A STUDY OF FACTORS INFLUENCE EMPLOYEE MOTIVATION WITHIN ORGANIZATION IN THAILAND



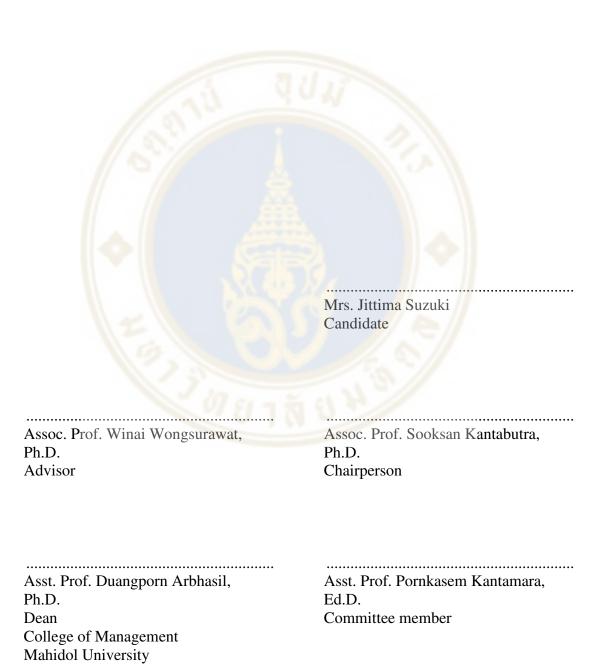
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Jittima Suzuki

A STUDY OF FACTORS INFLUENCE EMPLOYEE MOTIVATION WITHIN ORGANIZATION IN THAILAND

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ABSTRACT

Organization refers to a collection of people, who are involved in pursuing defined objectives. The organization is the relation of division of work among employees and alignment of tasks towards the goal of the company. Hence, an employee is said to be a company's asset toward organization performance and success. This paper investigates the important factors that influence employee motivation within organizations in Thailand. The study objective is to understand the essential motive factor which drives employee's motivation to work and can gain higher performance and productivity in organization. It helps organizations be aware about the most effective employee's motivation factor and how it impacts on both individual and organizational performance. As a result, organizations can prepare on what needs to attract new employees and how to retain the high performer employees within the organization.

This research focuses on various working industries in Thailand such as, banking and financial, manufacturing, retails, trading, oil and gas, and services business-related industries. Data were collected from 80 respondents by using both questionnaire random survey as quantitative method and two additional interviewing as qualitative method. The finding of most essential results regarding employee motivation factors are attractive company remuneration packages, recognition, working environment and organizational culture and value. The most interesting finding motivation factor is recognition which has a high impact on employee performance as well as monetary factors. The great advantage of this research is not only to understand what excel employees to be more productive and performance satisfaction. But organizations can also learn to become sustainable and professional human capital development organizations in the long run.

KEY WORDS: Employee motivation/ Employee performance/ Higher performance organization/ Recognition/ Work environment

44 pages

CONTENTS

	Page
ACKNOWLEDGEMENTS	ii
ABSTRACT	iii
LIST OF TABLES	vi
LIST OF FIGURES	vii
CHAPTER I INTRODUCTION	1
1.1 Background	1
1.2 Problem statement	2
1.3 Objective of study	2
1.4 Research questions	3
1.5 Scope of study	3
1.6 The research framework	4
1.7 Expected benefits	4
CHAPTER II LITERATURE REVIEW	5
2.1 Definitions of motivation and employee motivation	5
2.1.1 Intrinsic motivation	5
2.1.2 Extrinsic motivation	6
2.2 Rewards and recognition	6
2.2.1 Rewards	6
2.2.2 Recognition	7
2.3 Company benefits and welfares	7
2.4 Working environment	8
2.5 Organizational culture and values	9
2.6 Theoretical framework	11
2.6.1 Maslow's Hierarchy of Needs Theory	10
2.6.2 Herzberg's Two-Factor Theory of Motivation	12
2.6.3 Herzberg's Goal-Setting Theory of Motivation	13

CONTENTS (cont.)

		Page
	2.6.4 McClelland's Theory of Needs	13
CHAPTER III	RESEARCH METHODOLOGY	15
3.1 R	esearch design	15
3.2 Sa	ample size and data collection	15
3.3 Q	uestionnaire and interview details	16
	3.3.1 Focus group and details of survey into 3 parts	16
3.4 In	strumental	17
3.5 D	ata a <mark>nal</mark> ysis	19
CHAPTER IV	RESEARCH FINDING	20
4.1 D	escriptive statistics	20
4.2 A	na <mark>lyz</mark> e the resear <mark>ch questions</mark>	23
CHAPTER V	CONCLUSION AND RECOMMENDATIONS	32
5.1 C	onclusion	32
5.2 R	ecommendations	33
5.3 L	imitations and further research	36
REFERENCE	S	37
APPENDICES		39
RIOGRAPHY		44

LIST OF TABLES

Table		Page
2.1	Intrinsic motivation	6
2.2	Extrinsic motivation	6
3.1	Questionnaires' details	17
3.2	Interviewees' details	19
4.1	Demographic data summaries	21
4.2	The result finding for questionnaire (6)	23
4.3	The result finding for questionnaire (7)	24
4.4	The result finding for questionnaire (8)-(11)	26

LIST OF FIGURES

Figu	re	Page
1.1	Framework	4
2.1	Workplace environment and employee's performance	9
2.2	Workflow operation	10
2.3	Maslow's Need Hierarchy Model	11
2.4	Maslow's Need Hierarchy Model 2	12
4.1	Bar chart result finding questionnaire (6)	23
4.2	Bar chart result finding questionnaire (7)	25
4.3	bar chart result finding questionnaire (8)-(11)	26
4.4	Bar chart result finding questionnaire (12)	27
5.1	The Pact Organizational Performance Index (OPI)	34
5.2	Optional flexible benefits and welfare sample	35

CHAPTER I INTRODUCTION

1.1 Background

In our daily life everyone is trying to work harder to achieve something that aims for it such as a better career goal. We cannot deny that we need to self-motivate by something or the reasons to attract our full attention and receive something in return. Good company's remuneration has been found over the years to be one of the most important factors among employees and its help organization to increase employee performance and result in higher organization productivity. Global economic trends today have forced employers to realize the fact that to compete favorably, the performance of their employees goes a long way in determining the success of a company. Performance of employees in any organization is shown not only for the company growth but also the individual employee development (Meyer and Peng, 2006). Therefore, an organization must understand who outstanding workers are, who need additional training and those who are not contributing to efficiency and company welfare. Performance on the job can be assessed at all levels of employment such as, decision making related to promotion, job rotation and employee satisfaction.

