

The Intrinsic and Extrinsic Motivation Factor Influence on Frontline Ground Employees' Job Satisfaction: Thai Airways International Case Study

ปัจจัยแรงขับเคลื่อนภายในและภายนอกที่มีอิทธิพลต่อความพึงพอใจในการทำงานของพนักงานต้อนรับภาคพื้นดิน : กรณีศึกษาสายการบินไทย

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ผู้ช่วยศาสตราจารย์ ดร. ประจำคณะกรรมการจัดการการท่องเที่ยว สถาบันบัณฑิตพัฒนบริหารศาสตร์

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Abstract

There is a huge scale of competition in the airline business and employees play a vital role for organization success. This study aims to examine what is the most intrinsic and extrinsic motivation factor that influence on airline employees' job satisfaction, a case study Thai Airways International. It is essential for the survival of business if human resources best practice have been improved as it affects employees' performance. This study employed a quantitative method approach by a survey questionnaire. The data was collected from various positions such as counter check-in, boarding gate, baggage handling and lounge attendant with a total of 320 employees as the sampling size calculated based on the known population. Data was analyzed by using Structural Equation Modelling (SEM) technique with operating of AMOS program to analyze. The confirmatory factor analysis (CFA) was conducted in this study to test the variables. The findings revealed that career growth, organizational policies are the most motivating factor that influence airline employee's job satisfaction. Exploring the key driver of

employees' motivation influence on employees' job satisfaction contributes to both academic and practical implications.

Keywords: Airline Employees' Motivation, Job Satisfaction, Intrinsic and Extrinsic Motivation, Frontline Ground Employee

บทคัดย่อ

อุตสาหกรรมการบินเป็นอุตสาหกรรมที่มีการเติบโตอย่างสูงมาก จึงเกิดการแข่งขันกันในด้านธุรกิจอย่างสูงหลาย ๆ สายการบินจึงต้องพัฒนาองค์กรตลอดเวลาเพื่อให้อยู่ในการแข่งขันได้ พนักงานในองค์กรจึงถือว่าเป็นส่วนสำคัญยิ่งในด้านการขับเคลื่อนองค์กรให้ก้าวไปข้างหน้าและยืนหยัดอยู่ในอุตสาหกรรมได้ การศึกษาครั้งนี้มีจุดประสงค์ในการศึกษาปัจจัยแรงขับเคลื่อนภายในและภายนอกที่มีอิทธิพลต่อความพึงพอใจในการทำงานของพนักงานต้อนรับภาคพื้นดิน โดยเลือกกลุ่มตัวอย่างจากประชากรซึ่งเป็นพนักงานต้อนรับภาคพื้นดินของบริษัทการบินไทย จำกัด ซึ่งปฏิบัติงานที่สนามบินนานาชาติสุวรรณภูมิเป็นจำนวน 320 ตัวอย่างโดยการสุ่มเลือกซึ่งจำนวนกลุ่มตัวอย่างได้จากการคำนวณจากกลุ่มประชากรที่ทราบจำนวนแน่นอน การวิจัยเชิงปริมาณเป็นวิธีการวิจัยที่ใช้สำหรับการศึกษานี้โดยการใช้แบบสอบถามเป็นการเก็บข้อมูล การวิเคราะห์ข้อมูลใช้เทคนิคโครงสร้างตัวแปรเชิงซ้อน Structural Equation Modelling (SEM) โดยใช้โปรแกรม AMOS วิเคราะห์ซึ่งผลการศึกษานี้พบว่า ความก้าวหน้าในตำแหน่งหน้าที่การงานในองค์กรนั้นมีอิทธิพลมากที่สุดสำหรับการทำให้พนักงานเกิดความพึงพอใจในงาน ซึ่งองค์กรไหนสามารถสร้างมุมมองให้กับพนักงานที่ดีในด้านความก้าวหน้าจะสามารถทำให้พนักงานพึงพอใจกับงานและองค์กร มากกว่าการเสนอค่าตอบแทนที่สูง ๆ ดังนั้นการวิจัยครั้งนี้ ผู้วิจัยมุ่งหวังว่าจะเป็นประโยชน์ต่อแวดวงวิชาการและภาคธุรกิจอีกทั้งนำข้อเสนอแนะสำหรับการทำวิจัยในครั้งต่อไปด้วย

