

MOTIVATIONAL FACTORS AFFECTING JOB MORALE OF EMPLOYEES IN MDX PUBLIC COMPANY LIMITED

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Abstract

The objective of this research is to study the work motivation and work morale of employees working in MDX Public Company Limited. There were 60 employees being selected as study samples. The data collection was based on questionnaire distribution. Analysis of hypothesis testing employed inferential statistics such as t-test, One-way ANOVA and Pearson correlation. The result indicated that most of respondents from MDX Public Company Limited were female, aged less than or equal to 30 years old, were single, graduated from Bachelor's degree, worked as general staff, worked for 6 - 10 years and earned monthly income between 15,000 - 25,000 baht. Also, the study indicated that work morale was rated in a high level which the first highest score was the work under supervisors' commanding, followed by job stability and career status. The hypothesis testing result indicated that employees with different marital status had different work morale working in MDX Public Company Limited. In addition to the study of work motivation, commanding in terms of reasonable commanding and solution, work stability in terms of stable position and career status in terms of honorable career had an effect on work morale of employees working in MDX Public Company Limited.

Keywords: Motivation, Morale, Employees, MDX Public Company Limited

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Introduction

Nowadays, economic changes resulted in the change of the internal management of the organization. This change can give employees more opportunities to move in and out the organization. They will suddenly decide to resign from the previous company when they are better motivated by the new company which it can lead to lack effective works. The motivation factors can include better compensation, work progress, promotion opportunity, employee management policy and others (Herzberg, et al, 1959). In addition, the relationship in the organization between operational and managerial employees can also help motivated employees to continue work in the company. Some academician believes that if the employees can be well motivated from the company, they will be happy with company and give more heart and energy to work for the company in order to achieve the work target and goals which it can finally help the company to reach the better company performance in terms of financial, managerial and social aspects (Parvin, & Kabir, 2011).

However, there are many companies lack of better motivation given to the employees due to some reasons which it perhaps includes the country economic aspects. The economic recession has negatively affect the business performance (Kontogeorgos, Pendaraki & Chatzitheodoridis, 2017) and reduce some practices the company should do for their employees; for example, employee lay-off, wage cut, lack of motivation activities (Fapohunda, 2012; Gherman, Brad, & Dincu, 2015). Another factors can be the diversity of employees who may need and want different things from the organization. Recently, the company need to recruit new employees with different gender, ages, education, family background and others which they may need the different opportunities from company (Maslow, 1960; Yang, 2011).

Therefore, it is very important that the company that has a lot of employees needs to understand what and which motivation factors affecting the work efficiency which can lead to business performance, customer satisfaction, financial improvement and social recognition. Herein, the researchers are interested in studying motivational factors affecting job morale of employees. The area of the study is MDX Public Company Limited. This company and its affiliated companies engages in property development, basic utilities and energy with a focus on projects in response to government policy and create long-term return to the shareholders which recently consists of industrial estate project, power generation project and others. The result of the research can help the organization survey and improve the degree of employee motivation and morale.