Therefore, this research is trying to find out the important factors that impact on employee motivation and performance which seeks to look at how employees can be motivated and lead to the achievement of both individual and organization. This research will involve several different areas as below

- Employee motivations and meaning
- Rewards and company benefit and welfares
- Recognition
- Working environment
- Organizational culture and value

In order to support the information finding four related theories were taken into consideration which are Maslow's Hierarchy of Needs Theory, Herzberg's Two-

Factor Theory of Motivation, Goal-Setting Theory of Motivation and McClelland's Theory of Needs.

Quantitative randomly questionnaire survey will be conducted to gather all information motivation regarding factors of employee's need and there will be some deep interview data collection from two management employees point of views as the qualitative method on their personal motivation factors and how it becomes a tool to increase higher productivity within organization as well as individual life achievement.

Additionally, in the last chapter the finding conclusion and recommendations will be given. The performance appraisal processes are used to measure employee performance and to understand what are the necessary areas that employees need to improve for better quality of work and life. Hence, employee performance appraisal and feedback are also essentials for discussion.

1.2 Problem statement

What are the most important factors to motivate employees to work harder and be able to maximize their benefit toward the organization? Company's rewards, and remuneration offering packages could be necessary choices to draw employee's attention but not all is about. The question of this research "what are factors that impact and motivate employees toward high performance organization?" Money may be the most important factor for most employees and related to higher performance, however other aspects of desire such as recognition, working environment, organizational culture and value could be significant as well as monetary related factors. Therefore, this study helps to find out the essential factors that drive employee's motive to work harder and result in higher performance and productivity within an organization.

1.3 Objective of the study

The general objective of the study is to investigate the place of motivation in increasing organizational productivity among employees who are working in various business industries in Thailand as details below

- To identify the effect of employee's motivation on organization performance
- To determine the factors that increase motivation of employees in an organization.
- To understand the relationship between the reward, recognition and working environment, organizational culture and value toward employee performance in organization and why?
- How individual companies improve to motivate employees to gain higher performance in business today.
- How suitable employee's motivation helps to retain and maintain employees of an organization?

1.4 Research questions

- 1. What employee's motivation factors most important impact toward employee performance within an organization?
- 2. How employee motivation relates to the organizational performance and the impact on productivity?
- 3. How organizations need to increase motivation tools to influence employees in organization?

1.5 Scope of the study

Employee's questionnaire survey information from various working industries such as, banking and financial, manufacturing, retails, trading, oil and gas, and services business-related industries. The study will be focused on different groups in terms of different years of working experiences, positioning and their individual status, whereas there will be additional interviews of management level employees from services recruitment business field and banking industries as additional supportive information.

1.6 The research framework



Figure 1.1 Framework

1.7 Expected benefits

The objective of this study is to analyze the impact of employee motivation on organization performance and to understand the important motivational factors that drive employees to work effectively toward organization goals. Then to be able to give recommendations of how organizations can improve their management strategies to gain higher productivity. This research will give more insight information that can be used for future organization improvement such as.

- Setting suitable company's benefits and welfare for employee best needs
- Create the working flow and processes which suitable to working business and environment
 - Create growth mind set of employees within organization
- Companies can attract, retain and maintain the new joiner and top performer employee to stay longer and enhance high quality of work.
- How to become the higher organization performance and long-term sustainable growth

CHAPTER II LITERATURE REVIEW

2.1 Definitions of motivation and employee motivation

Motivation is the word derived from the word 'motive 'which means needs, desires, wants or drives within the individuals. It is the process of stimulating people to act in order to accomplish their goals (Juneja, 2018). In terms of work goal context, it can be understood as the psychological factors which stimulate the employees' behaviors such as, desire for money, success, company's recognition, individual jobsatisfaction, the teamwork or working cultural environment within the company. Singh (2015) reported that motivation formulates an organization more successfully because its help to provoke employees to improve practices to do better work in organization. Therefore, it can be said that motivation employees are always responsive to their definite goals and objectives which they must achieve. Motivation can be separated into two different types as below,

2.2.1 Intrinsic motivation

Intrinsic motivation is the act of doing something without any external reward. Employees are willing to achieve their setting goal because it is enjoyable and interesting, rather than because of good incentive or pressure to do as such because of rewards or deadlines. Some experts believe that intrinsically motivated behaviors are the reward of the activity itself and cannot build from any external factors. There are some examples of intrinsic motivation such as exercising because you enjoy physical challenges toward your body instead of doing it to lose weight or volunteering because you feel fulfilled rather than needing it to meet work requirements.

Table 2.1 Intrinsic motivation

	Motivation	Goals
Intrinsic	You do the activity because it is internally rewarding. You may do it because it is fun, enjoyable and satisfying	Goal come from within and the outcomes satisfy your basic psychological needs for antinomy, competence and relatedness.

2.1.2 Extrinsic motivation

According to Kendra, (2009) explained about extrinsic motivation refers to the behavior that is driven by external rewards such as money, grades and praise. This type of motivation arises from outside the individual, as opposed to intrinsic motivation, which originates from inside of the individual. The obvious sample regarding extrinsic motivation that we see more often such as, when parents want their kids to do something as their expectation such as homework, many parents might start by offering some type of reward as special treat or gift in exchange if they act accordingly. This is an example of extrinsic motivation since the behavior is motivated by a desire to gain an external reward. Similarly, within the workplace, the high-performance salesperson who reached their KPIs target may receive money incentive or commission on top of the monthly salary earned.

Table 2.2 Extrinsic motivation

	Motivation	Goals
Extrinsic	You do the activity in order to get external reward in return.	Goals focus on an outcome and do not satisfy your basic psychological needs. Goals involve external gains such as, money, fame, power or avoiding consequences.

2.2 Rewards and recognition

2.2.1 Rewards

According to Cambridge dictionary reward means something given in exchange for goods behaviors or good work such as bonus, money exchange with information. There are two types of rewards which are; tangible rewards such as money, vacations, and material objects. Intangible rewards can be something such as prizes, plaques or any celebration for high performance. Such as, additional education or training. In addition to above Pitts, (1995) divided reward into two groups which are intrinsic and extrinsic rewards. Intrinsic rewards normally occur due to the employee motivation to excel the Intrinsic motivation such as, accomplishment of job itself or satisfaction of working outcomes and personal growth. Extrinsic rewards such as bonus or prize that employees received from the company including promotion, extra benefits given. Therefore, it can be said that rewards can be a powerful system influence on employee performance and as a result of good organization productivity (Aguinis et al., 2013).

2.2.2 Recognition

Employee's recognition is the acknowledgement and expressed appreciation for employees' contribution from their organization. It can be seen in various forms such as, certificate of the top performer of the month or such a promotion of higher-level positioning in the company according to their contribution and experiences. However, recognition should be consistent and because of employee performance is clearly achieved. Referring to Dubrin, (2004), stated that "motivating employees by giving them prize and recognition could be considered as a direct of positive reinforcement and performance". Hence, companies or organizations need to implement the right recognition system in order to turn the business into a competitive trend. The right recognition system can be a very powerful tool to improve employee engagement, reduce turnover, increase productivity, boost morale, and build stronger organizational value. Moreover, recognition will create a company that will be an

employer of choice, it will attract more skillful employees to the company which will help the company gain comparative advantage directly.

