THE RELASHIONSHIP BETWEEN EMPLOYEE MOTIVATION AND EMPLOYEE PEFORMANCE THE CASE OF CALL CENTER SERVICE IN TELECOMUNICATION COMPANY IN THAILAND

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A THEMATIC PAPER SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR
THE DEGREE OF MASTER OF MANAGEMENT
COLLEGE OF MANAGEMENT
MAHIDOL UNIVERSITY
2014

Thematic paper
entitled

THE RELASHIONSHIP BETWEEN EMPLOYEE MOTIVATION AND EMPLOYEE PEFORMANCE THE CASE OF CALL CENTER SERVICE IN TELECOMUNICATION COMPANY IN THAILAND

was submitted to the College of Management, Mahidol University
for the degree of Master of Management
on
August 24, 2014

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ACKNOWLEDGEMENT

This research paper is made possible through the assistance and support from all the people including: parents, teachers, family, and friends. Especially, I would like to express my gratitude toward the advisor and contributor. First and foremost, I would like to thank Dr. Prattana Punnakitikashem for her most support and encouragement. She generously spent a lot of time and effort to review my paper and offered invaluable detailed advices for conducting this research.

Second, I would like to thank Dr. Detlef Reis and Kannika Leelapanyalert to read to provide valuable advices and comments, as well as all the other professors who taught me during the course over the past two years of my pursuit of the master degree.

Finally, I sincerely thank to my parents and family, who provide the opportunity, advice and financial support. The product of this research paper would not be possible without all of them.

Ekaluk Pongsrihadulchai

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ABSTRACT

This research studies the relationship between employee motivation and performance. Due to the low pay and and stressful working conditions, call center staffs are not highly motivated. Low motivation leads them to the low performances.

This research paper reviews a number of motivational factors that enhance the performance of the employee. This research uses an employee motivation factors as an independent variable and employee performance as dependent variable. Data were collected from 50 respondents comprising the call center staffs interacting with the clients. The survey was guided by the research questions, and a self-developed five-point Likert structured questionnaire was the main instrument used in collecting data. Data was analyzed with descriptive and inferential statistics including the factor analysis, correlation analysis and multiple linear regression.

Resulted showed that the motivation factor including the Accountability and the Relationship with peers for the employees are positively correlated with the employee performance.

KEY WORDS: Employee Motivation / Employee Performance / Accountability /Relationship with Peer

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CHAPTER I
INTRODUCTION

1.1 Background of The Study

All businesses are keen in providing information and assistance to existing and prospective customers. Recently, the decreased costs of telecommunications and an increase of information technology connectivity have made it increasingly economical for a firm to set up a call center to provide the services to the customers effectively. The primary function of call center staff is to receive telephone from the customers and provide the solution guiding to solve the customer 's problem. Call center performance is increasingly important for delivering customer service. Leading companies are trying to motivate call center staff to work proactively to ensure the customer's issue is resolved. Call centers are an integral part of an organizations value chain delivering its services and products. (Stephen Parry ,1999). Therefore, the performance of the call center employee is the part of the organization success factor.

In today business competition, call center needs to become competitive. This ability is relied on their ability to increase performance and this cannot be done without identifying the factors that drive performance in call center agent.

Managing people is one of the most crucial factors for a global business in today's competitive world. Therefore, the topic of employee motivation has become extremely important to the employer of call centers, as motivation has a great impact on the way employees perform their duty. To be effective, the employer needs to understand what motivates employees within the context of the roles they perform. Knowing what it takes to do what is right for employees can help the business succeed.

This research paper reviews the amount of literature in respect of employee motivation factor and hygiene factor for the employee. These factors show a positive relation to the employee performance.

1.2 Research Problems

This research paper was conducted with the call center staff working at the one of Telecommunication Company, internet service provider in Thailand. Currently, the company is facing the challenges due to the rapid growth of internet use as an infrastructure for the organizations in international and in Thailand. The number of services and clients are increasing rapidly. The after sale service channel, call center is the heart of service center where clients can reach their network problem. However, the company is experiencing with the high level of staff turnover as well, the staffs are not able to productively perform their work to meet up with the service level agreement due to the problem of motivation.

1.3 Research Objectives

The general objective of the study is to investigate the relationship between employee motivation and the employee performance with the call center staffs. The specific objectives are:

1. To examine the effect of employee's motivation on employee performance

2. To identify the level motivation for the staffs working at call center.

3. To determine the extent to which employee motivation affects their performance

4. To make a meaningful recommendations for motivating staff to increase employee performance.

1.3 Research Questions

1. What are the motivational factors driving the call centers staff performance?

2. Does employee motivation have any relationship with employee performance?

CHAPTER II
LITERATURE REVIEW

In this chapter, the research study is reviewed the existing literature which covers motivational theories that drive the employee performance.