Objectives of the study

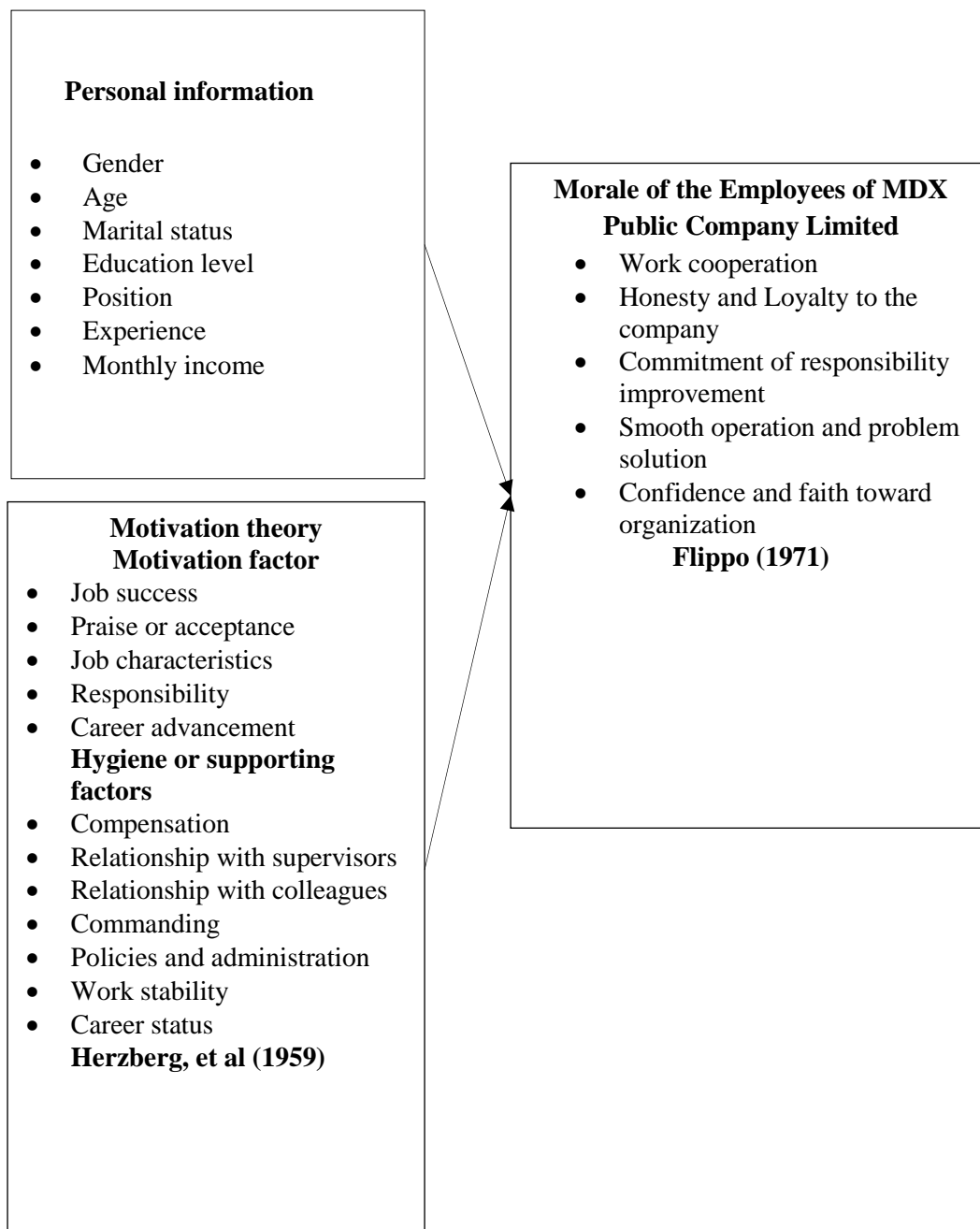
1. To study level of work morale of employees working in MDX Public Company Limited.
2. To compare level of work morale of employees working in MDX Public Company Limited categorized by personal information.
3. To study an effect of work motivation on work morale of employees working in MDX Public Company Limited.

Objectives of the study

Hypothesis 1: Different personal information in terms of gender, age, marital status, education level, position, experience and monthly income had different effects on employees' morale in working MDX Public Company Limited.

Hypothesis 2: Employees' work motivation had effects on employees' morale in working MDX Public Company Limited.

Conceptual framework



Literature Reviews

Employee work motivation

Krongkaew Yoosook (1999) has given the meaning of motivation that refers to the behavior of motivated person who expresses their efforts and is more willing to work than the person who was not motivated. In the meantime, Chotikaroso (2012) stated that work motivation is an impulse caused by the need to respond to the stimulus provided by the organization, which causes behavior in the workplace to willingly achieve goals as desired and resulted in maximum satisfaction, which motivation is very important to work. Theoretically, the type of motivation is divided into 2 types, namely internal motivation and external motivation, which motivation can be created by stimulating curiosity or competition. Indeed, the theory that can be applied to the study of motivation cannot be avoided of mentioning about two-factor theory which is divided into motivational factors and supporting (hygiene) factors. The motivation factor refers to the components that directly relate to the work performance, consisting of job success, praise or acceptance, job characteristics, responsibility and career advancement. In the meantime, supporting (hygiene) factors are the components that help prevent the work of personnel causing dislike or degradation, consisting of policies and management, salary and compensation, interpersonal relations, working environment, Job security and supervision techniques (Pornthip Sutiya, 2007). These factors affect the different levels of satisfaction of each person's behaviors that will be expressed in different individuals depending on the underlying perception, values and experiences.

