

FACTORS AFFECTING WORK MOTIVATION OF EMPLOYEES IN BANGKOK LAB AND COSMETIC COMPANY

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Abstract

The objectives of this research were 1) to study motivation for operation of employees in Bangkok Lab and Cosmetic Company, and 2) to compare personal opinions of employees in Bangkok Lab and Cosmetic Company that affect their motivation for operation. The samples were 230 employees in Bangkok Lab and Cosmetic Company using Taro Yamane's method and selected by simple random sampling. The tool for data collection was the questionnaire verified by 3 experts, with consistency at 0.91. Statistics included frequency, percentage, standard deviation, independent sample T – test, one-way ANOVA, the Scheffe method for pair matching comparison, and Fisher's Least Significant Difference. Based on the study, it was found 1) the factors affecting work motivation of employees in Bangkok Lab and Cosmetic Company regarding the overview and details, from ascending to descending mean, were relationship with supervisor, management policy, relationship with colleagues, responsibility, job security, job progress, and salary and welfare, respectively. 2) Moreover, employees with different gender, education, and monthly salary in Bangkok Lab and Cosmetic Company Limited did not have an effect towards on work motivation.

Keywords: Personal Factors, Work Motivation, Bangkok Lab and Cosmetic Company

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Introduction

Due to the fact that the competition is currently high, many organizations then need to develop their organizations in terms of man, machinery, money and materials which are very necessary for the organization (Nakasawat, 2019). Especially, the organizations are required to emphasize on human resource development because human resources are the most valuable resource for the organizations; however, it depends on each organizations' consideration. This is due to the fact that human resource development requires a lot of relevant resources, such as money spending, relevant people, organization system and others (Piyavanichpong, 2009).

Indeed, development of human resources can generate valuable human resources and outcomes for the organizations, such as new idea creation and implementation, working efficiency as well as good business performance because employees in the organizations can use their knowledge, abilities, skills and experts to produce works, products and services to the organizations, customers and stakeholders (Thepwan, 2011). Nevertheless, obtaining valuable employees can be made through the selection, recruitment, and hiring as well as human development. Even though human resources management and development has been discussed among researchers and academicians, it had not yet in conclusion since the management of human is complicated as well as the human itself is also complex (Nakasawat, 2016,8-9).

One of many factors that can be so interesting and maximize the ability and skill of employees in the organizations is motivation. Motivation is important for the organization because it creates employees' willingness and desire to work for organization, live in the organization and maintain a good organizational member of the organization. In contrast, motivation can also generate the negative effect on the organization performance when it is lack and does not exist in the organization. When employees in the organization lack the motivation to work and achieve the organizational goal, they will not be able to create the work performance and business performance (Smitkrai, 2011; Fukitkan, 2016).

In addition, not only the motivation can generate the employees' performance, but also the opportunity given to the employees to show their ability and skill can also increase the performance of the employees. The opportunity, in fact, is important and can stimulate employees' behavior to achieve the organization. Therefore, the managers must pay attention and understand the motivation of the employees as well as creating opportunities for employees in the organization (Saritvanich, 2009, 156).

Bangkok Lab and Cosmetics Co., Ltd. was established at 48/1 Moo 5, Nong Chae Sao Road, Nam Phu Sub-district, Mueang District, Ratchaburi Province, 70000. The company started construction of the factory in November, 1993 and completed in May, 1994, which was established by three pharmacists with the objective to operate and produce pharmaceutical and health products with professional principles and expertise. The management system of the company is standardized and operates under the company's philosophy that the quality is the value of life. The initial product was

paracetamol which was approved by the Ministry of Public Health, as the first product in June 1994. After that, the company passed the certification of good manufacturing practice (GMP) from the Ministry of Public Health on October 10, 1994, and has been certified continuously every year. At the present, the company has more extensive production, which the company has clear policy to maintain the standard of products, raw material selection, production inspection and product analysis including other administration in order to obtain products that meet various standards and acceptability in terms of safety and benefits as well as satisfaction (Bangkok Lab and Cosmetics Company Limited, 2017).