คำสำคัญ : ปัจจัยแรงกระตุ้นการทำงานของพนักงาน ความพึงพอใจในการทำงาน พนักงานส่วนหน้าแรงกระตุ้นภายในและภายนอก

Introduction

The forecast of Air Transportation International Association from the last twenty years that the air transport has been growth extremely because of the expansion of the world economy as reported from The International Air Transport Association 2016 (IATA, 2016). The global air traffic has foreseen the demand of travelling from traveler will be increasing from 2.8 billion in 2011 to 3.8 billion in 2016 and will continue increase for the average growth rate about 5.3 % for both domestic and international. For International markets are expected to increase from 1.11 billion to 1.45 billion passengers. Despite, the airline business is tough competitive

environment, therefore, how airline respond to external market competitive and building the internal marketing for instance, employee relationship program, employee loyalty program to enhance the employee's job satisfaction.

The main product of airline industry is to provide a service to customer by selling seats on the aircraft hence the frontline position will play a very important role in contacting customer and deliver service to fulfill customer's needs however in this study will focus on frontline group staff e.g. check-in staff, boarding gate staff, baggage handling staff and lounge attendant staff only. Those employees who interact directly with customer highly influenced the level of the customer satisfaction consequently the organizational performance can improve too. (Bates, 2004); (Baumark, 2004); (Harter, Schmidt, & Hayes, 2002); (Richman, 2006). Hence, the aims of this study is to examine the factor of intrinsic and extrinsic motivation influence on job satisfaction that can lead to improve employee's performance.

Research Objective

1. To examine the intrinsic motivation factors influence on employees' job satisfaction.
2. To examine the extrinsic motivation factors influence on employees' job satisfaction.

Scope of Research

Frontline Ground employee at Thai Airways International Company, position of check-in, boarding gate, baggage handling and lounge attendant, sampling size 320 employees. Area of the research at Suvarnabhumi International Airport. Collecting data from 1 – 30 April 2018.

Conceptual Framework

Conceptual framework has been constructed to find the answer of research objective.

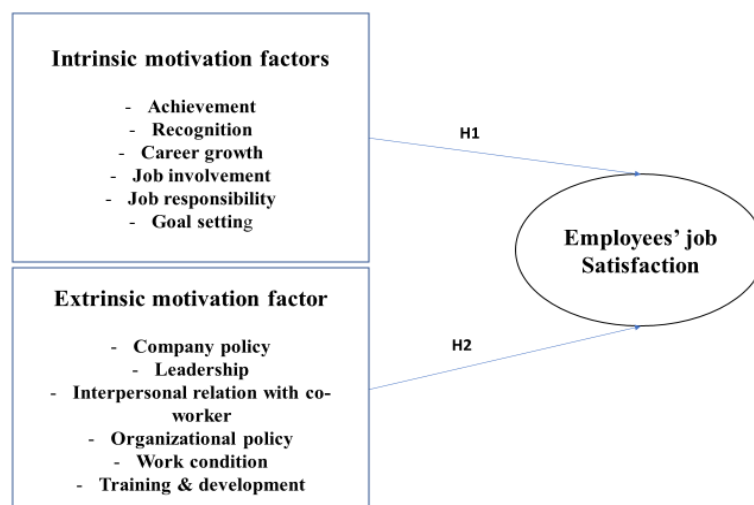


Figure 1: Conceptual Framework

From the conceptual framework, it can be defined to examine the influence of employees' job satisfaction such as intrinsic and extrinsic motivation factors hence the hypothesis has been raised to test under this conceptual. This study undertakes as follow:

- H1: The intrinsic motivation factor influence on employees' job satisfaction
H2: The extrinsic motivation factor influence on employees' job satisfaction

Definition of Research Terminologies

Job Satisfaction

Job satisfaction defines as the pleasurable emotional state resulting from the appraisal of one's job.

Frontline Position

The frontline is the employee whom interact with customer in the way of communicating, delivering the customer service, and facing with customer including solving problem and supporting customer in any kind of help also handling customers' satisfaction.