2.1 Theoretical Foundation

2.1.1 Hertzberg's Two-Factor Theory (Herzberg, Mausner & Synderman, 1959)

The Two-Factor Theory of motivation was discovered by Frederick Herzberg in the 1950s. Theory explained that there two main factors in any workplace that can cause job satisfaction, while another set of factors can cause dissatisfaction to the employee. The data for two-factor theory was collected by Herzberg. He conducted an interview with 203 engineers and accountants in the Pittsburgh. This theory suggests that when the Hygiene factors are in place the employee are generally satisfied with their job and it will prevent from the job dissatisfaction, while the an increase in Motivators Factors will lead to productivity. Managers must accommodate both sets of factors and not assume that an increase in job satisfaction can reduce the job dissatisfaction. The theory consists of 2 factors as following. Motivator Factors included the challenging work, responsibility and recognition contributing the positive satisfaction to the employee. These factors come from intrinsic conditions of the job itself. Hygiene factors include job security, salary, wage, benefits and working conditions. These factors do not give positive satisfaction to the employee. The absence of these factors can result in job dissatisfaction.

2.1.2 Maslow's Hierarchy of Needs (Maslow, 1970)

The Hierarchy of Needs theory was developed by Abraham Maslow in his 1943s. The main point of the theory is that basic needs must be fulfilled to an individual before they become motivated to pursue for the higher needs.

The hierarchy consists of 5 levels.

1. Physiological. These needs are referred to food, water and shelter. These needs must be met in for a person to live their life.

2. Safety includes the needs such as financial security and health.

3. Love and belonging includes the needs such as friendships and relationships.

4. Esteem includes the need such as feeling of self confidence and the respect from others.

5. Self-actualization. This refers to the desire for a person to achieve and ultimate goal for their life.

2.1.4. Expectancy Theory   (Vroom, 1964)

Expectancy Theory essentially stated that people choose on how to behave depending on the outcomes they expect as a result of their behavior. A person decides how they behave based on their expect the outcome to be. In work setting , a person might engage to work for longer hours because they expect higher pay. In other word , a person may be more likely to work harder if they are promised a pay rise. Expectancy Theory consists of three elements.

1. Expectancy is a belief for a person that an increase in effort will result in an increase for performance

2. Instrumentality is a belief for a person that that they will get a reward if they can meet performance expectations.

3. Valence is the value of a person placing on the reward.

According to Expectancy Theory, people are more motivated if they believe that they will receive a reward if they can achieve with the target. They are least motivated if they don't see the reward is valuable and if they don't believe that their efforts will make any result for the reward.

2.1.5 Equity theory (Adams, 1963)

The theory attempts to explain a person satisfaction in terms of perceptions of fair and unfair distributions of resources within interpersonal relationships. At workplace, the employees seek to maintain an equity between the inputs that they put an effort into their work and the final outcomes that they can get from it against the perceived inputs and outcomes of other people. The belief is that people value fair treatment and they always make a comparison with the co-workers in the organization. The structure is based on the ratio of inputs to outcomes. Inputs are the effort contributing for their organization. According to Equity theory, people base their experience of their satisfaction by comparing themselves with other people at their work. For instance , If an employee perceive an in-balance with the fairness because their co-workers might be getting better reward for their contributions, although they both can do the same quality of work. This can cause employee to be dissatisfied. This theory can be illustrated by the following equation.

$$\frac{\text{individual's outcomes}}{\text{individual's own inputs}} = \frac{\text{relational partner's outcomes}}{\text{relational partner's inputs}}$$

Inputs refer to the factors such as time , effort, loyalty, hard work and skill. Outcomes refer to the factors such as salary, bonus, recognition and praise.

2.1.6 Employee Performance

Performance of employees refers to the behaviors of the employee their work or duties. The employee performance is correlated to the goals of the organization (Campbell, *et al.*1993). Muchinsky (2003), suggests that employee performance is the set of employee behaviors. Employee performance can be measured and evaluated. Blumberg and Pringle (1982) suggest that there three factors affecting the employee performance. These factors are the ability, motivation and opportunity variables.

Table 2.1 Literature Review Summary

Theory and concept	Logic	Main Aspect	Example Study
Equity theory	There are 2 factors. 1. Motivator causes job satisfaction, while another factor. 2. Hygiene facto cause dissatisfaction.	Theory suggests that to improve job attitudes and productivity, managers must provide both sets of characteristics and not assume that an increase in satisfaction leads to decrease in dissatisfaction.	Hashim ZAMEER, Shehzad ALI, Waqar NISAR , Muhammad AMIR (2014) Anthony Afful-Broni,2012 ,Nelson, B. Masood Asim (2012)
Maslow Hierarchy of Needs	The hierarchy of need is made up of 5 levels.	Theory suggests that individuals' most basic needs must be met before they become motivated to achieve higher level needs.	Ayam john Kusi-appiah gyamfuaa Nyamekye tiwaa adwoa Kyei-addae anita Amoah agnes(2012).
Expectancy Theory	The motivation of the behavior selection of the people is determined by the desirability of the outcome.	Theory emphasizes the needs for organizations to relate rewards directly to performance and to ensure that the rewards provided are those rewards deserved and wanted by the recipients.	Ayam john Kusi-appiah gyamfuaa Nyamekye tiwaa adwoa Kyei-addae anita Amoah agnes(2012).
Equity Theory	Theory explain relational satisfaction in terms of perceptions of fair/unfair distributions of resources within interpersonal relationship	The way people base their experience with satisfaction for their job is to make comparisons with themselves to people they work with.	Abdelghafour Al-Zawahreh. Faisal Al-Madi (2012)