In terms of human resource management, the Human Resources Department collects data and summarizes the in-and-out employee rate of Bangkok Lab and Cosmetics Company Limited from 2013 to 2017. The survey results showed that the company has staff in and out continuously as shown in Table 1 (Bangkok Lab and Cosmetics Company Limited, 2017, 1). Meanwhile, the statistical data showed the increasing numbers of recruited employees, the company has also increasing number of resigned employees. The rate of resigned employees can probably reflect that the employees in the organization may not be happy to work there, the human resource management is not good, or lack of motivation and opportunity work. This also corresponds to the concept of Mahaphatthanon (2011), mentioning that human nature does not like to work. If there is an opportunity for them, they will escape from work. This is perhaps due to the fact that the employee lack motivation and opportunity to work in the organization. Also, the concept is in line with the study concept of Saritwanich (2009, 156) which showed that motivation in work is very important because motivation can influence employee positive outcome to the organization to focus.

Table 1 shows the number and percentage of in-and-out employee rates of Bangkok Lab and Cosmetic Company Limited

Year	Number of Employees	Person(s)	Percentage	Resignation	Percentage of Resignation
2013	446	113	2.19	74	1.42
2014	476	109	1.97	79	1.42
2015	518	105	1.76	66	1.10
2016	533	118	1.89	96	1.53
2017	540	85	1.31	76	1.17

Source: Human Resources Department Bangkok Lab and Cosmetics Company Limited (2560, 2-3)

From such problems, the researcher therefore sees the importance of studying factors that affect the motivation of the employees of Bangkok Lab and Cosmetics Company Limited in order to apply the research results as a guideline for the company's human resource planning. This can contribute the company to create human resources and maintain personnel in the company for a long time.

Research Objectives

Research Factors that affect the motivation of the employees of Bangkok Lab and Cosmetic Company Limited are as follows:

1. To study the motivation of the employees of Bangkok Lab and Cosmetics Company Limited.
2. To compare the opinions of personal factors of Bangkok Lab and Cosmetic Co., Ltd. employees that affect the work motivation.

Research hypotheses

The hypotheses can be written as follows.

Hypothesis 1: Employees with different gender had different motivation to work at Bangkok Lab and Cosmetic Company Limited.

Hypothesis 2: Employees with different age had different motivation to work at Bangkok Lab and Cosmetic Company Limited.

Hypothesis 3: Employees with different education level had different motivation to work at Bangkok Lab and Cosmetic Company Limited.

Hypothesis 4: Employees with different working period had different motivation to work at Bangkok Lab and Cosmetic Company Limited.

Hypothesis 5: Employees with different monthly income had different motivation to work at Bangkok Lab and Cosmetic Company Limited.

Conceptual framework

The hypotheses can be written as follows.