Intrinsic Motivation Factors

The level of individuals feel that their work is important, interesting, attractive, recognition and challenging by the work-itself related and the opportunity to develop and achieve their goal, the motivation is within person's mind, attitude, feeling, individual's expectation.

Extrinsic Motivation Factors

The level of individuals derives the things for them in purpose to motivate them, these will come from the external impacts include reward, pay, compensation, promotion, organizational.

Literature Review

The link between front line employee and job satisfaction

Employees' job satisfaction in the airlines industry particularly the frontline ground employee whom have the most interaction with customer and would affect to the level of customer satisfaction will be examined in this research.

The frontline staff also known as ground staff which means the airport passenger service consist of the range of services that interaction with passenger such as check-in desk, boarding gate, lost and found staff, lounge attendant staff (Yang & Tseng, 2010).

The link between airline employee and airline organization is very important too subsequently, (Hallowell, 1996). The study has reviewed the implications of management in the guidance for improving job satisfaction for employee is very crucial when we compare to other hospitality service industry. When they are interacting with customer, the level of customer satisfaction is positively related to the employee attitude if the employee is satisfied with their job then customer will receive the quality of service, employee motivation therefore can affect to customer satisfaction too in the level of medium and high to put the reputation of the airlines (Gittel & Weiss, 2004). Companies including airline industry need to build the internal marketing plan in attracting employee towards in different advantage (Simon & DeVaro, 2006). However the factor of employees' job satisfaction as defined the contented to which employees like their work. Based on perceptions, appreciation of an employee develops a positive or negative attitude towards their job and environment (Ellickson & Logsdon, 2002). It must be a factor that influence on the job satisfaction of employee hence from the literature found that, In accordance with Herzberg's two factors theory there are intrinsic and extrinsic rewards (Herzberg, 1959) two kind of motivational factors the Intrinsic motivators are the internal factors within individual, personal's attitude while the extrinsic motivators are external factors

Theory Foundation for the Study

Herzberg's Two Factor Theory is probably the most often cited point of view. In fact, the main idea is that employees in their work environment are under the influence of factors that cause job satisfaction and factors that cause job dissatisfaction. Therefore, all factors that have derived from a large empirical research and divided in factors that cause job satisfaction (motivators) and factors that cause job dissatisfaction (hygiene factors)

Table 1: Job Satisfaction Factors

Motivators (Intrinsic motivation)	Hygiene factors (Extrinsic motivation)
Achievement	Company policies
Recognition	Leadership
Job involvement	Interpersonal relations with co-worker
Job Responsibility	Work conditions
Career growth	Salary and compensation
Goal setting	Training & Development

Source: HERZBERG (1959)

Research Method

The quantitative approach is designed for this research, the sampling size was determined at 320 sample sizes formula based on known population of 900 in total with 5% erroneous plan and from various positions of ground staff of check-in, boarding gate, lounge attendant, baggage services. The research instruments in the form of 59 questionnaire. The pilot test/pre-test was conducted from 30 questionnaires to examine the validity of the instrument and the result was satisfied at the Cronbach Alfa at .90 above .70 as the criteria.

The data collecting was self-administrator by delivering to the respondent to fill in the survey form using various channel e.g. face to face, hard copies, online questionnaire sent to sampling size in different channel e.g. line, Facebook, email however the most respond of audience was line chat communication.

The data were analyzed by Structure Equation Modelling (SEM) technique with Amos program to conduct analysis. Setting the criteria to consider if it fit as per table below.

Table 2: The Standardize Index Measure

Index	Criteria	References	Indicate
Chi – Square	p. > 0.05	Hair et al. (1998), Bollen (1989) and Sorbon (1996)	Good fit
CMIN/df.	< 5.0	Bollen (1989) , Diamantopoulos, Siguaw, and Siguaw (2000)	Good fit
GFI	≥ 0.90	Hair et al. (1998), Browne and Cudeck (1993)	Good fit
AGFI	≥ 0.80	Baumgartner, H., & Hombur, C.,(1996), Gefen et al (2000)	Good fit
NFI	≥ 0.90	Hair et al. (1998) , Mueller (1996)	Good fit
IFI	≥ 0.90	Hair et al. (1998) , Mueller (1996)	Good fit
CFI	≥ 0.90	Hair et al. (1998) , Mueller (1996)	Good fit
RMR	< 0.05	Diamantopoulos , Siguaw (2000)	Good fit
RMSEA	< 0.05	Hair et al. (1998),Browne and Cudeck (1993)	Good fit