Table 2.2 Summary of previous empirical researches

Data source	Method	Independent Variables	Dependent Variables	Finding
Hashim ZAMEER1 Shehzad ALI2 Waqar NISAR3 Muhammad AMIR4, 2014 , The Impact of the Motivation on the Employee's Performance in Beverage Industry of Pakistan	Quantitative method	Motivational factors ;monetary salaries ; wages, bonus, special individual incentives and. Non-monetary ;working conditions, job status, job security, job enrichment	Employee performance	The results suggested that the motivation in beverage industry of Pakistan can significantly influence performance of employees. We can say that if top management put their focus upon motivation of employees then it will leaders toward a positive increase in employee's performance.
Masood Asim, 2013 The Impact of the Motivation on the Employee's Performance with Effect of training ;Specific to education sector of Pakistan	Quantitative method	Employee motivation Rewards Promotion	Employee performance	In the education sector motivation play positive results in the performance as well motivation increase as well as employee performance is increase.
Quratul-Ain Manzoor,2012 Impact of Employees Motivation on Organizational Effectiveness	Quantitative method	Recognition Empowerment	Employee performance	Recognition and empowerment play an essential part in enhancing employee motivation towards organizational tasks.
Muhammad Ikhlas Khan,2012 The Impact of Training and Motivation on Performance of EmPloYees	Quantitative method	Employee motivation Training	Employee performance	The study found that there are two factors influencing employee's performance that are training and motivation in the organizations.

2.2 Proposed Framework

From literature review, this research study selected the employee motivation based on the Hertzberg's Two-Factor Theory including the Motivational Factors And Hygiene factors. The rational for using these two factors as the independent variables because these 2 factors are the most important aspect of employee motivation that shape employee behavior for their performance. The motivated employees are normally willing to perform at their highest levels. They work hard. They come to work regularly and continue making positive contributions to the organization. On the contrary, unmotivated employees are not willing to do well in the jobs.

Independent variables:

Employee Motivation

Motivational Factors
- Work itself
- Recognition
- Responsibility
- Achievement
-Advancement

Hygiene factors
-Wages/Salary
-Company policies
- Relation with supervisor
- Relation with peers
-Working environment

Dependent variable:
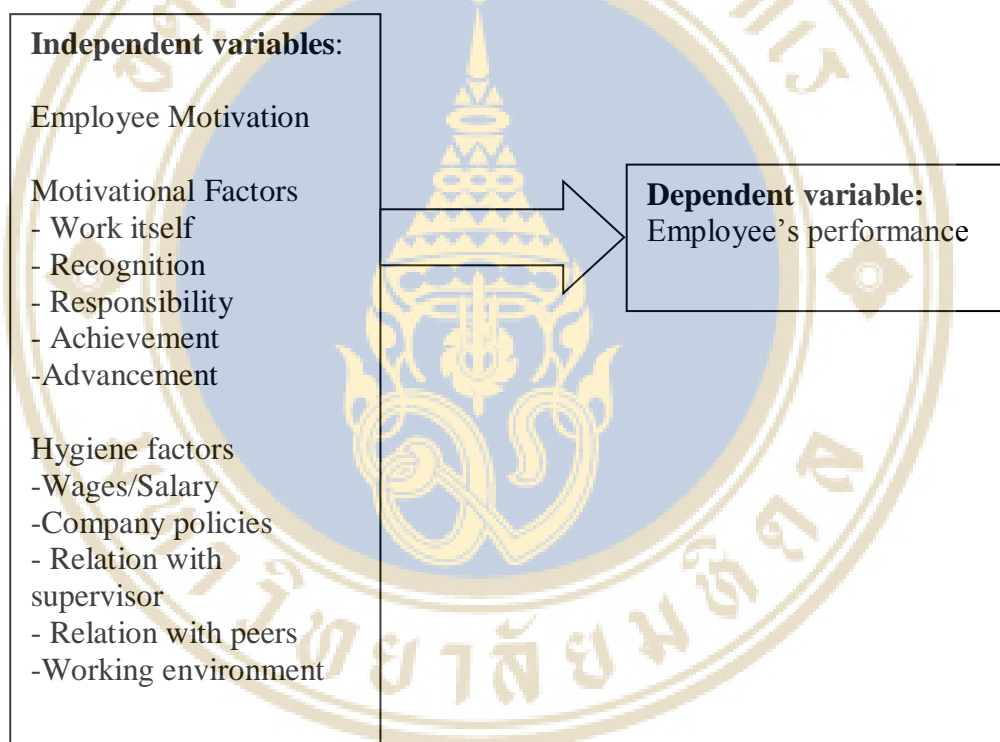Employee's performance

Figure 2.1 Research frame work on the relationship of motivation and employee's performance

Hypothesis : Employee motivation factors is positively related with employee performance.

CHAPTER III
METHODOLOGY

This chapter presents the research methods and tools used in data collection and analysis. It describes the research design which consists of data sources, collection tools, processing and analyzing.

3.1 Research Methodology

The quantitative research is deemed most appropriate for this study because, it allows the researcher to determine the relationship between variable (independent variables) to another which is dependent variable within a population (Babbie, Earl R.,2010). The quantitative research can help the researcher to statically predict more accurate and meaningful information to explain people's perception and behavior from the data gathered. This methodological approach helps the researcher to collect data for the manager to determine underlying employee motivation factors that impact with the employee performance. The respondents were randomly selected at the call center of the company.