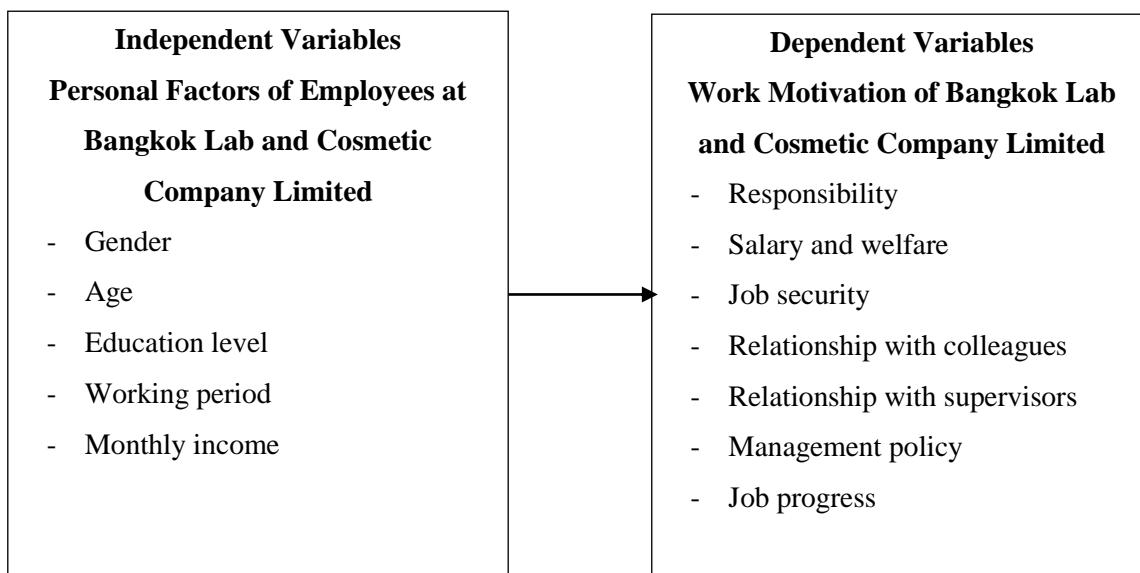


Figure 1 Conceptual Framework

Research Methodology

Population

The population used in this research is the monthly staff of Bangkok Lab and Cosmetic Company Limited, consisting of 540 employees. This includes managers, staff and academicians (Human Resources Bangkok Lab and Cosmetics Company Limited, 2560)

Samples

The sample size in this research was calculated by using known population of Taro Yamane with 95% confidence or significant level as of 0.05. Simple random and lottery sampling method were used in this study.

Research Tool

The tool used in this research was survey questionnaires created by using the motivation theory and related researches which covers the study objectives. The questionnaire was divided into two parts as follows.

Part 1: Personal factors of employee of Bangkok Lab and Cosmetic Company Limited include gender, age, education level, work period, and monthly income. These questions are characterized as check lists.

Part 2: Motivation factors to perform the work of Bangkok Lab and Cosmetic Company Limited. These factors include responsibility, salary and welfare, job security, relationship with colleagues, relationship with supervisors, management policy, and job progress. The questionnaire with rating scale was used in this study (Yuthikaiwan and Phalaphon, 2010, 163 - 164)

Data Analysis

In data analysis, the researchers brought the data and used the data processing software with the following statistics as follows.

Part 1: In terms of studying the personal factors of employees including gender, age, education level, work period, and monthly income, the researchers used frequency and percentage with presenting data in the forms of description.

Part 2: In terms of studying the work motivation including responsibility, salary and welfare, job security, relationship with colleagues, relationship with supervisors, management policy, and job progress, the researchers used mean and standard deviation with data interpretation (Sincharu, 2009, 75). The data was presented in the forms of tables and description.

Part 3: In terms of studying factors influencing work motivation of employees working for Bangkok Lab and Cosmetic Company Limited categorized by employee personal factors including gender, age, education level, work period, and monthly income, the researchers used independent sample T-test and One-way ANOVA with least-significant different (LSD).

Result

From the study of factors affecting motivation for operation of employees in Bangkok Lab and Cosmetic Company, the result can be described as follows.

Part 1: Study of personal factors of employees working for Bangkok Lab and Cosmetic Company Limited

The study revealed that most of the respondents were female (153 persons or 66.52%), aged between 21 – 30 years old (116 persons or 50.44%), graduated from high school or equivalence (88 persons or 38.26%), worked for 1-5 years (76 persons or 33.04%) and earned monthly income between 10,000– 20,000 Baht (124 persons or 53.91%).

Part 2: Study of employees work motivation for Bangkok Lab and Cosmetic Company Limited

The study revealed that employees had opinion towards work motivation in Bangkok Lab and Cosmetic Company Limited in high level. When considering in each dimension, the study revealed that that employees had opinion towards relationship with supervisors in the first rank, and it was followed by management policy, relationship with colleagues, responsibility, job security, job progress and salary and welfare, respectively. The detail was bestowed as follows.

1. Relationship with supervisors: The study revealed that the employees had the opinion towards work motivation in terms of relationship with supervisors in the high level. When considering each item, the study revealed that all items answered by the employees were also rated in the high level. The item that was rated in the first rank was “The supervisor has good managerial knowledge and ability”. It was followed by “The supervisors regularly monitor the performance”, “The supervisors provide the opportunity and convenient availability to meet and consult”, “The supervisor always informed the information”, “The supervisors give freedom to work”, “The supervisors coach the employees about the work” and “The supervisor accepts employees’ knowledge and ability”, respectively.

2. Management policy: The study reveal that the employees had the opinion towards work motivation in terms of management policy in the high level. When considering each item, the study revealed that all items answered by the employees were also rated in the high level. The item that was rated in the first rank was “Rules and regulations are strict”. It was followed by “There is a clear organization management policy”, “There is a work conforming to the policies of supervisors and regulations of the organization”, “There is a clear and appropriate management policy”, “The good management provides job progress opportunity”, “The duties division and responsibility scope of each person is clear” and “There is an opportunity for participation in policy management”, respectively.