Conclusion

The demographic characteristics from the 320 target sampling sizes were collected, the demographics characteristics consist of gender, age, educational, position, and year of service in the organization and income. The result showed that the majority of respondents were female (69.7%), aged between 36-40 (24.4%), Educational level Bachelor's Degree (84.4%), Job position as Check-in staff (48.1%), Monthly income 30,001-35,000 Baht (24.7%), Year of employment more than 10 years (39.7%), Birthplace were Bangkok (66.9%).

CFA Result for Intrinsic Motivation Factor Model

Intrinsic motivation factors, this variable was measured by six observed variables e.g. recognition, career growth, achievement, job satisfaction, job involvement and goal setting. All six observed variables examine the latent variables of intrinsic motivation factor that influence on employee's job satisfaction and employee engagement per the hypothesis. Outcomes expectations as measured by 23 questionnaires by each item and the figure shows. The result has found acceptable threshold levels and consistent with the concept (Hair, Black, Babin, Anderson, & Tatham, 1998); (Bollen, 1989). and by Chi – Square = 156.956, df = 141, Sig. = 0.175 < 0.05, CMIN/df. = 11.11 > 5.0 and furthermore GFI = 0.771 < 0.9, AGFI = .812 > 0.80, RMSEA = .20 < 0.50, RMR = 0.04 < 0.05 the highest loading factor is 1.00 on career growth however all the loading factor in this model is high that consider this model is acceptable and fit to the hypothesis.

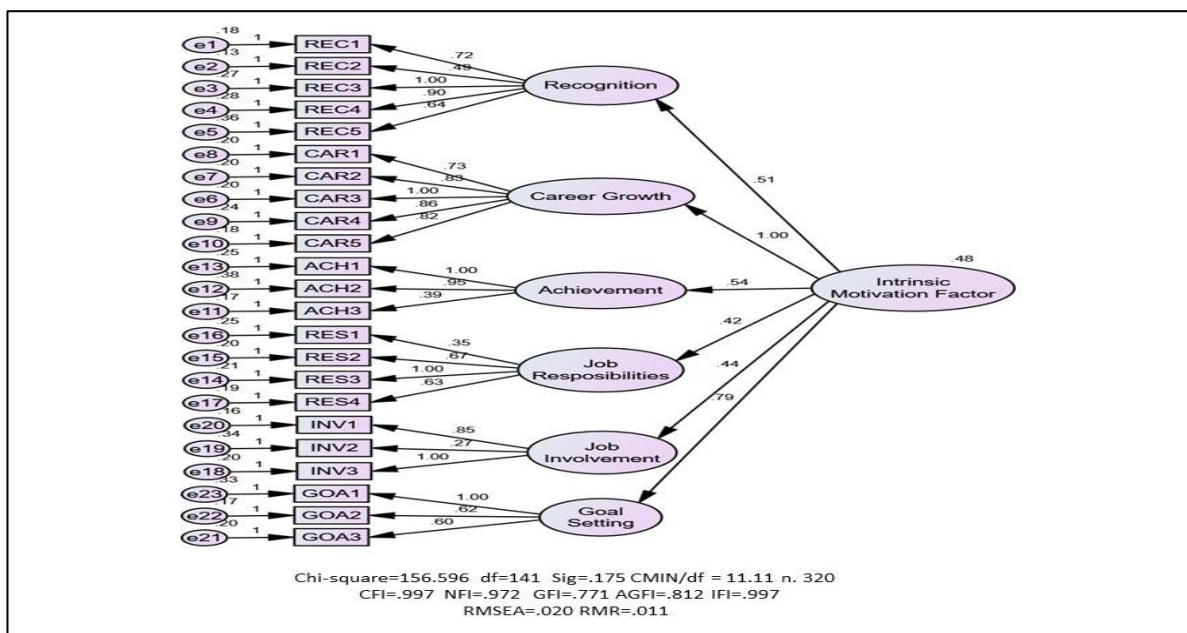


Figure 2: CFA of Intrinsic motivation factor model

CFA Result for Extrinsic Motivation Factor Model

Extrinsic motivation factors, the variable was measured by six-observe e.g. pay salary and compensation, workplace environment, organizational policy, work condition, leadership style and training and development. All six observed variables examine on extrinsic motivation factor influence to employee's job satisfaction and employee engagement per the hypothesis. Outcomes expectations was measured by 23 questionnaires by each item and the figure shows. The result has found acceptable threshold levels and consistent with the concept (Hair et al.,