3.2 Population and sample size

The sample size was calculated based on Yamane's formula. (Yamane, 1967).

$$n = \frac{N}{1+Ne^2}$$

Where, n = the sample size

N = the size of population

 e = the error of 5 percentage points

The population size is the total number of employee in call center which equal to 60 persons and the sample size is 52 persons.

3.3 Data collection

The questionnaire is used for conducting this research study. The online questionnaires were distributed and filled in by call center staffs working at one of the telecommunication in Thailand. The data collection was conducted on Aug 2 - 9 2014.

3.4 Instrument and Measurement

The questionnaire was the main instrument used for collecting data for the study. The questionnaire comprises of three sections. First section is related to the personal profile of the respondents including their age, gender, marital status, education level etc. which is measured by nominal scale. The second section is related to the questions relevant to the motivation variables and. The third section is the question relevant to employee's performance The second and third section are measured by 5-point Likert scale namely 5 Strongly agree, 4 Agree, 3 Not sure, 2 Disagree and 1. Strongly Disagree.

The questionnaire used in this study was adapted from the previous empirical researcher(Suresh Gyan Vihar University, Jaipur, 2012).

3.5 Data Analysis

After collecting the data from questionnaires, the data is analyzed by using the SPSS software for statistical analysis. There are the statistical techniques applied to the data as following.

1.The descriptive statistics consisting of mean and standard deviation are used to interpret and analyze the motivation level.

In the questionnaire , the researcher asked the respondents to provide the perceived view of   the motivation impacting to the performance which included Motivational

Factor and hygiene factor, The questionnaires allow the respondents to answer the questions in the by 5-point Likert scale namely 5 Strongly agree, 4 Agree, 3 Not sure, 2 Disagree and 1. Strongly Disagree.

<u>Interpretation Criteria</u>   The researcher used the class interval method to interpret employee motivation level.

$$\text{Formula :} \qquad \frac{\text{Highest Score} - \text{Lowest Score}}{\text{Interval}} = \frac{5 - 1}{3}$$

<u>Interp</u>retation

The average score between 1.00 – 2.33 means that the respondents have the low motivation.

The average score between 2.34 – 3.67 means that the respondents has the moderate motivation

The average score between 3.68 – 5.00 means that the respondents has the high motivation.

2. The factor analysis is used to regroup all the independent variables.

3. The reliability statistics analysis measured to prove whether the data is reliable or not.

4. Correlation analysis is applied on data to find the motivational factors that drive the employee performance.

5. Multiple linear regression is the applied on data to measure the relationship between employee   motivation and employees performance.

CHAPTER IV
RESEARCH FINDING

4.1 Demographic information

Findings of this study showed the responses from the employees working in the call center with one of the telecommunication company in Thailand. The Demographics of the respondents are presented as following.

Table 4.1 showed gender information of respondents

	Frequency	Percent	Cumulative Percent
men	13	25.0%	25.0%
women	39	75.0%	100.0%
Total	52	100.0%	

The majority of the respondents is female accounted for 75% and followed by male accounted for 25% of the respondents. This is a typical operation condition where there are more female employee than men.

Table 4.2 showed the age information of respondents

	Frequency	Percent	Cumulative Percent
21 - 25	9	17.3%	17.3%
26 - 29	17	32.7%	50.0%
30 - 34	18	34.6%	84.6%
35and above	8	15.4%	100.0%
Total	52	100.0%	

The majority of the respondents are the employees who are between 30-34 years old accounted for 34.6% and followed by the employees who are 26- 29 years old accounted 32.7% , 21- 25 years old accounted 17.3 % and 35years old and above accounted for 15.4% of the respondents.

Table 4.3 showed the education information of respondents

	Frequency	Percent	Cumulative Percent
High school	2	3.80%	3.80%
Diploma	5	9.60%	13.50%
Bachelor degree	43	82.70%	96.20%
Mater Degree and above	2	3.80%	100.00%
Total	52	100.00%	

The majority of the respondents are the employee who graduated from bachelor degree followed by diploma, high school and master degree and above which accounted by 82.7%, 9.6%, 3.8% and 3.8% respectively.

Table 4.4 showed the number of year for the employee working for the company

	Frequency	Percent	Cumulative Percent
Less than 1year	8	15.40%	15.40%
1-3years	22	42.30%	57.70%
4-6years	17	32.70%	90.40%
7 years and above	5	9.60%	100.00%
Total	52	100.00%	

The employee working for the company for 1-3years are the majority of the respondents accounted for 42.3% and followed by employee working for 4-6 years accounted for 32.7%,employee working less than1year accounted for 15.4% and employee working for 7 years and more accounted for 9.6%,

4.2 Employee Perceived Motivation and Performance Level Analysis

The research study found information about the employee perceived motivation and the performance.

Table 4.5 Motivational factor level (mean, standard deviation)

Motivation (Motivational Factor)	*Mean*	*S.D.*	*Class interpretation*
Work it self	3.79	0.73	High motivation
Recognition	3.76	0.63	High motivation
Responsibility	4.03	0.86	High motivation
Achievement	3.99	0.65	High motivation
Advancement	3.54	1.04	Moderate motivation
	3.82	0.20	High motivation

From table 4.5, the average score of employee perceived motivational factor is 3.82 (S.D=0.20) which can be interpreted as high motivation. The mean of employee motivational factor is fallen between 3.76 – 4.03. The highest mean of this factor is the responsibility aspect, mean=4.03(S.D.=0.86). The lowest mean of this factor is the Advancement aspect, mean=3.52(S.D.=1.04).