Employee work morale

Chanyam (2003) said that morale in work refers to the mental state of the person in the group or organization that can be encouraged to be satisfied with work and commit to work on the responsibility in order to achieve the goals. Meanwhile, Bangmo (2002) said that morale means the satisfaction and intention of the employees that lead to devote themselves such as intelligence, physical strength, time, and property to meet the needs and objectives of the department. Therefore, the work morale is important for the organizations. Phongsrirot (1997) mentioned the importance of work morale that it can create cooperation among employees to achieve the objectives of the organization, create employees' loyalty and honesty to organization, encourage the employees to follow the organizational framework, create the group unity and power to overcome all obstacles of the organization, create creativity in organizations and build confidence and faith in the organization they are working. In the meantime, Netphokaew, (1998) mentioned the importance of work morale that it can result in good cooperation, create love and unity among colleagues, create confidence and faith in the organization, create understanding between people in the organization, result in group loyalty, and create incentives for personnel to be more creative in workplace. There are various factors affecting employee work morale which they can include motivational factors consisting of job success, social acceptance, job characteristics, role responsibility, work progress, compensation,

relationship with other people in the organizations policies and administration, work stability, work environment, organizational factors and others (Herzberg et al, 1959; Likitphanyawat, 2011). Therefore, executives should be aware and consider the various factors that are relevant within their own department. Including finding ways to improve things that are considered as obstacles to the operation to boost the morale of the subordinates.

Methodology

The study employed questionnaire which was developed from gathering information from books, researches and research articles to obtain the data from the respondents. After the study, the researchers can list both independent and dependent variables. The independent variables consisting of personal factors and employee work motivation and dependent variable consisting of employees work morale. Personal factor contains gender, age, marital status, education level, position, experience and monthly income. Employee work motivation includes motivation factors consisting of job success, praise or acceptance, job characteristics, responsibility and career advancement and hygiene or supporting factors consisting of compensation, relationship with supervisors, relationship with colleagues, commanding, policies and administration, work stability and career status (Herzberg, et al., 1959). Lastly, employee work morale includes work cooperat..., honesty and Loyalty to the company, commitment of responsibility improvement, smooth operation and problem solution and confidence and faith toward organization (Flippo, 1971).

In using the questionnaires, validity and reliability were used. In terms of validity test, the researchers requested 3 experts to consider the questions with research objectives. In terms of reliability test, the researchers used Cronbach's alpha which its score was equal to 0.960.

In data collection, there were 60 sets of questionnaires being distributed and there were 60 respondents answering the questions. After the questionnaire was returned, the researchers inspected the completion of the questionnaire before analyzing the data. The period of study lasts from June to September 2018.

In data analysis, both descriptive statistics including frequency, percentage, mean and standard deviation and inferential statistics including independent-sample t-test, One-way ANOVA and regression model analysis were used.

Result

5.1 Personal factors

There were 60 employees of MDX Public Company Limited answering the questionnaire. The study found that most of them were female, aged under or equal to 30 years old, were single, graduated from bachelor's degree, worked in general staff positions, worked for 6-10 years and earned monthly income between 15,000 - 25,000 baht.

5.2 Study of employees' work motivation and morale of MDX Public Company

The study of employees' work motivation of MDX Public Company, which is divided into motivation factors and supporting (hygiene) factors, can be summarized as follows.

Motivation Factors

In terms of job success, the employees highly agreed on overall of job success. When considering each item, it was found that employees focused on "responsibility and assignments accomplished according to goals", "successful problem solution while working" and "feeling as one of successful work", respectively.

In terms of praise and acceptance, the employees highly agreed on overall of praise and acceptance. When considering each item, it was found that employees focused on "compliment and acceptance from colleagues", "supervisors accept different ideas" and "compliments from supervisors for knowledge and ability suitable for assigned job", respectively.