3. Relationship with colleagues: The study reveal that the employees had the opinion towards work motivation in terms of relationship with colleagues in the high level. When considering each item, the study revealed that all items answered by the employees were also rated in the high level. The item that was rated in the first rank was “There is possibility and ability to work with colleagues”.

It was followed by “There is a satisfaction towards the friendliness of colleagues in the company”, “The colleagues provide help when it is needed”, “The colleagues accept the knowledge and idea”, “The colleagues are sincere, encouraged and helpful when having problems”, “The coordination with colleagues in other departments is successful” and “There is a good relationship between colleagues, there are no party blocks”, respectively.

4. Responsibility: The study revealed that the employees had the opinion towards work motivation in terms of responsibility in the high level. When considering each item, the study revealed that all items answered by the employees were also rated in the high level. The item that was rated in the first rank was “The work that has been done has improved the knowledge and experience”. It was followed by “The assigned work requires the use of knowledge and ability to perform effectively”, “The supervisor recognizes the scope of responsibility”, “The responsible work matches with the interests and expertise”, “The amount of responsible work is appropriate”, “The colleagues recognize the scope of responsible work” and “There is a freedom to make decisions to achieve the job”, respectively.

5. Job security: The study revealed that the employees had the opinion towards work motivation in terms of job security in the high level. When considering each item, the study revealed that all items answered by the employees were also rated in the high level. The item that was rated in the first rank was “There is a strong sense of life security in this company”. It was followed by “There is a security system for employees’ property and life”, “The supervisor provides protection and responsibility for the assigned work”, “The supervisor ensures that the assigned position can be performed as long as demands”, “The current position is valuable and important for the future”, “There is confidence that the assigned work will not be removed from responsibility” and “There is willingness to work with this company until retirement”, respectively.

6. Job progress: The study reveal that the employees had the opinion towards work motivation in terms of management policy in the high level. When considering each item, the study revealed that all items answered by the employees were also rated in the high level. The item that was rated in the first rank was “There is an opportunity to use knowledge and ability to develop work”. It was followed by “There is encouragement for the employees to attend meetings / training / seminars and study visits for continuous self-improvement”, “There is a preparation of knowledge and ability development for a higher position”, “There is clarity for career advancement”, “The evaluation model can measure the performance correctly and appropriately”, “There is a fair evaluation of performance” and “There is fair justice for appraisal”, respectively.

7. Salary and welfare: The study revealed that the employees had the opinion towards work motivation in terms of salary and welfare in the high level. When considering each item, there were four items rated in the high level and three items rated in the moderate level. The high level items include “The company provides appropriate welfare for employees”, “The compensation for part-time work is appropriate with work duration”, “The disbursement of welfare benefits is fast and

convenient" and "The provided salary is appropriate with knowledge and ability", respectively. The moderate level items include "The provided salary is appropriate with duties and responsibilities", "The company has a fair salary adjustment" and "The provided salary is sufficient for the current economic condition", respectively.

Part 3: Study of factors influencing work motivation of employees working for Bangkok Lab and Cosmetic Company Limited categorized by employee personal factors

Due to the use of independent sample T-test and One-way ANOVA with LSD, the result can be summarized as follows.

1. Employees with different gender did not have different motivation to work at Bangkok Lab and Cosmetic Company Limited.

2. Employees with different age had different motivation in terms of job security, relationship with supervisors and job progress to work at Bangkok Lab and Cosmetic Company Limited. In the meantime, employees with different age did not have different motivation in terms of management policy, relationship with colleagues, responsibility, and salary and welfare to work at Bangkok Lab and Cosmetic Company Limited.

3. Employees with different education level had different motivation in terms of salary and welfare to work at Bangkok Lab and Cosmetic Company Limited. In the meantime, employees with different education level did not have different motivation in terms of relationship with supervisors, management policy, and relationship with colleagues, responsibility, job security and job progress to work at Bangkok Lab and Cosmetic Company Limited.