2.3 Company benefits and welfares

Different companies in Thailand have implemented different types of benefits and welfare and it could depend on business type, industry and company's policies. However, in Thailand all companies must follow compliance and the standard act of Thai labor law. Company's benefits and welfare always refer to the salary or remuneration packages offering, incentive, life insurance, health insurance, retirement benefits, detail and vision insurance, sick days and annual vocational days. Today company's benefits and welfare play an important role to attract new employees or retain the best talents for the organization. Of course, higher performance organizations often set their company benefits most attractive for employees and customize as individual needs.

2.4 Working environment

As we know that employee's productivity is the heart of any organization. The higher performance organizations today also depend on how their employees perform in the workplace. In order to increase the employee' productivity, organizations must create a suitable working environment that can be fit to the business type and employee job functions. Therefore, the workplace environment has a direct impact on employee behaviors toward their work. A good organization is one which puts full attention to employee's wellbeing and sees them as one of the most important assets who drive the organization's success. Hence, the work environment influences the employee's cognitive and emotional set, concentration, behavior, actions and ability to fulfill organization goals (Satyendra, 2015). Refer to Clark, (2019) described that higher productivity companies must ensure their employees' happiness during work. It is the organization's responsibility to create a clean and nominate working environment by providing enough facilities and job security to retain employee comfort at work. Which

means the effective working environment required to have the atmospheres where employees can expect results that can be achieved easily on the job. Proper physical environment affects how employees in an organization perform tasks best and has a direct effect on the human sense, delicate changes interpersonal interactions and so consequence on company's productivity. Moreover, a good workplace helps the conducive environment bring improvements to the employees' physical and mental capabilities to perform their daily routine well. Whereas, an improper and unwanted working environment can result in work stresses, underutilization of the employee capabilities and low productivity finally. Below are the most important factors that companies need to provide and maintain to create the best working environment within the organization. Such as, building design and age, workplace layout, cleanliness, space for work and free time, working room temperature, ventilation, lighting, noise, vibration, radiation and air quality.

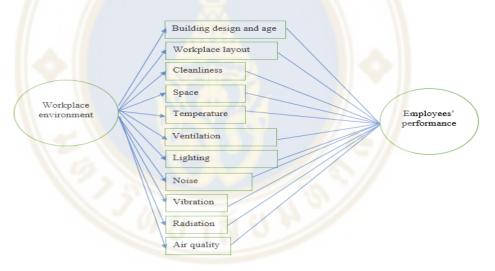


Figure 2.1 Workplace environment and employee's performance

It can be said that a good working environment, which is comfortable, flexible and aesthetic to the employee encourages their mobility, concentration, sensory and physical connection to work roles and foster employees' engagement. the physical and mental well-being of the employees. "A properly designed user-friendly physical workplace environment is central to employee engagement and consequently organizational success" (Satyendra, 2015).

2.5 Organizational culture and values

According to Cambridge dictionary, culture can be defined as the way of life, the general customs and beliefs in a group of people at a time. Organizational culture refers to a system of shared meaning which is held by members that distinguishes the organization such as share meaning of values, beliefs and assumptions that characterize organization (Robin, et al, 2016). When the organization formed their own culture the values of vision and mission also needed to be established by leaders and then communicated and reinforced through various methods which help to shape employee perceptions, behaviors and understanding toward company goals. Most companies that had built strongly bone culture and value as their fundamental effectively within organization resulted in great performance in both productivity and human capital development. Nowadays, there is various research and study on organizational culture and its impact on employee performance. However, Stankard, (2002) and Kim et al, (2004) had mentioned that the organizational culture is one of the major impacts on the outcomes during daily work operations and lead to the result of employee's performance.

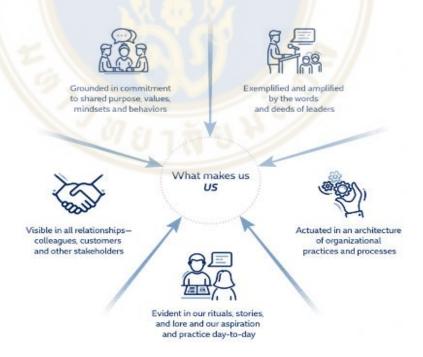


Figure 2.2 Workflow operation

Therefore, it is well understood that organization culture has great influences on employee's performance improvement, encouraging positive behaviors, working effectiveness and supporting higher organization productivity and individual development certainly.

2.6 Theoretical framework

2.6.1 Maslow's Hierarchy of Needs Theory

Abraham Maslow is well known for proposing the Hierarchy of Needs Theory in 1943. This theory is a classical depiction of human motivation which assumes that there is a hierarchy of five needs within each individual and varies in urgency. These five needs are physiological needs, safety needs, social needs, esteem needs and self-actualization needs. The theory defined that individuals are motivated by unsatisfied needs. Each of these needs is significantly satisfied, it drives and forces the next need to happen. However, in the workplace not all employees are having the same needs. Individuals may be driven by different needs at the same point of time. It is always the most powerful unsatisfied need that motivates an individual.



Figure 2.3 Maslow's Need Hierarchy Model



Figure 2.4 Maslow's Need Hierarchy Model 2

Therefore, managers who manage the employee in the company play an important role to understand and give employees appropriate package salary in order to purchase the necessities of life. It is the responsibility of the manager to provide the employee job security, safe and hygienic working environment or retirement benefits to retain them, stay longer and be able to create higher productivity in the company. In terms of employees' social need is another matter of concern, managers should encourage teamwork and employee engagement. One of the most important needs is esteem needs, a company should appreciate and reward employees on accomplishment and success. Furthermore, the self-actualization needs which related to the employee's job satisfaction and challenge need to synchronize well according to employees 'skills, knowledge and competencies (Maslow, 1970).

2.6.2 Herzberg's Two-Factor Theory of Motivation

According to Herzberg who proposed a two-factor theory of motivation, there are some job factors that result in satisfaction and on the other hand there are also other job factors that lead to dissatisfaction. Herzberg describes these job factors into two categories. There are hygiene factors and motivation factors. Hygiene factors are referred to as those job factors that are essential for the existence of employees' motivation at the workplace and it does not lead to the positive satisfaction in the long term. Meaning that hygiene factors mostly concern extrinsic to work such as, the pay or

salary structure, company policies, fringe benefits and welfare, working condition and environment of workplace, interpersonal relations between peers, superiors and subordinate and including job security toward employees. Therefore, "the hygiene factors symbolized the physiological needs which individual's preference and expected to be fulfilled (Herzberg, 1959).

