionnaire respondents who are all female, age 26-30, bachelor degree education, single status, less than 3 years' work experience, and average income 15,001-20,000 Baht.

Figure 1: Means in each aspect of work motivating factors



The figure 1 indicates that work motivating factors of employee in TGT Construction Part. Ltd. are in high level of overall significance with the mean of 4.10

Discussion:

Motivating factors: The study results inferred that the job achievement factors is in correlation with the finding Kamolrat Bamrungsri (2012) i.e., most operational level employees can work together with colleagues very well. Based on the career growth, the study results were in line with the study results of Kamolrat Bamrungsri (2012) i.e., most operational level employees are getting organization support for their skills development. In terms of responsibility, the research finding resembles that of Theeranand Phanit's (2012) which found that responsibility aspect had high level of significance.

Supporting Factors: In terms of interpersonal relationship, the research finding is in accordance with the study of Kamolrat Bamrungsri (2012) which found that most employees were satisfied with working together with colleagues. In terms of job security, the research found similar result to the study of Theeranand Phanit (2012) that job security was in the medium level of significance. The study results are in accordance with the Kamolrat Bamrungsri (2012)'s study with regards to work environment which suggested maintaining cleanliness of work place. In terms of compensation and fringe benefits, the finding is similar to the study of Kamolrat Bamrungsri (2012) which found that most employees need annual health check, annual leave, and appropriate salary with their job.

Data on factors affecting work motivation indicates high level of overall mean beginning with job

achievement, progress in career, work environment, compensation and fringe benefits, interpersonal relation, responsibility, and job security respectively. Data obtained from interviews showed that employees need confidence in the organization, security, as well as admiration and respect from the organization. Seminar should be held annually or quarterly to communicate organization's policy to employees.

Limitations of the study and the future Recommendations to the Organization:

The study limitations remains as the limited sample size which was restricted due to the restricted access to employees. Further, though it is a case study, the study should be done for other such industries in the province/regions so that a broader perspective can be attained. Recommendation from the study is that CEO should encourage employees' participation in recreation activities to gain acceptance and togetherness leading to good relationship among employees so that they are motivated to work more effectively for the organization.

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Table 1: Correlation Analysis between motivating factors and work motivation of employee

Motivating Factors	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Job Achievement	7.062	5.361	0.190	1.317	0.201
Progress in Career					
All employees have access to equal chances to grow in their career	10.000	4.422	0.269	2.261	0.033
Career growth is a result of skills, knowledge, and responsibility of employee.	12.798	4.107	0.401	3.116	0.005
Organization provides support for equal training and development to all employees.	9.029	3.975	0.295	2.272	0.033
Responsibility					
Assigned work must be participated in responsibility.	13.414	4.069	0.457	3.296	0.003
Assigned work requires high responsibility.	12.948	3.855	0.465	3.359	0.003

Supporting Factors	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Interpersonal Relation					
Being able to discuss about work with all colleagues smoothly.	12.606	3.721	0.474	3.387	0.003
Subordinates can always get guidance from you.	14.221	4.217	0.375	3.372	0.003
Being looked after regularly by supervisor.	10.699	4.298	0.320	2.489	0.021
Job Security					
Solidity of an organization.	13.016	4.852	0.370	2.683	0.014
Organization provides support to career development.	13.849	3.962	0.491	3.495	0.002
Work Environment	5.531	5.718	0.128	0.967	0.344
Compensation					
Current salary is suitable with knowledge and skill.	-16.255	7.044	-0.410	-2.308	0.032
Current salary is adequate for living.	17.676	7.809	0.405	2.264	0.036