1998); (Bollen, 1989). and by Chi – Square = 181.276, df = .175, Sig. = 0.357 < 0.05, CMIN/df. = 1.035 < 5.0 and furthermore GFI = 0.801 < 0.9, AGFI = 0.812 > 0.80, RMSEA = 0.11 < 0.50, RMR = 0.14 > 0.05 the highest loading factor is 1.00 on organizational policy however all the loading factor in this model is high that consider this model is acceptable and fit to the hypothesis.

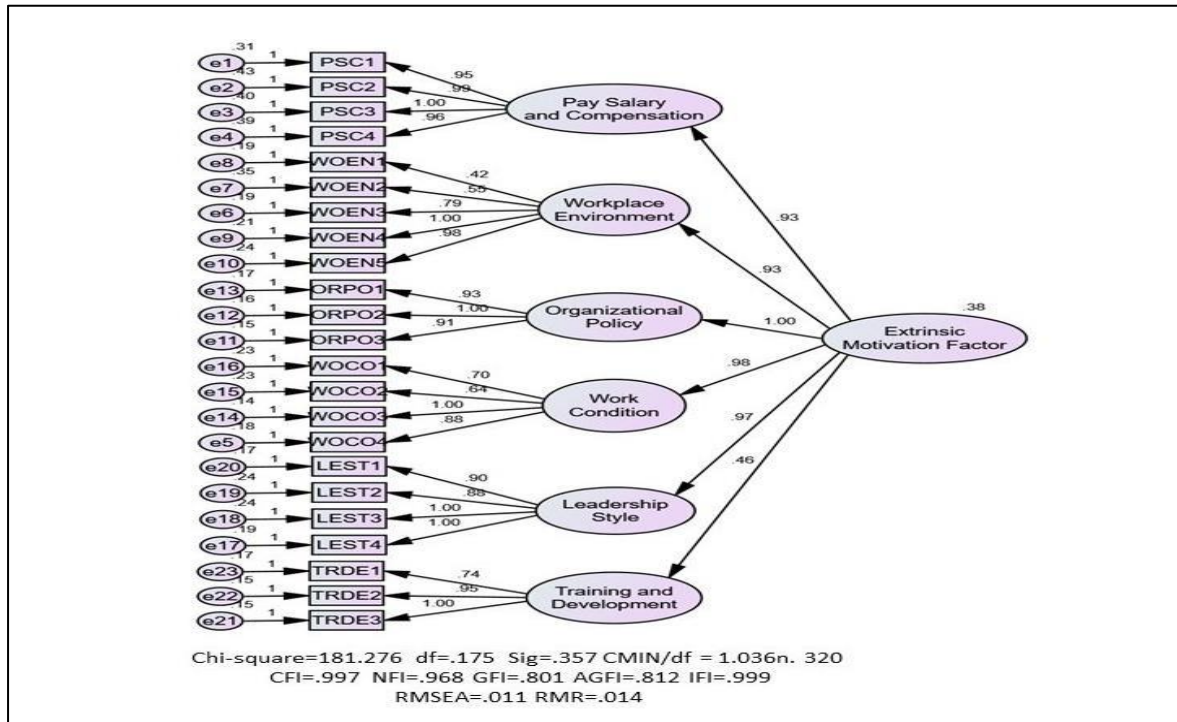


Figure 3: CFA of extrinsic motivation factor model

CFA Result of Employees' Job Satisfaction Model

Job satisfaction was examined from the 5 observed variables from SAT1- SAT5. The result was measured by five questionnaires and the figure shows of the factor loading scales. The result found acceptable threshold levels and consistent with the concept (Hair et al., 1998); (Bollen, 1989). By Chi – Square = 4. 207, df = .2, Sig. = 0.122 > 0.05, CMIN/df. = 1.103 < 5.0 and furthermore GFI = 0.925 > 0.9, AGFI = .77 < 0.80, RMSEA = .063 < 0.50, RMR = 0.014 > 0.05 the highest loading factor is 1.00 on SAT15 however all the loading factors are acceptable and support the hypothesis.

