

Performance Motivation Development of Smart Land Asset Co., Ltd. Employees in Bangkok

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Abstract: *The purpose of this study was to determine factors of performance motivation development of Smart Land Asset Co., Ltd., Group. Samplings from this study were 85 Smart Land Asset Co., Ltd., Group employees by using questionnaire as a tool. The statistic applications used for this study were percentage, mean, standard deviation, t-test, One-way Anova, and regression analysis. Findings indicated that most of respondents were females, age between 31-40 years old, single and marriages status, earned less than bachelor degree education, average monthly income less than 20,000 baht, and 1-5 years working experience. The average picture of opinions regarding factors of performance motivation were in the high level consisted of work description, job responsibility, career advancement, job completion, company policy and employee management, work environment, relationship with coworkers and supervisors, quality of work life, and job security were in the high level, however career advancement, receive recognition, and salary aspects were in medium level. Hypothesis testing revealed that the factors of motivation, receive recognition, job completion, employees management, salary, work environment, and coworkers relationship were related to Smart Land Asset Co., Ltd., Group employees satisfaction with statistical significant at 0.05 level.*

Recommendations from this study were that administrative officers should open to employees' discussion, opinion and involve in decision making, create social event for company employees, suitable work environment, and adjust income to meet with current living expenses in order to maintain performance motivation for Smart Land Asset Co., Ltd., Group employees.

Keywords: *motivate development*

1. Introduction

All businesses in the present economy, the competition has been escalating, various techniques and strategies have been implemented in order to become the leader in business, create competitive advantage in the marketplace, and manage to the changing business condition. Therefore, companies need to adjust the process of operations, such as human resources development includes such opportunities as employee training, employee career development, performance management and development, coaching, mentoring, succession planning, key employee identification, organization development, system development in modern technology, and modify the internal management systems within the organization. Organizations have proven that the human resources are the most important in all businesses asset. Executive officers must proceed into account of the importance of employee motivation and morale. Smart Land Asset Co., Ltd. has been observed the operational behavior of the company employees in the past years and found that employees turned over rate approximately 40 percent of all company employees, as a result of the economic crisis and hired by rival companies. Such issues company can resolve turn over problem by creating incentives to workers as of the motivation in practice neither depend on any one factor, but it depends on many factors, each factor are affected differently, one factor might be the most important to an employee or a group of employees in different environment and culture, appropriate job

description may stimulates and enables collaboration, including responsibilities and achievements to get dignified may be able to overcome the problem. In contrast, employees dissatisfaction in the company policy, unhealthy work environment which finding an unfavorable solution will deteriorate in work practices.

Significance of the study

Therefore, researcher have considerate and foreseen benefits from this approach in the development of a system of staff to accomplish goals. The researcher, a general manager position of Smart Land Asset Co., Ltd. Group whose works related to the management and development of employee potential. The purpose of this study was to determine factors of performance motivation development of Smart Land Asset Co., Ltd., Group employees. To recommend the findings to Smart Land Asset Co., Ltd., for future human resources development.

Literature review

Two-factor theory and concepts of Frederick Herzberg's Two-Factor Theory

Two-factor theory distinguishes between:

1. Motivators (e.g. challenging work, recognition for one's achievement, responsibility, opportunity to do something meaningful, involvement in decision making, sense of importance to an organization) that give positive satisfaction, arising from intrinsic conditions of the job itself, such as recognition, achievement, or personal growth, and