In terms of job characteristics, the employees highly agreed on overall of job characteristics. When considering each item, it was found that employees focused on "assignments were given upon the knowledge, ability and aptitude", "clearly define responsibilities" and "initiative to create new ways to work and work creatively", respectively.

In terms of responsibility, the employees highly agreed on overall of responsibility. When considering each item, it was found that employees focused on "work without close supervision from the supervisor", "there is power to make decisions about the responsible tasks" and "there were new assignments to be responsible", respectively.

In terms of career advancement, the employees highly agreed on overall of career advancement. When considering each item, it was found that employees focused on "support of training, seminars, study visits to increase knowledge", "consideration for fair promotion" and ability to create works for promotion", respectively.

Supporting (Hygiene) Factors

In terms of compensation, the employees highly agreed on overall of compensation. When considering each item, it was found that employees focused on "salary rate that is received is appropriate for the amount of work performed", "welfare system and other compensation to support the work is appropriate" and "salary rates that are suitable for current living expenses", respectively.

In terms of relationship with supervisors, the employees highly agreed on overall of relationship with supervisors. When considering each item, it was found that employees focused on "supervisors can advise and help solve problems", supervisors are equally friendly with all subordinates" and "supervisors encourage and support in the operation", respectively.

In terms of relationship with colleagues, the employees highly agreed on overall of relationship with colleagues. When considering each item, it was found that employees focused on "Being reliant on colleagues", Colleagues help each others very well" and "accept each other's opinions and suggestions", respectively.

In terms of commanding, the employees highly agreed on overall of commanding. When considering each item, it was found that employees focused on “supervisors command and solve problems with reasons”, “supervisor is prudent in the operation or problem resolution” and “supervisors have fair justice and governance”, respectively.

In terms of policies and administration, the employees highly agreed on overall of policies and administration. When considering each item, it was found that employees focused on “executives can lead the company to success”, “company has a clear management policy” and company has a systematic operating method”, respectively.

In terms of work stability, the employees highly agreed on overall of work stability. When considering each item, it was found that employees focused on “company is a stable organization”, “job position is stable” and “intention to work in the company until retirement”, respectively.

In terms of career status, the employees highly agreed on overall of career status. When considering each item, it was found that employees focused on “work is done with honor and dignity”, company is accepted by society” and “this occupation is in demand in the market”, respectively.

Study of employees' morale

Besides the study of motivation factors, the study also revealed the study of employee morale of MDX Public Company Limited which it can be summarized as follows.

In terms of work cooperation, the employees highly agreed on overall of work cooperation. When considering each item, it was found that employees focused on “love, unity, harmony with colleagues”, “cooperation and willingness to work” and “readiness to work and collaborate with other departments in the company”, respectively.

In terms of honesty and loyalty to the company, the employees highly agreed on overall of honesty and loyalty to the company. When considering each item, it was found that employees focused on “dedication and desire for the company progress” and “honest and loyalty to the company”, respectively.

In terms of commitment of responsibility improvement, the employees highly agreed on overall of commitment of responsibility improvement. When considering each item, it was found that employees focused on “commitment to improving the work and responsibility” and “self-improvement to create initiatives in various activities in order to improve and develop work”, respectively.

In terms of smooth operation and problem solution, the employees highly agreed on overall of smooth operation and problem solution. When considering each item, it was found that employees focused on “department can always solve problems together” and “there is smooth work and little conflict”, respectively.

In terms of confidence and faith toward organization, the employees highly agreed on overall of confidence and faith toward organization. When considering each item, it was found that employees focused on “faith in the company” and “confidence in the company”, respectively.

Hypothesis test results

Hypothesis 1: Different personal information in terms of marital status had different effects on employees' morale in working MDX Public Company Limited at the statistically significant level as of 0.05. Meanwhile, personal information regarding gender, age, education level, position, work experience and the average monthly income had indifferently effects on employees' morale in working MDX Public Company Limited at the statistically significant level as of 0.05.