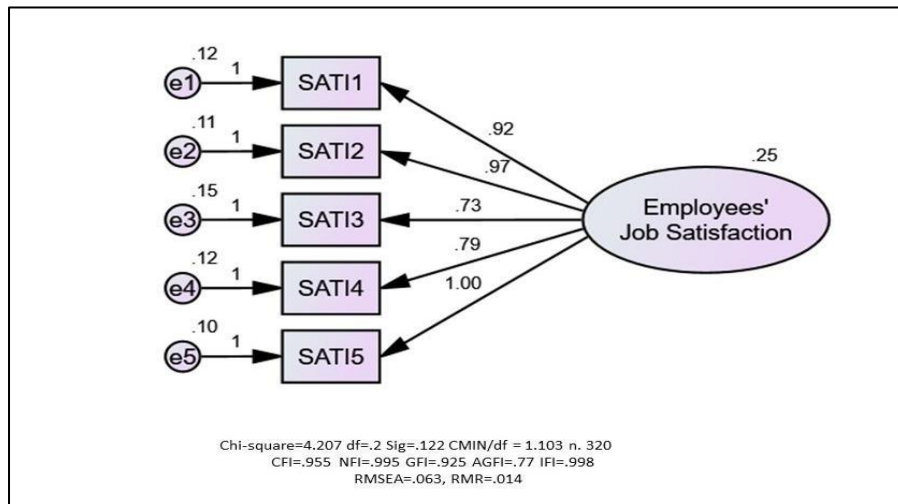


Figure 4: CFA of job satisfaction model

SEM Model

This part using Structural Equation Modeling (SEM) has become one of the techniques of choice for researchers across disciplines. Therefore, this part to studies the model the importance of employees' job satisfaction using structural equation modeling (SEM). The result of model showed that acceptable threshold levels and consistent with concept of Hair et al., (1998). The result showed that intrinsic motivation factor is higher affect to job satisfaction = .89 factor loading rather than extrinsic motivation factor that = .24 factor loading affect to job satisfaction, all factor loading consider to accept the model.

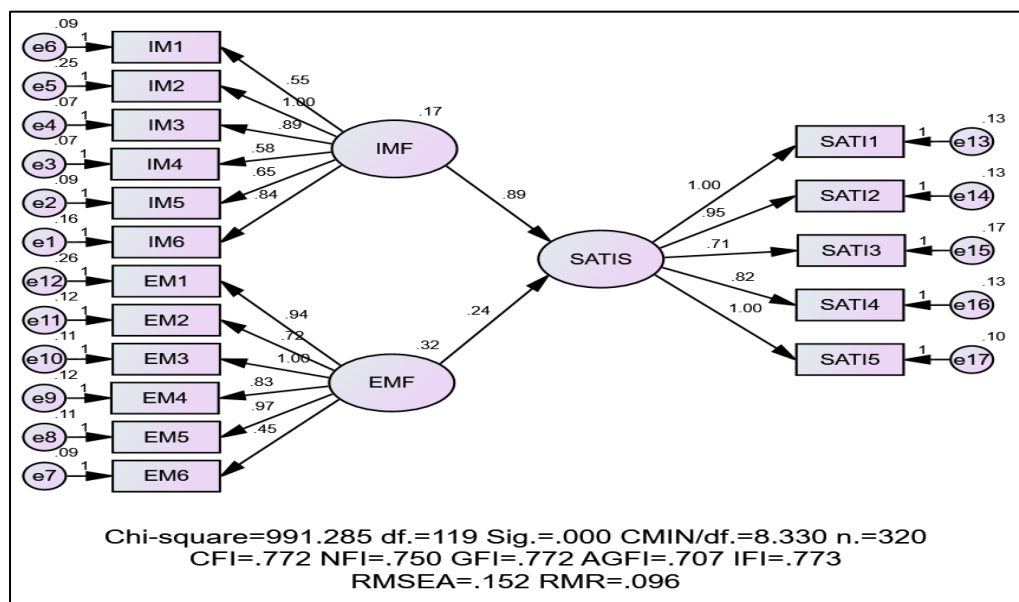


Figure 5: SEM model for this research

Each of index by statistically represents model, detail of each index will be explained below the figure 5