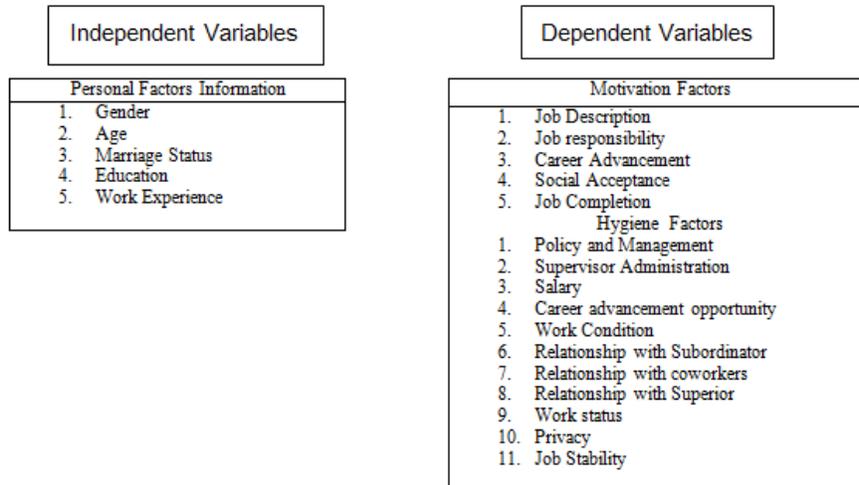
2. Hygiene factors (e.g. status, job security, salary, fringe benefits, work conditions, good pay, paid insurance, vacations) that do not give positive satisfaction or lead to higher motivation, though dissatisfaction results from their absence. The term "hygiene" is used in the sense that these are maintenance factors. These are extrinsic to the work itself, and include aspects such as company policies, supervisory practices, or wages/salary. Herzberg often referred to hygiene factors as "KITA" factors, which is an acronym for "kick in the ass", the process of providing incentives or threat of punishment to make someone do something.

According to Herzberg, hygiene factors are what causes dissatisfaction among employees in a workplace. In order to remove dissatisfaction in a work environment, these hygiene factors must be eliminated. There are several ways that this can be done but some of the most important ways to decrease dissatisfaction would be to pay reasonable wages, ensure employees job security, and to create a positive culture in the workplace. Herzberg considered the following hygiene factors from highest to lowest importance: company policy, supervision, employee's relationship with their boss, work conditions, salary, and relationships with peers. Eliminating dissatisfaction is only one half of the task of the two factor theory. The other half would be to increase satisfaction in the workplace. This can be done by improving on motivating factors. Motivation factors are needed to motivate an employee to higher performance. Herzberg also further classified our actions and how and why we do them, for example, if you perform a work related action because you have to then that is classed as "movement", but if you perform a work related action because you want to then that is classed as "motivation". Herzberg thought it was important to eliminate job dissatisfaction before going onto creating conditions for job satisfaction because it would work against each other.

2. The Purpose of the Study

The purpose of this study was to determine factors of performance motivation development of Smart Land Asset Co., Ltd., Group.

3. Frame Work of the Study



4. Sample Selection

Samplings from this study were 85 Smart Land Asset Co., Ltd., Group employees.

5. Data

Questionnaires were sent to 104 Smart Land Asset Co., Ltd., group of employees. A total of 85 usable questionnaires were returned back to the researcher, yielding a 95 percent response rate. A check for missing data was conducted since some questionnaires were incompletely filled. Since missing data was less than 10 percent of the data for any single variable, they were replaced with the column mean (Little & Rubin, 2002).

TABLE I shows results comparing the factors affecting the motivation, satisfaction in the performance of Smart Land Asset Co., Ltd., group of employees classified by gender

Gender	Mean	S.D.	t	df	Sig.	Test
Male	3.68	0.163	-0.552	83	0.882	No difference
Female	3.77	0.163				

Hypothesis testing of the value t – test at significance level 0.05 established that the factors of motivation towards satisfaction in the work performance of employees Sig. equal to 0.882 which is greater than the level of statistical significance 0.05, accepted main hypotheses H₀, interpreted that in Smart Land Asset Co., Ltd., characterized by the gender different was not affected to job performance satisfaction.