On the other hand, motivation factors according to Herzberg is related to the positive satisfaction from the inside of employees. These factors are involved with employee job performance which is more related to the intrinsically rewarding and it concerns the psychological needs. Such as, employee's recognition and praise for accomplishment by organization, sense of achievement, job growth and promotion opportunities, ownership and responsibility of the work or meaningfulness of the work itself. In this discussion it can be summarized that the two-factor theory has implied relates to the manager of the company, who should pay more attention upon the adequacy of hygiene factors to avoid employee dissatisfaction. And companies need to ensure the job itself is giving proper rewards so that the employees can be able to work and perform harder and better-quality productivity within the organization promptly.

2.6.3 Goal-Setting Theory of Motivation

According to goal setting theory of motivation states that goal setting is essentially linked to task performance. It states that specific and challenging goals along with appropriate feedback contribute to higher and better task performance. This means, clear goals setting give direction to an employee about what needs to be done and what efforts are required to become successful. The key important ideas of this theory are the willingness to work toward a goal as a source of job motivation. The goals setting should be specific and clear so that, leads to greater output, better performance and avoiding misunderstanding. In addition, goals should be realistic and challenging which gives the individual inner feeling of pride for attainment of the next goal. The more challenging the goal, the greater is the reward generally and the more is the passion for achieving it (Locke, 2001). Therefore, goal setting theory is a technique that managers can use to increase incentives for employees to complete work quickly and effectively. Goal setting leads to better performance by increasing motivation and efforts, but also through increasing and improving the feedback quality.

2.6.4 McClelland's Theory of Needs

According to McClelland's Theory of Needs or Achievement Motivation Theory states that human behavior is affected by three different needs which are, need for power, achievement and affiliation. Firstly, need for **power** is the desire to influence another individual's behavior as per their wish. In other words, it is the desire to have control over others and to be influential. Secondly, the need for **achievement** is the urge to excel, to accomplish in relation to a set of standards, to struggle to achieve success. Thirdly, need for **affiliation** is a need for open and sociable interpersonal relationships. In other words, it is a desire for a relationship based on co-operation and mutual understanding. This theory has also explained about the individuals with high achievement needs are highly motivated by competing with challenging work. Promotional opportunities in jobs are the employees' desires. Therefore, this theory simply suggests that individual high achievement is related to high performance of an organization. McClelland called such individuals members as they set challenging targets for themselves and they took deliberate risk to achieve those set targets (McClelland, 1961).

CHAPTER III RESEARCH METHODOLOGY

3.1 Research design

This chapter focuses on the research structure design and the processes to utilize the knowledge and the outcomes of the research. This research used both qualitative method processes and quantitative research style. Qualitative methods help to reveal the behavior and perception of employees from different businesses and organizations. There are many different types of qualitative methods however, this research will focus only on personal interviews from 2 employees' samples. Quantitative research method uses to collect numerical data for statically analyzing the most factors that influence an employee's motivation and how it is impacted on performance and company's productivity. This research aims to adopt the use of individual interviews to find the most employee motivation preference and give challenge solutions on organizational performance in Thailand.

3.2 Sample size and data collection

As mentioned, the primary data is collected through questionnaire sampling size of 80 employees. The researcher uses the electronic Google.doc online collecting most data to support the finding randomly from employees in five different working industries. Questionnaires were prepared according to the topic of finding by dividing each 15 surveys from manufacturing company, banking and finance industry, trading and retails industries, and others 35 employees survey will conduct from services business related working industries and oil and gas. (Total of 80 samplings survey)

The aim is to have the various information and data that can give clear understanding about employee motivation factors toward their organization accordingly. Estimating timeline of data collection will be for one-week period between (Nov) 02-08, 2020. Above all, in order to reconfirm certain details and responsiveness

from employees, there are two additional sampling individual interviews as a qualitative method adding on. The reason is to gain the deep thought and behaviors of employees who are at management level of the two different business industries, in order to support accurate information of the finding on motivation factors from individual employee point of views in organization.

3.3 Questionnaire and interview details

Since this research used both quantitative questionnaire methods and qualitative style. The questionnaires had developed from different key factors that researchers would like to get more details. There are five important factors that aim to evaluate the data from this survey. First, the survey will aim to know about the remuneration offering package from the company and rewards. Second, to know deep details of recognition factors that impact on employee's performance. Third and fourth, about the company working environment and management system. Finally, the researcher will discuss more and the organizational culture and values.

3.3.1 Focus group and details of survey into 3 parts

Part I: using demographic style about personal details in questionnaire (1), (2), (3), (4) and (5) such as,

- Gender,
- Status,
- Educational background,
- Year of services
- Positioning level in the company

Part II: questionnaire about employees' motivation and organizational performance framework. There are 7 questions which ask in different ways seeking and confirming deep information. The respondent can select more than one choice for questionnaire (6). For question (8), (9), (10), (11) respondents can only select one answer from each question which indicates (strongly agree, agree, disagree and strongly disagree). Also question (7) and (12) are forced to answer only (yes, no, or maybe).

Part III: addition to above questionnaire survey, researcher likes to seek more information on how management level employees who work with companies for longer periods of time motivate themself and their preferences factors via interview and discussion processes by using sample questionnaire (13) and (14) as the leading questions.

3.4 Instrumentals

Questionnaires' survey samples.

Table 3.1 Questionnaires' details

Topic	Question details	
What most important motivation factors that has directed impact on employee's work and performance?	Q.6. Which of the follow factor is the most motivated effected to you and your job? A. Renumeration package B. Recognition C. Working environment D. Organizational culture and values E. Organizational management system Q.7. Are there others motivation factors that necessary to you but not monetary related? Which one? A. Yes, company's recognition B. Yes, working environment C. Yes, organizational culture and value D. Yes, organizational management system E. No, not any of them F. May be any of them but cannot decided	

Table 3.1 Questionnaires' details (cont.)

How employee motivation related to organizational performance and productivity?	Q.8. Do you think organizational culture and value has impacted on individual performance and organizational as the whole?
	A. Agree B. Strongly agree C. Disagree D. Strongly disagree
	Q.9. Do you think high paid salary and incentive in your organization has directed effected to employee higher performance?
0.1	A. Agree B. Strongly agree C. Disagree D. Strongly disagree
/28/	Q.10. Do you think employee's recognition result on individual higher performance?
	A. Agree B. Strong agree C. Disagree D. Strongly disagree
\$	Q.11. Do you think suitable working environment influence employees to work and perform better in organization? A. Agree B. Strong agree C. Disagree
	D. Strongly disagree
1/5	Q.12. Do you think the strong employee's motivation result the higher performance organizational and productivity?
130	A. Yes B. No C. May be
Employees motivation factors individual preferences and suggestions.	Q.13. What are the most 3 important motivation factors that you selected that impact to your work performance? Q.14. What are the suggestions that you like to recommend in order
	to increase employee motivation in your organization? why?