Table 4.6 Hygiene factors Level (Mean, Standard Deviation)

Motivation (Hygiene factors)	*Mean*	*S.D.*	*Class interpretation*
Wages/Salary	3.11	0.92	Medium motivation
Relation with supervisor	3.79	0.70	High motivation
Relation with peers	3.86	0.67	High motivation
Company policies	3.54	0.75	Moderate motivation
Working environment	3.57	0.88	Moderate motivation
	3.57	0.29	Moderate motivation

From table 4.6, the average score of employee perceived hygiene factor is 3.57 (S.D=0.29) which can be interpreted as medium motivation. The mean of employee motivational factor ranges from 3.11 – 3.86 The highest mean of this factor

is the Relation with peers aspect, mean 3.86(S.D.=0.67). The lowest mean of this factor is the Wages/Salary aspect, mean=3.11(S.D.=0.92).

Table 4.7 Mean and standard deviation of employee performance.

	Mean	*S.D.*	*Class interpretations*
Employee performance	4.02	0.58	High performance

From table 4.7, the average score of employee perceived performance is 4.02 (S.D=0.58) which can be interpreted as high performance.

4.3 Factor Analysis

This research study employed exploratory factor analysis model. The factor analysis model aims to reduce the number of variables and to identify the consistency among the variables in a construct. The researcher extract the factors by using the principle component analysis (PCA) and the Varimax rotation in order to redefine the underlying factors related to the employee performance. After running the factor analysis with all independence variables mentioning in the questionnaire, there are only 4 variables in which the Eigen values are higher 1.00 an these variables explains 71.89% of the total variability in the data.

Table 4.8 Extraction Method: Principal Component Analysis

Component	Initial Eigen values			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.930	32.752	32.752	2.587	21.557	21.557
2	1.949	16.244	48.995	2.209	18.405	39.962
3	1.527	12.725	61.720	2.080	17.331	57.293
4	1.220	10.170	71.890	1.752	14.597	71.890
5	.743	6.195	78.084			
6	.571	4.761	82.845			
7	.517	4.312	87.157			
8	.404	3.368	90.525			
9	.345	2.873	93.399			
10	.316	2.633	96.032			

Table 4.8 Extraction Method: Principal Component Analysis (cont.)

Compone nt	Initial Eigen values			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
11	0.260	2.166	98.198			
12	0.216	1.802	100.000			

Scree Plot reviews that starting at 4th construct the screen plot become horizontal.
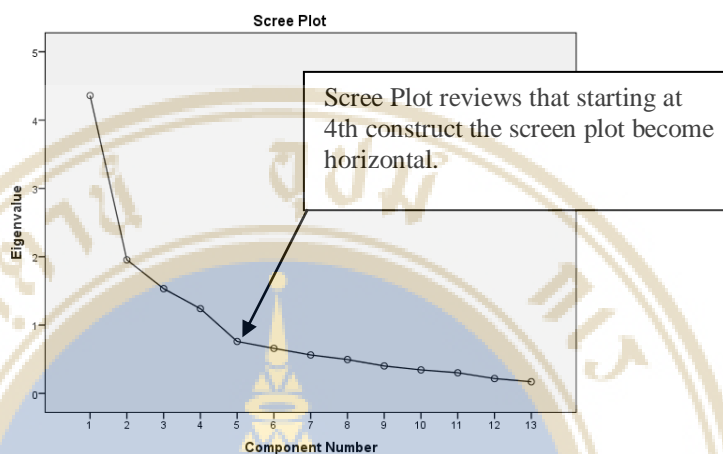
Figure 4.3 Scree Plot Of Component Analysis

Table 4.9 Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization
   a. Rotation converged in 5 iterations

	Component			
	1	2	3	4
The company provides training for you to increase the level of your knowledge.	0.795			
You feel proud when your supervisor satisfies with your work	0.783			
Your supervisor praise you when you work excellently	0.781			
Do you feel that your job is challenging and motivate you to work	0.73			
In overall, you satisfy with the company 's incentive and bonus.		0.852		
The company pay the wage/salary according to your ability		0.806		

Table 4.9 Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization (cont.)

	Component			
	1	2	3	4
You feel satisfy with the equipment that the company provided to you for your work.		0.769		
You feel that you can solve the problem at your work.			0.829	
You feel that your colleagues can rely on you			0.823	
You feel that you can achieve your work objective successfully.			0.729	
You feel happy to work with your colleague.				0.898
Your colleagues are supportive when you need an assistance.				0.821

4.4 Reliability Analysis
Table 4.10 Reliability Statistics

Cronbach's alpha	N of items
0.82	4
0.782	3
0.773	3
0.748	2

The Cronbach's alpha which is more than .70 calculated to identify the consistency among the variables in a construct (De vellis, 2003). The results are presented in Table 4.3.3. The alpha score of all the factors are higher than 0.7 The research instruments are considered to be reliable. The factor analysis contributed the new underlying factor related to the employee performance as demonstrated from following table.