Intrinsic Motivation

Intrinsic Motivation factors have 6 observed variables including recognition, career growth, achievement, job responsibilities, job involvement and goal setting. The result has shown the standardized factor loading ranged between from 0.55 – 1 which is more than 0.40. The model shows the intrinsic motivation factors is positively direct effect with 2 variables and indirect effect with 3 variables.

Intrinsic Motivation factors variable will have a positive direct effect to the employees' job satisfaction. The regression weight estimate of standardized coefficients 0.895, has a standard error of about 0.071, t –value 12.543, p -value = $0.000 < 0.05$, And the intrinsic motivation factors variable has influence to change the employees' job satisfaction variable of model was able to explain influence to change at rate 83%, this was significant.

Extrinsic Motivation

Extrinsic Motivation factors have 6 observed variables including Pay Salary and Compensation, Workplace Environment, Organizational Policy, Work Condition, Leadership Style and Training and Development. The result shows the standardized factor loading ranged from 0.45 – 1 more than 0.40. The model show the extrinsic motivation factors a positive direct effect 2 and indirect effect 2 variables explain as follows;

Extrinsic Motivation factors variable will have a positive direct effect to the employees' job satisfaction. The regression weight estimate of standardized coefficients 0.239, has a standard error of about 0.025, t –value 9.386, p -value = $0.000 < 0.001$, And the Extrinsic motivation factors variable have influence to change the employees' job satisfaction variable of model was able to explain influence to change at rate 83.00%, this was significant at or below the 0.001 level.

Employees' job Satisfaction

Employees' Job Satisfaction has 5 observed variables (SATI01 – SATI05). The result shows the unstandardized factor loading ranged from 0.71 – 1 more than 0.40. The model show the Employees' Job Satisfaction factors positive direct effect 1 variable and indirect effect 1 variables explain as follows; Employees' Job Satisfaction variable will have a positive direct effect from intrinsic and extrinsic motivation factor. The regression weight estimate of standardized coefficients -0.3, has a standard error of about 0.098, t –value -3.051, p -value =

0.002 < 0.05, And the employees' job satisfaction variable has influence to change the employee engagement variable of model was able to explain influence to change at rate 75.00%, this was significant at or below the 0.05 level.

Discussion

Intrinsic Motivation and Job Satisfaction

The key finding about the intrinsic motivation factors influence on employees' job satisfaction that having a direct effect to the level of employees' job satisfaction as the result shows that job satisfaction can be imposed as the individual's attitude and feeling of people have about their work or task they are doing as in this study the intrinsic motivation factor consist of recognition, career growth, achievement, job responsibility, job involvement and goal setting to examine the motivation factor in believing that employee attitudes and feeling have been examined and influence on job satisfaction, there were pass research that finding about intrinsic motivation factor influence on job satisfaction (Gaertner, 1999).

Recognition is one of the key factor influence on employees' job satisfaction as from the result in this study, employee feel happy when their work recognized by management and company moreover feeling valued and meaningful on the job they are doing is highly motivated them on the job satisfaction, career growth in the organization is also most influence key factor to improve their level of job satisfaction as employee would feel motivate when they can see the opportunity to growth in the organization hence the goal setting would be aligned with this circumstances too so in this study also finding the goal setting is crucial for employee to reach their career growth. Hence, to rewarding employee by providing the effective recognition would affect to employee motivation and level of job satisfaction according to the pass study from Deeprose (1994) also found in his study about recognition is the key motivation factor to increase level of job satisfaction of his study on the hotel and hospitality industry however in the target sampling size in this study is ground employee of Thai Airways International Airlines also considered as hospitality industry to show that career growth will be the ultimately outcome to enhance the employees' job satisfaction.