Table 3.2 Interviewees' s details

Date	Time	Duration	Interviewee	Туре	Location	Personal details
03-11-20	15:00	1 hr	Mrs.Kemon	F/F	Starbuck cofee, Sathorn square	43- years- old Married with 2 children Positioning as Recruitment Manager. Working in recruitment service industry 8 years with current company
04-11-20	16:00	1 hr	Mr.Anan	F/F	Starbuck cofee, Villa Ari	40-year-old Single Positioning as Vice President, FI, RM Working Finance and banking industry 10 years with current company

3.5 Data analysis

Data analysis is a process that relies on methods and techniques gather raw data, digging insights that are relevant to the research topic and primary goals, bring down the data outcome and information transform into metrics, facts, and figures to initiative of improvement. In this research simple use, the descriptive statistic, factor analysis and some cohort analysis style for its comparison.

- In demographic data summaries by frequency and percentage to calculate receiving data from respondents such as gender, marital status, educational background, years of working services and current positioning at work. (questions (1), (2), (3), (4), and (5))
- Furthermore, the most important factors of employee motivation which impact on performance will be collected via questionnaire survey feedback and respondents need to select variable answers in different level responses such as, strongly disagree, disagree, neural, agree, and strongly agree. (questions (8), (9), (10), (11))
- In order to justify the intention of respondents regarding information given again there are questionnaires which force users to select yes (100%), no (0%), maybe (50%). (questions (7), and (12))

Question (6), (13), and (14) will ask for motivation preference and look for most of the result in order to confirm the possibility of the assumption.

CHAPTER IV RESEARCH FINDING

This chapter will present the important factors that have influenced employee motivation and impact toward organization performance. The quantitative questionnaire survey was distributed to 80 employees in different working companies and industries in Thailand. The respondent result was 100% rate. The information result will be divided into 3 different parts which are;

Part I: consisting the analysis of demographical data of respondents such as, gender, marital status, educational background, years of working services and positioning within the organization.

Part II: consisting the analysis of deeper details via random questionnaires to understand essential factors of employee's motivation and how it is related to organization performance and productivity.

Part III: the discussion with interviewees to understand their opinion and preferences point of views related to factors that affected higher performance.

4.1 Descriptive statistics

Below is the analyzing result demographical from 80 questionnaires survey respondents from five different working industries in Thailand which are, manufacturing, banking and finance, trading and retails, services, oil and gas industries. The details such as, gender, marital status, educational background, year of services with company and current working positioning.

Table 4.1 Demographic data summaries

	Respondents	Percentage (%)
Gender		
Male	35	43.80%
Female	45	56.20%
Total	80	100.00%
Marital status		
Single	41	51.20%
Married	38	47.50%
Devoice	1	1.21%
Widow	0	0.00%
Total	80	100.00%
Education background	U W	
Undergraduate	27	36.70%
Postgraduate	46	54.40%
College	7	8.90%
High School	0	0.00%
Total	80	100.00%
Year of services		// //
1-5 yrs.	40	50.00%
5-10 yrs.	19	23.80%
10-15 yrs.	13	16.20%
15 yrs. and above	8	10.00%
Total	80	100.00%
Current work position	(0)	////
Staffs	16	20.00%
Supervisor	21	26.30%
Manager	30	37.50%
Company Management Level	13	16.20%
Total	80	100.00%

Table 4.1 is the details showing the percentage and frequency demographical data gathered in order to understand the random sampling questionnaire (1)-(5) result. It is the information of gender, marital status, educational background, years of working experiences or services and current working position. There are 80 respondents in total and finding result details as below.

• In terms of gender, we can see that there are female respondents of 56.3% whereas male respondents are slightly lower at 43.8%.

- About marital status, it showed that both single and married respondents had not much difference between 51.2 % for single and 48.7 from the married status group.
- Regarding the education background aspect, the majority of the survey showed a greater number of postgraduate (master's degree) working people in the company of 54.4% compared to the applicant who had a university graduation level (bachelor's degree) of 36.7%.
- The other aspects is about year of working experiences, there are 4 different level of survey, between 1-5 years working experiences are most respondents at 50%, whereas, between 5-10 years experiences is 23.8%, 10-15 years is at 16.2% and the lowest is from the respondents who work more than 15 years and above at 10% of all respondents.
- Finally, have a close look at the aspect of the working position and how it relates to the years of working experiences or not. The result showed that most of the survey group came from manager positioning at 37.5% compared with supervisor position at 26.3%, whereas, at staff level at 20% and the last in the position of management level with the company at 16.2% (13 person).

Therefore, it can be concluded that females working in the company today are the majority worker in any working business industries. Most of the companies tend to hire more postgraduate employees and undergraduate university level and will stay with the company or organization between 1-5 years at maximum. The employees who stay with the company for more than 15 years and above find results at a low percentage only at 10% to stay with the company with longer years of services. It can predict that in Thailand people put more importance to the higher study level as their reputation to get a better job and individual improvement. Female working within the organization has been gradually increasing in each different industry equally to male today. However, the result finding is still a question mark to the organization why employees do not want to stay longer with the company or what company must improve to attract and retain employees to stay longer for their growth? What factors can influence them to work harder and stay longer with the company?

4.2 Analyze of research questions

Research question (1): What employee's motivation factors most important impact toward employee performance within organization?

Table 4.2 The result finding for questionnaire (6)

Factors	Respondents	Percentages
Remuneration packages	44	54.00%
Working environment	30	36.60%
Recognition	35	42.70%
Organizational culture and value	24	29.30%
Management system	15	18.30%
Total selection from (80) respondents	154	180. <mark>90%</mark>

Refer to questionnaire (6) which of the following motivation factors is the most affected to you and your job?

Note: 1 respondent can select more than 1 motivation factor depending on their preferences.

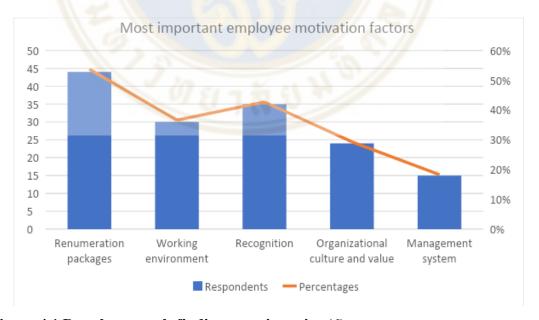


Figure 4.1 Bar chart result finding questionnaire (6)

The feedback from 80 respondents has shown via the graph above clearly evident that the most important factor that influences employees today is of course the good company offering remuneration packages such as salary, allowances, incentive and or company's bonus which represents at 54% compared to others motivation factors.

Recognition ranking as the second essential factor at 42.7%, it implies that employees prefer to have recognition and appreciation within their working company as well as monetary related factors. Moreover, the working environment factor result strongly represents the 36.6% necessary for employees at work accordingly. Whereas there is a respondent of 29.3% about organizational culture, value which means for some employee's organizational culture and working style necessary to them in order gain their attention and produce good productivity in organization.