Table 4.11 represents the revised factors

Factor extracted from literature	Factor extracted from factor analysis
-Work it self	
- Recognition	
- Responsibility	-Job Persuasion
- Achievement	
-Advancement	- Accountability
-Wages/Salary	
-Company policies	- Benefit for the employee
- Relation with supervisor	
- Relation with peers	- Relationship with peer
-Working environment	

4.5 Correlation

Continuing from the factor extraction, the researcher continue to find the relationship between the employee motivation factors with the extracted variables namely Job Persuasion , Accountability, Benefit for employee and Relation with peer. The researcher uses Pearson correlation. As below table 4.12 , the data shows that there exists a positive relationship among Accountability, Benefit for employee and Relation with peer except the Job Persuasion shows a small negative correlation. And also this table shows the Positive Correlation one variables to each other variable too.

Table 4.12 Pearson Correlation

		Performance	Job Persuasion	Benefit for employee	Accountability	Relationship with peer
Performance	Pearson Correlation	1	-.003	.307*	.519**	.551**
	Sig. (2-tailed)		.985	.027	.000	.000
	N	52	52	52	52	52
Job Persuasion	Pearson Correlation	-.003	1	.190	.393**	.283*
	Sig. (2-tailed)	.985		.177	.004	.042
	N	52	52	52	52	52
Benefit for employee	Pearson Correlation	.307*	.190	1	.252	.199
	Sig. (2-tailed)	.027	.177		.072	.158
	N	52	52	52	52	52
Accountability	Pearson Correlation	.519**	.393**	.252	1	.340*
	Sig. (2-tailed)	.000	.004	.072		.014
	N	52	52	52	52	52
Relationship with Peer	Pearson Correlation	.551**	.283*	.199	.340*	1
	Sig. (2-tailed)	.000	.042	.158	.014	
	N	52	52	52	52	52

*. Correlation is significant at the 0.05 level (2-tailed).
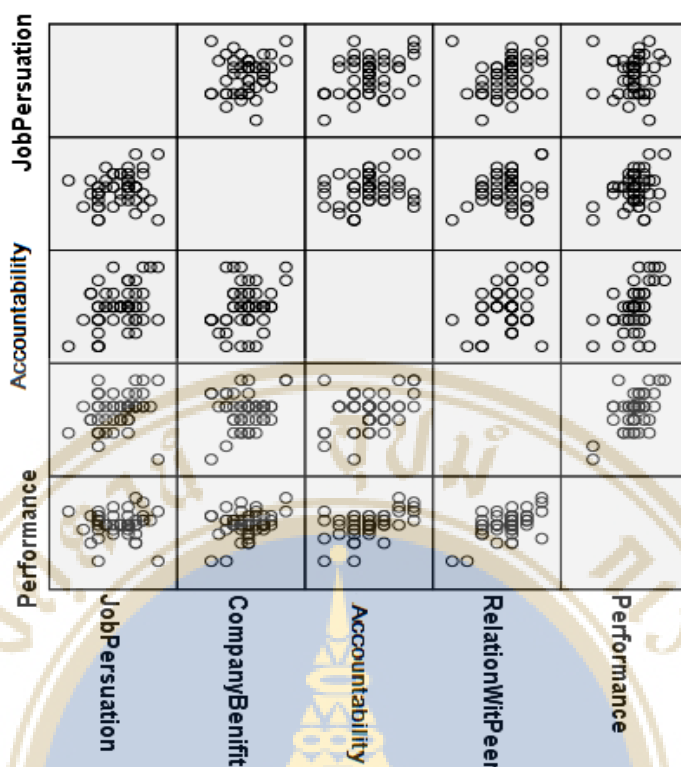**. Correlation is significant at the 0.01 level (2-tailed).

Figure 4.5 Scatter Plot Showing Correlation of, Job persuasion, Benefit for employee, Accountability, Relationship with Peer and employee performance

4.6 Multiple Linear Regression Correlations

Continuing from correlation, researcher used multiple regression analysis to analyze the relationship between employee motivation and employee performance. From the Model Summary table, the regression calculated Adjust R Square value of 0.508 meaning that 50.8% of the variation in employee performance can be explained by changes in employee motivation factor.

The ANOVA table below indicates that the model fit to the data (P value ≤ 0.05 , = 0.00) The table 4.6.1 explains the motivation factors , Accountability has the greatest impact to the dependent variables which is the employee performance. The predictive equation mode is fitted as shown below.

Y = 2.061+ -.195 (Job Persuasion) +.338 (Accountability) + 0.277 (Relationship with Peer). Y = Employee Performance

Nevertheless, the independent variable, Benefit for employee, is not statically significant. The significant P value 0.114 is higher than P value 0.05 , we can conclude that the Benefit for employee does not significantly impact to the employee performance.