Hypothesis 2: Employees' work motivation regarding reasonable commanding and solution, stable position and honorable career had an effect on work morale of employees working in MDX Public Company Limited at the statistically significant level as of 0.05.

Discussions

The study of motivational factors affecting job morale of employees in MDX Public Company Limited can be discussed as follows.

Different personal information in terms of marital status had different effects on employees' morale in working MDX Public Company Limited at the statistically significant level as of 0.05. This is because when employees who had different marital status, they will need the different attitude to work. When employees with married status, they will need more time work in the organization as well as they will feel more commitment and responsible to the organization since they feel that they are growing up. In addition, feeling of be adult can help them to work collaboratively with other people in the organization. The study is consistent with Poolpattana (2011) who studied about morale and morale of workers at Maleley Engine Components (Thailand) Company Limited and found that different marital status had different effects on employees' morale in working in the organization.

The study found that commanding in terms of reasonable commanding and solution had an effect on work morale of employees working in MDX Public Company Limited at the statistically significant level as of 0.05. This is because using rationale can reflect to the fair management given to the employees in the organization. When employees in the organization feel that they will be treated with fairness, they will commit to work harder because they will know that they will be treated such as performance evaluation, equally. The study result is consistent with Nuengnara (2013) who studied about morale in the work of local administrative organization employees in Phato District, Chumphon Province. The study result indicated that employees working in local administrative organization in Phato District, Chumphon Province, commented that the management that has clearly and rationally defined the roles and responsibilities of the personnel can help consider the high level of work morale.

Also, the study found that work stability in terms of stable position had an effect on work morale of employees working in MDX Public Company Limited at the statistically significant level as of 0.05. This is because that employees who perceived that their organization has provided them with stable position, feel that they are stable and their life is more secured. This finally can lead to create willingness to work for the organization, loyalty to organization. The study is consistent with Kongdee (2013) who studied about morale in the Work of Personnel under the Office of Non-Formal and Informal Education, Nakhon Sawan Province. The result indicated that the teachers highly had opinions towards the morale in the Office of the Non-Formal and Informal Education in Nakhon Sawan in terms of job security.

In addition, the study found that career status in terms of honorable career had an effect on work morale of employees working in MDX Public Company Limited at the statistically significant level as of 0.05. The reason is that feeling proud of the workplace and feeling of work value can help increase the willingness of employees in the organization to work more because they feel that they are doing goodness from their work, their work can contribute positive effect on other people in the organization and people in the society. The study is consistent with Kongdee (2013) who studied about morale in the Work of Personnel under the Office of Non-Formal and Informal Education, Nakhon Sawan Province which its result reported that the teachers highly had opinions towards the morale in the Office of the Non-Formal and Informal Education In Nakhon Sawan in terms of career status.

In conclusion, personal information in terms of marital status and employees' work motivation regarding reasonable commanding and solution, stable position and honorable career had an effect on work morale of employees working in MDX Public Company Limited statistically.

Recommendations

Recommendations from the study

The study of motivational factors affecting work morale of employees in MDX Public Company Limited can provide suggestions as follows in order to create work morale.

Regarding work motivation in terms of commanding, the issues that should be improved are that the supervisors should have justice and equality in governance and treat all employees equally, without discrimination, so that they can govern their subordinates very well help drive employees to work more efficiently.

Regarding work motivation in terms of work stability, the issues that should be improved are there should be compensation for employees when the employees have excellent performance and provide other benefits, besides salary, for employees who have worked with the company for a long time because these employees intend to work in the company until retirement.

Regarding work motivation in terms of career status, the issues that should be improved are that there should be an improvement and change of job challenges according to the growing labor market and the needs of today's people since this occupations are in demand in the market.

Regarding employee's work morale, the issues that should be improved are that the company should provide employees with more activities than ever before in order for employees can build good relationships with each other, learn how to fix problems and work together as a team without conflicts.

Recommendations for future research

The study of motivational factors affecting work morale of employees was based on only single company. Therefore, the next study may be extended to other company in order that there can be a comparison study. In addition, the current study focused on motivation factors affecting the employee work morale. Therefore, the next study can add more or other variables such as work environment, organizational factors and others which perhaps also create the work morale of employees in the organization.

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