Questionnaire (7), are there any other motivation factors that are necessary to you but not related to monetary? which one?

Table 4.3 The result finding for questionnaire (7)

	Respondent	Percentage
Yes, recognition	35.00	43.75%
Yes, working environment	31.00	38.75%
Yes, organizational culture and value	10.00	12.50%
Yes, organization management system	2.00	2.50%
No, not any	1.00	1.25%
May be, cannot decided	1.00	1.25%
Total	80.00	100.00%

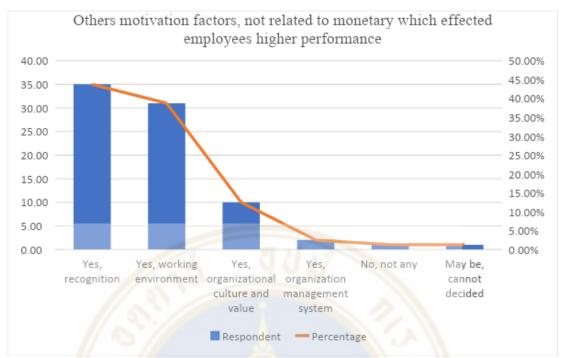


Figure 4.2 Bar chart result finding questionnaire (7)

The graph above clearly identifies that among employees point of views 35 respondents representing at 43.7% strongly confirmed that recognition is essential factors resulting in higher performance within the organization as well as monetary factor. Also 31 respondents represented at 38.75% indicating the working environment as the third important factors among others. However, there is 12.50% from 12 respondents' feedback about organizational culture and value had an impact on their working result but not the most preference compared to all respondents.

Therefore, as refer to Herzberg's Two-Factor Theory of Motivation in chapter II, describing motivational factors which related to the employee's satisfaction from the inside and result to employee job performance is the intrinsically rewarding and recognition of individual appreciation which is the psychological needs. Suitable and good working environment provided by the company also clearly identify as the third necessary priority to pay attention and should be developed to the standard working atmosphere which depends on different business types.

Research question (2): How employee motivation relates to the organizational performance and impact on productivity?

To find the accurate knowledge and information support researcher use the result of questionnaire (8), (9), (10) and (11) to capture the information which can be described as below details. Plus, questionnaire (12) aims to reconfirm the accuracy of information from above questionnaire (8)-(11) one more time.

Table 4.4 The result finding for	questionnaires (8)-(11)
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	Q (8)	Q (9)	Q (10)	Q (11)
Strongly agree	36.25% (29)	32.50% (26)	30.00% (24)	46.25% (37)
Agree	41.25% (33)	51.25% (41)	48.75% (39)	46.25% (37)
Natural	16.25% (13)	12.50% (10)	17.50% (14 <mark>)</mark>	5.00% (4)
Disagree	3.75% (3)	1.25% (1)	1.25% (1)	0% (0)
Strongly disagree	2.50% (2)	2.50% (2)	2.50% (2)	2.50% (2)
Total	100.00%	100.00%	100%	100%

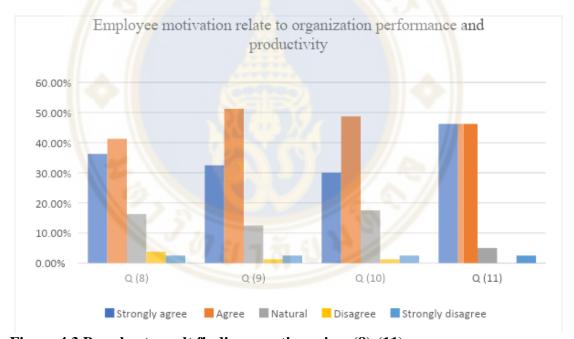


Figure 4.3 Bar chart result finding questionnaires (8)-(11)

Questionnaire (8), do you think organizational culture and value has impacted on individual performance and organizational as the whole? The result has shown that 29 respondents representing 36.25% responded strongly agree, 33 respondents representing 41.25% responded agree, 13 respondents representing 16.25% responded as natural, 3 respondents representing 3.75% disagree and 2 respondents representing 2.50% strongly disagree.

Questionnaire (9), do you think high paid salary and incentive in your organization has directly affected employee higher performance? There are 26 respondents representing 32.50% responded strongly agree, 41 respondents representing 51.25% responded agree, 10 respondents representing 12.50% responded natural, 1 respondent representing 1.25% disagree, and 2 respondents representing 2.50% strongly disagree.

Questionnaire (10), do you think employee's recognition results in individual higher performance? In this question there are 24 respondents representing 30.00% responded strongly agree, 39 respondents representing 48.75% responded agree, 14 respondents representing 17.50% responded natural, 1 respondent representing 1.25% disagree, and 2 respondents representing 2.50% strongly disagree toward the question.

Questionnaire (11), do you think a suitable working environment influences employees to work and perform better in organization? Via this question the result had shown that 37 respondents representing 46.25% responded from both the respondents who strongly agree and agree. However, 4 respondents representing 5.0% responded natural or not sure, and 2 respondents representing 2.50% strongly disagree.

Questionnaire (12), do you think the strong employee's motivation results in higher performance, organization and productivity?



Figure 4.4 Bar chart result finding questionnaire (12)

The finding results of questionnaire (8)-(12) help gathering data to identify the finding assumption point of view whether employee's motivation such as, recognition, working environment, and organizational culture really have impacted on individual performance or not. All factors respondents confirmed most agree and strongly agree that it had a real impact on them certainly. Again, from the bar chart showing the result of questionnaire (12) above 76 respondents representing at 95.0% have confirmed "Yes" that employee's motivation involved and had real impact on their individual performance and company's productivity. Therefore, it is no doubt that employee's motivation factors have directed impact not only individual performance via their work operation flow within organization, but it can be a consequence of higher or lower productivity in organization as well. It is also a hint to companies in Thailand that need to be alert toward their employee motivation within organization and individually to maintain employee motivation and satisfaction toward work.

Research question (3): How can support and create effective employee's motivation tools in the workplace?

In order to collect the deeper finding information, researchers prepare individuals interviewing to gather different points of view with two interviewees (1). Mrs. Kemon and (2). Mr. Anan by using questionnaire (13) and (14) and able to sum up their personal opinions and behaviors via below details.

Questionnaire (13). What are the most 3 important influence motivation factors which result in higher performance in your opinion? How and why?