4. Employees with different working period had different motivation in terms of relationship with supervisors, relationship with colleagues and job progress to work at Bangkok Lab and Cosmetic Company Limited. In the meantime, employees with different working period did not have different motivation in terms of management policy, responsibility, job security and salary and welfare to work at Bangkok Lab and Cosmetic Company Limited.

5. Employees with different monthly income had different motivation in terms of management policy, job security and job progress to work at Bangkok Lab and Cosmetic Company Limited. In the meantime, employees with different monthly income did not have different motivation in terms of relationship with supervisors, relationship with colleagues, responsibility and salary and welfare to work at Bangkok Lab and Cosmetic Company Limited.

Discussion

From the study of factors affecting motivation for operation of employees in Bangkok Lab and Cosmetic Company, the result discussion can be described as followed.

1. The study revealed that the motivation of the employees of Bangkok Lab and Cosmetics Company Limited, in overall, was rated in the high level. The study result is consistent with Srisirichokchai (2014) who studied about the factors affecting motivation in the work with the case

study of officers at the special credit management unit a Thai commercial bank. The results of the study showed that the motivation of the employees at the operational level was in the high level as well. Also, the study is in accordance with the concept of Kharanan (2008), who said that motivation is the need for stress and expected benefits which people must collect and devote various efforts to achieve their goal. Indeed, the study revealed the high level of motivation of Bangkok Lab and Cosmetics Company Limited are some strong supporting reasons. Importantly, Bangkok Lab and Cosmetics Company Limited has set the clear policy and management, particularly, statement No. 6 and 7, emphasizing on the employees development and happiness. The statement No. 6 mentioned that there must be a promotion of safe operation by providing risk assessment of work and areas of safe condition with good occupational health. Meanwhile, the statement No. 7 mentioned that there must be a promotion of happy work, good labor relations, appropriate income and welfare. These statement can strongly reflect the focus of the company towards the work motivation of employees in Bangkok Lab and Cosmetics Company Limited. In addition, the researchers then also provide deep discussion on each dimension of the studied work motivation which is discussed as follows.

1.1 The study revealed that the responsibility dimension in overall was found at the high level which was consistent with the research of Charoensuk (2012) who studied about the work motivation of employees in the steel structure industry, a case study of A Company. The study found that the motivation was rated in the high level as well. Also, the study was consistent with the concept of Kaewchanong (2011) who mentioned that the responsibility is the need to achieve the assigned work or task according to the organizational set and goals. The result of work or task achievement can be proud of self-achievement and also create proud of organization. Therefore, in order to demonstrate acceptance or trust for the organization, the organizational management team must cultivate the job or task responsibility for the employees in the organizations. In fact, Bangkok Lab and Cosmetics Company Limited can perform this action well. Before the management team will bestow the works to its employees, they will consider the background of the employees looking at their education level, sincerity, experiences and so on in order to make sure that the job or task given to them will be performed well. In addition, the management team will also afford an opportunity for the employees to participate in designing work, sharing idea and others in order to promote work participation.

1.2 The study revealed that the work motivation in terms of salary and welfare was overall rated in the high level, which the study was consistent with Chlor's research (2009) who studied the work motivation of sales and service staff of TOT Public Company Limited. The study revealed that the work motivation in TOT was rated in the high level as well. This study was also in line with the concept of Thepwan (2011) who mentioned that the unequal or unfair compensation system comparing to the other company and organization system can create the problems that make the organization unable to retain employees to stay with the organization. Therefore, the organization should adjust compensation system according to the survey results obtained from the market, apply

new evaluation method that match with work, or provide the understanding on the relationship between the work and the reward. Indeed, the work and performance evaluation must be consistent to the reward systems that they must be fair and equal. Moreover, the organization must also provide the employee training and development method and system that can help the employees in the organization to reach the organizational goal. In case of Bangkok Lab and Cosmetics Company Limited, the management team has provided welfare for employees according to the laws and social regulations. The company has provided supplement, such as hygienic drinking water service, tea and coffee drinks during breaks, staff shuttle buses and dormitories.