When Ali and Ahmed (2009) confirmed that motivation and job satisfaction have statistically significant correlation with reward and recognition respectively. Job responsibility, Job involvement , Achievement are positively outcome of employee motivation to improve the level of job satisfaction as employee feel more satisfy when they know exactly about their

job responsibility, clear of their job description with specific task therefore they could concentrate on what their responsibility when job involvement has impact on their feeling, employee will feel satisfy or happy with their job when they are able to maximize their performing in the job, they involve in the process of improving job or service quality provide to customer, involve in solving problem also could make their feel satisfy, involve in any activities, functionally at work they do thus this result could retain employee with the organization and reducing the turnover invention, reducing the costs of hiring. The study revealed that there would be a positively changed in employee motivation and job satisfaction when company can have offered the opportunity to get involve in their job responsibility and participate in organization planning and policy to improve quality services that build the level of valuable and meaningful of their work. In addition, the intrinsic motivation factor affect to employee engagement as per the result and The literature related to employee motivation and employee engagement shows from the several research that the affects to engagement with the motivational process of intrinsic and extrinsic factors (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001); (Schaufeli & Bakker, 2004)

Extrinsic Motivation Factor and Job Satisfaction

From the result as the extrinsic motivation factor consist of Pay salary & compensation, Workplace environment, Organizational policy, Work condition, Leadership style and Training Development. The result shows a very positive related to job satisfaction regarding to the ratio of statistically number is higher that intrinsic motivation factor hence there are underlining that the examination of job satisfaction from the extrinsic factor from the previous study in the pharmaceutical industry (Garg & Kumar, 2012) have found that the comprehensive of job satisfaction factors such as pay & fringe compensation, promotion, training & development, the interaction between co-worker, supervisor, manager and subordinate will affect to the level of job satisfaction hence the research from the various researchers, authors have identified that to build the strong job satisfaction must comprise of extrinsic motivation factor.

Pay salary & compensation is the key to the level of job satisfaction as employee need to have a quality of life, good living life from their earn income thus everyday they come to work with full of energy and good feeling about their job that provide them a good living life they feel they owe to organization and job, without good salary and compensation they would not be able to have good living and support, look after their family when work place environment,

organizational policy and work condition are important part of increase the level of job satisfaction also the examiner factor in this study that reveal in the good result that employee feel happy when they can interact with co-worker, supervisor in the friendly environment, openly mind to talk to each other, feel comfortable to say exactly what they are thinking and feeling, organizational policy play a vital role to employee in regards of they are comfortable to fit in the organizational policy, comply with the policy without any against or rejection also the policy is fair to employee comprise of work condition as the target sampling has the working hour in shift work that would affect to their level of satisfy if the work condition not really load them and allow them to have a work life balance from the working schedule work.

Leadership styles have found in this study that the management with clear vision and good communication between employee and management will impact to the level of job satisfaction. Training & Development is one of the key factor in extrinsic motivation that could impact on the level of job satisfaction therefore employee feel appreciated when organization provide the training that relevant to their job moreover that training should be useful for them in terms of career development too. In this study, the result shows that employee feel satisfy when training & development program provided by company to improve their skill, knowledge and competency to their job duty and for future career development.

Recommendation/ Implication

Implication for this research for both academic and managerial particular the Human Resources Management to use as the tool to create employee program and loyalty from the key finding motivation factor, as the employee by its nature that can be assumed the factor of employee feel satisfy with their job that would be similar. As the service employees especially in frontline position jobs are critical asset for any services and hospitality organizations in terms of the interaction with customer in delivering the services. Addressing the importance of frontline employees as the as a competitive advantage, managers should emphasize organizational conditions that positively cultivate and implement in any organizational. For the academic implications, this research is useful as the reference for any scholar to study the subject relate to employee, job satisfaction, motivation factors including intrinsic and extrinsic factor.

For Further Research

In this research aim to raise the new knowledge in both academic and managerial as the contributions to benefit for the next research In the academic, this research will be useful

as the information for next study in the topic of motivation, job satisfaction and airline industry also the theoretical to use in his study for the next study in the academic can use as the ground information to apply in the study. Qualitative approach may be recommended to get the deeply data through interview, focus group as the expectation of employees may vary in the different area hence qualitative approach may have another point of view in regards of motivation and job satisfaction.

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