The question was asked to Mrs. Kemon and she had informed that in her opinion surely the company's high paid salary and incentive is her most challenging motivation factor. She needs higher monthly incomes as she has fixed expenses such as;

- Home loan 40,000 THB/Month,
- Car loan 8,000 THB/Month
- Money supports her parents who is disable at least 5,000 THB/Month,
- Foods for family 15,000 THB/Month
- Transportation to work 2,000 THB/Month

Therefore, Mrs. Kemon needs to have a minimum monthly income at 70,000 THB/Month in order to live comfortably and be able to take care of her children well. However, she mentioned that she used to work with a company that paid her 85,000

THB/Month which is higher paid than her current job now, unfortunately she cannot work there for more than 6 months. Because the company management system and culture are too strict and cannot leave her job even if an urgent case occurred. For example, one time her daughter had fewer and needed to go to hospital, school calling her to pick up her daughter, she informed her manager to leave earlier but her manager mentioned that it is a personal matter. Therefore, even companies gave good attractive remuneration packages but without compromising work style organizational culture it is impossible for her to continue working. Hence, finally she resigned and is looking for a new job opportunity that can be a match to herself time management and situation.

Mrs. Kemon ranks her top 3 most important motivation factors toward herself as below.

- No.1 Compromise organization work culture and value (Work life balance culture)
 - No.2 Good company remuneration packages
 - No.3 Company's recognition

Whereas Mr. Anan shows his opinions toward the questionnaires (13) in different perspectives from Mrs. Kemon. He described that his most motivating factors that really attract him to work harder and get better results is how the company values him as the important person toward his role. He wants to gain respect and be recognized by his colleague and company promotion more than any other factors. He has confidence in himself when companies see his quality of work and appreciation among teamwork. Mr. Anan also mentioned that his current high pay is a result of his hard work and customer 's quality satisfaction. Therefore, anyone who works hard with accountability toward job function required higher performance will certainly show. He confirms that the monetary factor is important to him but not the top priority to enhance high performance. In the next 5 years Mr. Anan wants to see himself and be a member of the board management team for the current organization.

Finally, Mr. Anan concludes the 3 most important motivation factors that drive his inner satisfaction to work and achieve company goals as below.

- No.1 Company's recognition and appreciation quality of work
- No.2 Good company remuneration package
- No.3 Organizational working culture and value

Questionnaire (14). What are your suggestions to boost employee's motivation in your organization? why?

Mrs. Kemon has suggested that companies should create the "work life balance" culture for the employees. She noticed that there are many employees who need to look after family, small children and work at the same time. Most of those employees have good experience and skill but, because of time limits they cannot work promptly with the company that is too strict about normal working time schedule like 0830 Am to 17.30 Pm. Via her experiences there are qualified employees who are good matching to the company requirement, but they are unable to work as normal office workers. Therefore, if companies can allow those employees who need flexible working time such as in difficult situations, they can work from home then there will be win-win for individuals and organizations as well.

One more important issue which she suggested that the company should put attention and value on high-performance employees and recognize as they are the company's asset. Most companies in Thailand are not aware of this issue or sometimes ignore it. As a result, the high-performance employees decided to leave their current job and seek for the new opportunity. She believed in this economic trend, everything around us including new technologies had changed rapidly, our work life also needed to adapt according to the change. Companies need to be well familiar and know how to maintain the higher productive employee's work. In order to retain by monetary motivation alone is not the factor for the company success anymore.

Besides, Mr. Anan also suggested that recognition is one of the most important matters to boost employee self-satisfaction and confidence. Employees can work harder and perform higher results if the organization manages them well by recognizing their hard work and capacity value. Organizations should have standard performance appraisal and feedback with clear outcomes and without bias toward employee' performance. In his point of view, managers should point out the area that employees can develop themselves, give guidance and direction of how to achieve their work performance so that it results in employee future career growth.

Both interviewees have suggested about employee's recognition as one of the most important motivation factors to create higher performance within an organization. Hence, it can be concluded that monetary is not the only necessary motivation factor for employees in any organization today but there are other factors that remain necessary such as, recognition, working environment and organizational culture and value. Maslow's Hierarchy of Needs Theory defined that human motivation assumes that there is a hierarchy of five needs within each individual and varies in urgency. One of the most important needs is esteem needs, a company should appreciate and reward employees on accomplishment and success (Herzberg, 1959). Companies need to provide employees a suitable working environment that matches the business type in order to create employees with a positive mind set to excel intrinsic and extrinsic motivation factors for individual higher performance in organizational.



CHAPTER V CONCLUSION AND RECOMMENDATIONS

This chapter of study will conclude finding results which refer from chapter 4, data analysis has confirmed the top four motivation factors that impact on employee higher performance. Certainly, the company remuneration packages, or monetary factor is the first important motivation factor to most of respondents but not to everyone, recognition is ranking second, working environment and organizational culture and value are the third and fourth accordingly. The finding results from respondents form both questionnaire random survey and individual interviewing help to achieve the research objectives. The conclusions drawn from all above findings and the researcher will introduce some recommendations that can enhance the improvement of employee's motivation factors within the organization. Finally, about the limitations and further research in the future.

5.1 Conclusion

From the study it can be concluded that the employee motivation factors had directed impact on organizational performance in various working industries in Thailand. There are four most significant motivation factors that relate to the both employee and organization higher performance and productivity. First, we cannot deny that high company remuneration packages and rewards are necessary. It is meaningful to many employees who desire to have a good living standard, monthly fixed expenses which is the basic need of life. It is the fact that money can buy or exchange things no matter what to satisfy our needs. Second, recognition becomes one most necessary motivation factor as well as monetary relate to excel higher performance among employees within organization. Many employees work hard to gain their individual achievement, be recognized and appreciated by others. Their higher performance is depending on how the company sees their value and contribution as a company's asset.

Third, the working environment is another essential factor that has directed impact on organization performance. Suitable working environment and facilities including new technology provided by the company allow employees to work more efficiently, high quality of work and lead to customer satisfaction. Therefore, companies should create the best proper working environment to support their employees with cleanliness and comfortable atmosphere in order to attract full attention during work. In addition, organizational culture and working style are also said to be significant factors to motivate many workers. Traditional old-style working culture companies need to be aware how to adapt according to the needs of employees and to any sudden occurrence like the pandemic situation of COVID-19, in order to maintain and enhance sustainable organization performance. For example, "working from home" can introduce skillful employees who can perform but difficult to work at normal office hours.

5.2 Recommendations

According to data analysis the researcher would like to introduce (4) recommendations that can be supportive gaining the higher performance and productivity in organization as well as to excel employee motivation.