TABLE II shows the results of hypotheses testing of variance of employee performance satisfaction at Smart Land Asset Co., Ltd., classified by age

The important of motivation factors	SS	df	MS	F	Sig.	Test
Between Group	.618	3	.206	.361	.781	No difference
Within Group	46.159	81	.570			
Total	46.776	84				

The hypothesis testing revealed that the value of the One-Way ANOVA at significance level 0.05, motivation factors affecting the performance satisfaction of the employee at Sig. equal 0.781, which is greater than the level of statistical significance level 0.05, accepted main hypotheses H₀, Smart Land Asset Co., Ltd. employees with age different was not affected performance satisfaction.

TABLE III shows the results of hypotheses testing the variance of performance satisfaction of employees Smart Land Asset Co., Ltd. classified by marriage status

The important of motivation factors	SS	df	MS	F	Sig.	Test
Between Group	1.089	2	.545	.978	.381	No difference
Within Group	45.687	82	.557			
Total	46.776	84				

Test results from the hypotheses by the value of One-Way ANOVA at significance 0.05 level finds that motivation factors are affecting the performance satisfaction of the employee with valuable Sig. equal 0.381, which is more than the statistical significance 0.05 level, accepted main hypotheses H0, Smart Land Asset Co., Ltd. employees with marriage status different was not affected performance satisfaction.

TABLE IV shows the results of hypotheses testing the variance of performance satisfaction of employees Smart Land Asset Co., Ltd. classified by level of education

The important of motivation factors	SS	df	MS	F	Sig.	Test
Between Group	3.140	2	1.570	2.950	.058	No difference
Within Group	43.637	82	.532			
Total	46.776	84				

Test results from the hypotheses by the value of One-Way ANOVA at significance 0.05 level finds that motivation factors are affecting the performance satisfaction of the employee with valuable Sig. equal 0.58, which is greater than the statistical significance 0.05 level, accepted main hypotheses H0, Smart Land Asset Co., Ltd. employees with level of education different was not affected performance satisfaction.

TABLE V shows the results of hypotheses testing the variance of performance satisfaction of employees Smart Land Asset Co., Ltd. classified by average monthly income

The important of motivation factors	SS	df	MS	F	Sig.	Test
Between Group	2.043	3	.681	1.233	.303	No difference
Within Group	44.733	81	.552			
Total	46.776	84				

Test results from the hypotheses by the value of One-Way ANOVA at significance 0.05 level finds that motivation factors are affecting the performance satisfaction of the employee with valuable Sig. equal 0.58, which is greater than the statistical significance 0.05 level, accepted main hypotheses H0, Smart Land Asset Co., Ltd. employees with average monthly income different was not affected performance satisfaction.

TABLE VI shows the results of hypotheses testing the variance of performance satisfaction of employees Smart Land Asset Co., Ltd. classified by operational experience

The important of motivation factors	SS	df	MS	F	Sig.	Test
Between Group	4.898	3	.693	1.103	.129	No difference
Within Group	41.879	81	.517			
Total	46.776	84				

Test results from the hypotheses by the value of One-Way ANOVA at significance 0.05 level finds that motivation factors are affecting the performance satisfaction of the employee with valuable Sig. equal 0.58, which is greater than the statistical significance 0.05 level, accepted main hypotheses H0, Smart Land Asset Co., Ltd. employees with operational experience different was not affected performance satisfaction.

6. Conclusion

Findings indicated that most of 85 respondents were females, age between 31-40 years old, single or marriages status, received less than bachelor degree, average monthly income less than 20,000 baht, and 1-5 years working experience.

Results from the study found that the average picture of opinions of motivation factors that affect work performance of employees at Smart Land Asset Co., Ltd., were in high level, consisted of job description, job responsibility, career advancement, social acceptance, job completion, company policy and management, supervisor administration, salary and compensation, career advancement, opportunity, work condition, relationship with subordinator, relationship with coworkers, relationship with superior, work status, privacy, and job stability with details as follows:

1. Suggestions for further study

Administrative officers should open to employees' discussion, opinion and involve in decision making, create social event for company employees, suitable work environment, and adjust income to meet with current living expenses in order to maintain performance motivation for Smart Land Asset Co., Ltd., group employees.

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