1.3 The study revealed that the work motivation in terms of job security was rated in the high level, which was consistent with the research done by Charoensuk (2012) studying about the work motivation of employees in the steel structure industry, a case study of A Co., Ltd., and indicating that the work motivation in the A Co., Ltd., was rated in the high level. Furthermore, the study was also consistent with the concept of Kaewchanong (2011), mentioning that the successful organization must contain with the managers who understand the importance of work motivation in order to drive the employees' work and performance from the inside. In fact, the factors that can influence the work performance is the work achievement. With this, the managers should encourage and instill in people to take into account the success of the work which it can strongly affect the organization progress. When the organization is successful and grow up, it means that the employees' life in the organization can also grow and successful. Moreover, the management must show sincerity and encourage people to have the opportunity to create success in working according to their individual's potential. In case of Bangkok Lab and Cosmetics Co., Ltd., the management team strictly adheres to government regulations, such as having a fair and accurate contract, providing social security payment, offering fair overtime and giving annual wage increase. More importantly, the company has a policy of hiring throughout the working life of employees, making employees feel secured in life during working in the company.

1.4 The study revealed that the work motivation in terms of relationship with colleagues was rated in the high level, which was consistent with the research of Charoensuk (2012) who studied about the work motivation of employees in the steel structure industry, a case of A Co., Ltd., and found that the employee's work motivation in this company was also in high level. Moreover, this study also in accordance with the concept of Kaewchanong (2011) who said that accepting and being accepted by colleagues in the organization about knowledge, ability, skill and behavior expressed at work can help each other perform the task and duty well in the organization. In accepting employees' in the organization can be done in many ways, such as giving compliment with the word "Thank you", or announcing the name to the publics, giving the opportunity to learn and share idea and others. When the employees in the organization feel accepted, they can perceive that they are a part of the group and company and they can finally then create good work to the organizations, which can be another way to create the motivation for the employees. In case of Bangkok Lab and Cosmetic

Company Limited, the managers have organized activities to promote team work, such as training, study visits and sports relations in order to permit the employees to participate into the group building a good relationship with each other.

1.5 The study of work motivation in terms of relationship with supervisor was found in the high level, which is consistent with the research of Chokchai (2014) regarding the factors affecting motivation at work, a case of the officers at the special credit management unit a Thai commercial bank and the result was found that the work motivation from this study was also high. This study result was also consistent with the concept of Kaewchanong (2011), mentioned that the managers are important persons influencing motivation for the employees because they are in a position to act on the rules, regulations and organization policies. If the managers do not really know the organization's problems and culture, the announcement of rules and regulations and policies may create dissatisfaction and may result in the demotivation of the employees in the organization which finally result in work failure and negative attitude towards the organizations. Therefore, the managers should give much importance to cooperate and build relationship with the employees in the organizations. For the case of Bangkok Lab and Cosmetics Co., Ltd., the employees in the company has a good level of education and experience in the product and has expertise in their profession. They are able to teach jobs to other employees. Also, the management team set the training program and provide the study visit both in a country and abroad in order that the employees can apply the knowledge to the work and colleagues.

1.6 Regarding the management policy, the study of the work motivation also indicated that the employees in the company also had opinion about the management policy in the high level. The study result was also consistent with Chlor's research (2009), who studied the customer service at TOT Public Company Limited and found that the level of opinion towards the work motivation was also rated in the high level. This study was also consistent with the concept of Bangmo (2015) mentioning that the factors that can prevent the employees to like or dislike the assigned works and tasks are the policies and management as well as the effective internal communication. For the case of Bangkok Lab and Cosmetics Company Limited, the managers adhere to strict rules and regulations which everyone in the organization is required to follow.

1.7 The study of the work motivation in terms of the job progress revealed that most of the employees in the organization rated the opinion towards the job progress in the high level. The study was consistent with the research of Charoensuk (2012), who studied about the work motivation of employees in the steel structure industry in a case of A Company and found that the motivation in the job progress was rated in the high level. In addition, the study also matched with the concept of Meem (2014). The desire to receive the job progress will drive and motivate employees to behave something to achieve the desire. For the example, the direct salesperson will be motivated and encouraged by the promotion, commission and job security in order to make the best performance. In the case of Bangkok Lab and Cosmetic Company Limited, the managers encouraged and motivated their

employees by giving them the opportunity to attend the conference / training / seminar and study visits for continuous self-development, knowledge increase and other abilities. In addition, this can be the preparation for them to step into higher positions which is available for everyone.