(1) Employee performance and appraisal feedback; the most effective organizations always establish the system of development, where employees at all levels are encouraged to help others develop skills and talent. Therefore, employee's performance appraisal and feedback are necessary and essential components to create the higher performance organization. It is the manager's role and responsibility to give positive and constructive feedback to their employees regarding the working status and performance productivity. Manager is holding employees accountable for completing their assigned tasks and coaching or counseling them to overcome barriers to improve performance. Most companies today develop their employees by implementing The Pact Organizational Performance Index (OPI) as a tool to measure the change of organizational performance behaviors and employee performance outcomes. It helps organizations to clarify the gap of development needed to input, the outcome and how the impact estimate toward organization. It is a part of an employee's performance appraisal and feedback system. Details as below;

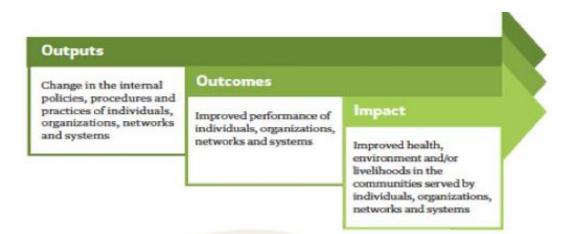


Figure 5.1 The Pact Organizational Performance Index (OPI)

Performance appraisal feedback should be given with the intention of praising positive behavior and performance, ensuring that the employee understands the expectations of organization, or help to identifying areas of development. Therefore, employee performance appraisal feedback is said to be one of the organizational's tools to identify the employee motivation factor in order to develop the root cause and create employee higher performance and productivity.

- (2) As recognition becomes one of the significant motivations factors to many employees as well as monetary factors. Companies can use the employees' performance appraisal and feedback as suggested above as a tool to ensure that employees who are the top performers have received the recognition and appreciation because of their value to the company, not just flavor. To gain more commitment toward these groups of employees, career promotion should be implemented as part of the recognition. Also, company goals and expectations should be clarified directly to the future opportunity that employees can develop themselves. Positive performance feedback from managers is also part of company recognition and it is an intrinsic motivation toward employee hard working and capability improvement.
- (3) Optional flexible company benefits, and welfare should be implemented to attract and retain both new joiner and higher performance employees to stay longer and motivate them to work higher productivity in modern organization. Nowadays, monetary related alone with company standard benefit and welfare may not be best enough to motivate employees to work better in organization. Therefore, optional

addition allowances can be one solution that they can select according to their needs. Sample of new flexible company benefits and welfares showing below,

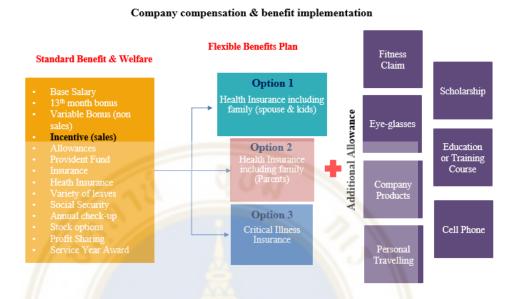


Figure 5.2 Optional flexible benefits and welfare sample

(4) There are some employees who may be motivated by the flexible working culture and style as they are responsible to their family at home or for their safety reason due to pandemic disease occurring like COVID-19. Working from home can be one solution that attracts employee motivation and being safe. Due to the support of technological and various applications available flexible working hours between office and any other location become possible for anyone who cannot attend the normal office working hour. The concept of "work life balance" today has been applied by many companies which mean everyone can have normal work life and can balance to do other interesting things as well as work. Therefore, both employee and employer need to be incorporated and aware that today economically and situation around had changed according to new technological and some other difficulty factors occurring. We also need to adapt and change our self-working lifestyle to maintain the high motivation during work and be able to reboot our own positive mind and achievement according to organization objectives.

5.3 Limitations and further research

The limitation is the sampling survey data of 80 employees from various working industries in Thailand. This research could be more effective and accurate if there are more additional sampling surveys with specific areas of research.

Therefore, it is important for further studies to be carried out in order to justify all factors that influence employee's performance and lead to the higher performance and productivity within an organization.



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APPENDIX A: Questionnaire survey

The questionnaire is designed and purpose to find deep information based on the employee motivation factors which had a direct impact on organizational performance and productivity via various working industries in Thailand. These questionnaires help to gather relevant data from respondents in order to sum up the factors which can enhance higher performance both individual and organization. All respondents' ideas and information given will be kept as confidential toward this study only. Questionnaire has separated into 3 parts;

Part I: asking general information about respondents by questionnaire (1)(5)

Part II: asking about respondents' opinions and ideas towards the question to find the factor that most influences employees to work in an organization. Questionnaire (6) respondents can select the answers more than 1 option depending on their preference. Questionnaire (7) and (12) are forced respondents to answer (Yes, No, May be). Questionnaire (8), (9), (10), (11) the respondents need to answer as (strongly agree, agree, neutral, disagree, strongly disagree).

Part III: additionally, questionnaire (13) and (14) is designed for face to face interview as a qualitative purpose to see both feedback and behavioral of interviewees who are at management level of organization.

Employee 's Motivation Survey Questionnaire

Part I: Personal details

Please click in each question that best represent your view,

- 1) Sex
 - A. Male B. Female
- 2) Marital status
 - A. Single B. Married C. Separated D. Divorced E. Widow
- 3) Educational Background
- Undergraduate
- Postgraduate
- Doctoral degree

- College
- High school
- 4) Year of services with working with company
- 1-5 years
- 6-10 years
- 11-15 years
- 15 years and above
- 5) Please indicate job level and positioning
 - Staff/Officer
 - Supervisor
 - Manager
 - Management level

Part II: Employee's motivation and organizational performance

Topic	Question details
What most	Q.6. Which of the following factors is the most
important	motivated/affected to you and your job?
motivation factors	A. Remuneration packages
that have directed	B. Recognition
impact on	C. Working environment
employee's work	D. Organizational culture and value
and performance?	E. Organizational management system
	Q.7 Are there other motivation factors that are necessary to you
	but not monetary related? Which one?
	A. Yes, recognition
	B. Yes, working environment
	C. Yes, organizational culture and value
	D. Yes, organizational management system
	E. No, not any of them
	F. May be any of them but cannot decided

How employee motivation related to organizational performance and productivity?

- Q.8. Do you think organizational culture and value has impacted on individual performance and organizational as the whole?
 - A. Agree
 - B. Strongly agrees
 - C. Disagree
 - D. Strongly disagree
- Q.9. Do you think high paid salary and incentive in your organization has directly affected employee higher performance?
 - E. Agree
 - F. Strongly agree
 - G. Disagree
 - H. Strongly disagree
- Q.10. Do you think employee's recognition results in individual higher performance?
 - A. Agree
 - B. Strong agree
 - C. Disagree
 - D. Strongly disagree
- Q.11. Do you think a suitable working environment influences employee to work and perform better in organization?
 - A. Agree
 - B. Strong agree
 - C. Disagree
 - D. Strongly disagree
- Q.12. Do you think the strong employee's motivation results in higher performance organizational and productivity?
 - A. Yes
 - B. No
 - C. May be

Part III: Interviewing questions

Employee motivation factors are the most 3 important motivation factors that you selected that impact your work performance?

Preferences and suggestions.

Q.13. What are the most 3 important motivation factors that you selected that impact your work performance?

Q.14. What are the suggestions that you like to recommend in order to increase employee motivation in your organization? why?