Table 4.13 The model summary of multiple linear regressions

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.736ª	.541	.502	.26447	.541	13.875	4	47	.000

a. Predictors: (Constant), Relationship with Peer, Benefit for employee, Job Persuasion, Accountability

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.882	4	.971	13.875	.000ᵇ
	Residual	3.287	47	.070		
	Total	7.170	51			

a. Dependent Variable: Performance

b. Predictors: (Constant), Relationship with Peer, Benefit for employee, Job Persuasion, Accountability

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.061	.341		6.044	.000
	Job Persuasion	-.195	.062	-.343	-3.135	.003
	Benefit for employee	.081	.050	.166	1.611	.114
	Accountability	.338	.084	.455	4.034	.000
	Relationship with Peer	.277	.065	.460	4.292	.000

a. Dependent Variable: Performance

In a nutshell, this research finds that the motivation factors including the Accountability and the relationship with peer are positively correlated with the employee performance. The factor that has the most impact to the performance is the Accountability. Accountability is referred to the responsibility of the employees to

achieve the tasks assigned by the organization. The call center who has a greater accountability, it often lead them to the better performance.

To illustrate the importance of accountability, the call center staff needs to keep tracking customer inquiry or problem and need to take a proper actions by coordinating with the relevant parties until the customer problem get resolved. They good call center should not leave the customer behind by ignoring customer problem. All the processes and steps pertaining with customer handling require them to have a great responsibility in order to achieve a good quality of performance. The following factor, the Relationship with peer can also positively affect with the performance. The call center staffs inevitably require to contact and interact with a lot of people in the organization. Therefore, the more relationship that they have with peers, the more they can contribute a better performance. There had been a number of researches reported that the employee motivation had a significant relationship with the employee performance in many business sectors. Khuram Shafi (2011) previously conducted a research and reported that the motivation factors such as reward system, organization environment and appraisal system affect the employee performance.
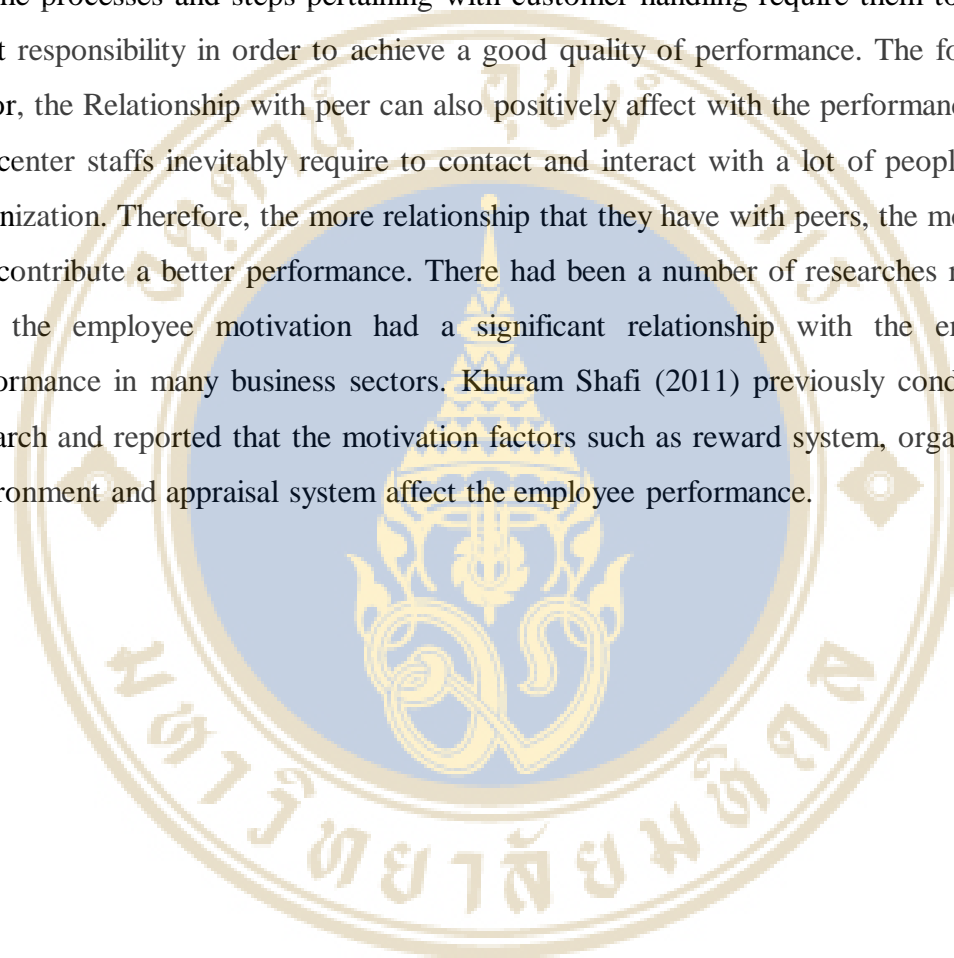
CHAPTER V
DISCUSSION

5.1 Conclusion

The research paper finds that the level of employee motivation and employee performance perceived by the call center staff in the company is considerably high. Based on the table 4.2.1 , the motivational factor which has the highest mean score is the responsibility(mean =4.03) and the mean score for the employee performance is 4.02 which consider to be at the high level. The score range is based on the Liker scale from 1 to 5. The research discovers that there exists relationship among the motivation factors including the Accountability, Relationship with peer and Job persuasion with the employee performance. There are the two factor driving employee performance namely accountability and relationship with peer. The foremost factor that has the most impact with the employee performance is accountability. The employee who has a high accountability is expected to yield a high performance. The relationship with peer is considered to be a second factor impacting the performance. This is reflected by the fact that the call center staffs needs to coordinate and follow up with lot of people. Therefore, the relationship and coordination techniques are very meaningful for them for achieving the work successfully. The researcher found there is one independent variable derived with a small negative correlation with the employee performance which is the job persuasion. This is because the call center staffs might find this job not so challenging. However, this is not a key indicator influencing the call center performance.