Part 2: Study of factors influencing work motivation of employees working for Bangkok Lab and Cosmetic Company Limited categorized by employee personal factors

2.1 From the study, the result indicated that employees with different genders do not have an effect on work motivation of Bangkok Lab and Cosmetic Co., Ltd. because employees with different genders must be encouraged and motivated equally. The study was consistent with the research of Saengphet (2016), studying about personal factors, work motivation and environment that affects the work motivation of 5-stars hotel in Bangkok and its vicinity and mentioning that personal factors did not have an effect on the work in the organizations. This is especially when the organization is enforced by the governmental law and regulation.

2.2 The study indicated that employees with different age had different work motivation to work at Bangkok Lab and Cosmetics Company Limited. The study is consistent with the research of Klua (2009) studying about the work motivation of sales and service staff of to service customer at TOT Public Company Limited which the result found that the work motivation is different according to the age of employees. This is due to the fact that age range of each employees can be affected by the motivation. For example, younger aged employees perhaps want to work less; meanwhile older aged employees may want to work harder because they may have more responsibility, such as family and others.

2.3 The study revealed that employees with different education level did not have different work motivation to work in Bangkok Lab and Cosmetics Co., Ltd. The result was consistent with Leosathienwong (2012) who studied about the factors affecting work motivation of the mechanic staff of small construction companies in Mueang Nakhon Ratchasima District and the result indicated that the employees with different education level did not have an effect on work motivation. This is because the employees from Bangkok Lab and Cosmetics Co., Ltd. are promoted based on the seniority or working period in the company.

2.4 The study revealed that employees with different working period did not have different work motivation to work in Bangkok Lab and Cosmetics Company Limited. The result was matched with study done by Singthongsuk (2013), who studied about the factors affecting employee motivation in Thai Airways Public Company Limited and found that the motivation of employee in Thai Airway Public Company is not different. This is due to the fact that every employee who have already worked or just started to work need to have been compensated.

2.5 The study revealed that employees with different monthly income did not have different work motivation to work in Bangkok Lab and Cosmetics Co., Ltd., which is consistent with the research of Charoensuk (2012) who studied about the work motivation of employees in A Co.,

Ltd. in the steel structure industry. The results showed that the motivation of the employees in this company is not different based on the monthly income of the employees.

Suggestion

Suggestions for applying research results

1. The organization should rotate the employees' job in order to provide them the opportunity to perform other duties in order to learn new knowledge, work, skills and experiences. In addition, the organization should set up a career path policy in order to create career path development.
2. The organization should set the policies about the welfare and benefits for the employees because good welfares and benefits can attract current employees to be with the organization as well as attract more people to join the organization. In addition, the organization should create the good working environment in order to support and satisfy the employees in order that they can increase their productivity.
3. The organization should promote experimental employees to permanent employees faster by reducing the probation period from 120 days to 60 days. In addition, the organization should provide the opportunity to promote the employees under the project-based employment to permanent employment. However, the organization should set the appropriate and careful criteria of work evaluation for job promotion.
4. The organization should build relationships between employees, such as organizing annual sports, annual off-site visits and others in order that all employees can have opportunity to meet each other's from various departments. This can create the opportunity to discuss, share and exchange ideas, experiences and advices which can eventually increase the employees' performance.
5. The organization should collaborate with the educational institutes, universities and other specialized training agencies in order to provide training programs and workshops in order to increase knowledge and skills. The focused points can be leadership, personality, vision, people management skills and organizational management skills, for instance.
6. The organization should set a manual, rules and regulations for being work guidelines for employees in the organization. However, the manual, rules and regulations should be created by the participation of employees in the organization, which can generate the mutual acceptance and conformation.
7. The organization should study the background of employees, such as family history, education level, working experiences and work performance before assigning new duties and responsibilities in order to avoid the dissatisfaction and mismatch between work nature and employee abilities.

Suggestions for further research

1. In the future, there should be a study about the factors affecting the efficiency of the

operation of Bangkok Lab and Cosmetics Company Limited in order to be used as a guideline to adjust the operating model in line with the management structure of the organization.

2. The future study should focus on what work motivation of the employees in the organization can affect the work performance of the employees so that the organization can emphasize, prioritize and implement it.

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