5.2 Limitation

Firstly, the research study was limited because it was carried out with only one Telecommunication Company in Thailand. It would have been meaningful if there

can be more firms participating with the research. Secondly, the number of the respondents might not be statically large enough. This is due to the limitation of the resources and time allowance.

5.3 Recommendations

The research study reviews that employee motivational factors are significantly correlated with the performance for the call center staffs. To increase employee performance, the researcher recommends that the firm should not heavily motivate their staffs with the wage and the salary. The researcher encourages the firm to look at other aspect of motivational factor such as Accountability and Relationship with peer for the employees. For example, to build the accountability into the call center, the supervisor or the manager may try to convince the staff to seek or accept more responsibility. The manger may remind the staffs that there is a room for the promotion for the staffs who are eager to work hard and scarify for more responsibilities. As for the relationship with peer, the firm may arrange the socializing activities. For instance, the manger may arrange a monthly meeting together with the dinning activities in order for them to decrease the boundary and increase the relationship among the peers in which it will result a greater performance for the employees in an organization.

APPENDICES

Appendix A : Questionare

Mahidol University

This questionnaire is a part of primary data for a "Thematic Paper" as a part of Master's degree at college of Mahidol University (CMMU). The purpose of this research is to study the "The relationship between employee motivation and employee performance. The case of call center service in one Telecommunication Company in Thailand". Please answer each question that most matches with your opinion. Your information will be kept in confidential and use for academic purpose only. This questionnaire will take approximately 1o minutes of your valuable time. Thank you for your corporation.

The questionnaire consists of 3 parts :

1. General information

2 Personal opinions toward the motivation in your organization

3 Personal opinions toward employee performance in your organization

Part 1: General information

Tick or write answers in full where applicable.

1. Gender

a) ☐ Male   b) ☐ Female

2. Marital status:

a) ☐ Single   b) ☐ Married   c) ☐ Widow(er)   d) ☐

Divorced

3. Age bracket (years)

a) ☐ 21-25   b) ☐ 26 – 29   c) ☐ 30-34   d) ☐ 35 and above

4. Highest level of education attained

a) ☐   High School   b) ☐ Diploma   c) ☐ Bachelor degree

d) ☐   Mater Degree and above.

5. How long do you work for the company?

a) ☐ Less than 1year b) ☐ 1-3years c) ☐ 4-6 years d) ☐ Above 7 years

Part 2: Motivation Factors.

On a scale of 1-5, tick in the appropriate box on how you strongly agree or disagree
with the statements given.

Scale	5	4	3	2	1
	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree

Employee motivation (Motivation factors)	5	4	3	2	1
Work it self 1.Do you agree that the company identify clear guidance for your work responsibility ?					
2. Your work assignment is suitable with your skill					
3. Do you feel that your job is challenging and motivate you to work ?					
Recognition 4.Your supervisor praise you when you work excellently					
5. Your supervisor accepts your idea when you propose them the idea to improve the work.					
6. You feel that your friend recognize the role of your work .					
Responsibility 7. You can finish your work according to the dead line					
8. You are willing to work for the overtime even though it is beyond your normal working hour.					
9. You are willing work for the overtime on your day off.					
Achievement 10. You feel that you can achieve your work objective successfully.					
11. you feel that you can solve the problem at your work.					

12. You feel proud when your supervisor satisfies with your work.					
Advancement 13. The company provides training for you to increase the level of your knowledge.					
14. The company provides a chance for an employee 's education.					

Employee motivation (Hygiene factors)	5	4	3	2	1
Wages/Salary 15. The company pay the wage/salary according to your ability					
16. In overall , you satisfy with the company 's incentive and bonus.					
Relation with supervisor 17 Your supervisor is always helpful when you have a problem and need consultant.					
18. Your feel that your supervisor is deserved with his/her position					
19. You feel that your supervisor allocate the assignment to his/her subordinate equally.					
Relation with peers 20.You feel that your colleagues can rely on you					
21.Your colleagues are supportive when you need an assistance.					
22.You feel happy to work with your colleague.					
Company policies 23. You feel that the company management well communicates to you about their policy direction.					
24. You are aware of the management policy.					
Working environment 25 You feel secure at your work.					
26 You feel satisfy with the equipment that the company provided to you for your work.					
27 The company arrange enough holiday for you to visit your filmily.					
28 You feel that you are not overwhelmed with the working hour arranged by your supervisor.					

Part 3 : Employee performance.

On the scale of 1-5, tick in the appropriate box on how you strongly agree or disagree with the statement given.

Employee performance.	5	4	3	2	1
29. You feel that you can manage your work within targeted timeline.					
30. You feel that you work effectively and shall not cause any disruption after.					
31. You feel that you can effectively coordinate with other department.					
32. You feel that you positively have a power to overcome an obstacle and the challenge facing at your work.					
33. You feel that you can bring all the best knowledge and ability in you to be used at work					
34. You feel that you can deliver the good service experience to the customer.					
35. In overall, how do rate your ability to show your performance at the company.					

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