

Building Work Motivation of Irregular Shift Workers in UTAC Thai Co., Ltd.

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Abstract— The research on building work motivation of irregular shift workers in UTAC Thai Co., Ltd. had an objective to review factors that influence motivation of irregular shift workers in UTAC Thai Co., Ltd. Research findings revealed that from total 100 questionnaire respondents most were female, age between 20-30 years, graduated vocational certificate/ Grade 12, monthly income 10,001-15,000 Baht, single status, and period of employment 3-5 years. The study indicated that overall mean of motivation factors of irregular shift workers in UTAC Thai Co., Ltd. was in a medium level with the following order: salary was in a medium level meaning the workers thought the compensation they currently received was not suitable with their knowledge and skills, and salary increase was insufficient; relationship with colleagues was in a medium level meaning colleagues were perceived to be irresponsible in the work, not friendly, and no hospitality; job security was in a medium level meaning the workers believed they were not secured for the job; relation with supervisor was at a high level meaning the workers got advice from supervisors and supervisors were friendly with the workers; working condition was at a high level meaning that workers feel safe in their work place, the place was appropriate, clean and nice looking; achievement was in a high level meaning workers accomplished every work assigned to them; recognition was at a high level meaning colleagues did not accept each other in the work and not listen to each other's opinion; the work itself was in a medium level meaning work assigned did not match knowledge and skill therefore became too difficult; advancement was in a medium level meaning there was no room for getting promoted. Recommendation derived from the research was that the CEO should review and adjust compensation and benefits to maintain workers' motivation to do their work. Workers retaining measure should be in place such as activities that bring together supervisors and workers which will help to tighten workers loyalty to the organization and to build work motivation of irregular shift workers in UTAC Thai Co., Ltd.

Keywords— Motivation building; UTAC Thai Co. Ltd.

I. INTRODUCTION

In an economy with fierce competition worldwide, businesses have to quickly adjust to cope with the competition situation. CEOs try to set policies and business strategies which they believe can comply with the changes in world economy and can respond to business rivals and customers. UTAC Thai Co., Ltd. is a company with 42 years of experience. It was established on April 11th, 1973 running the production and testing of various IC products before exporting to other countries in Europe, Asia, and the US. Its operation starts from the first step that is choosing raw material until the final step that is delivery. Apart from this, it tests electricity current system as well as capacity of every product to ensure durability of the products and it also creates quality improvement groups in every division in the company.

Work motivation is very crucial to the company since it will help to make personnel and workers enthusiast in their work and will result in higher efficiency which will in turn make the company achieve its targets.

Researcher therefore became interested to study work motivation of workers in UTAC Thai Co., Ltd. to create the path to continuously enhance work motivation for the employees.

Objective

To study factors influencing work motivation of irregular shift workers in UTAC Thai Co., Ltd.

II. LITERATURE REVIEW

The research on building work motivation of irregular shift workers in UTAC Thai Co., Ltd. was carried out by using Herzberg's Two-Factor Theory including motivation factors and Hygiene factors with the following details.

1. Motivation Factor means factor that influence employee motivation to work more effectively, more efficiently, and to gain employee's job satisfaction. Factors that lead to motivation are as follows.

- Achievement means when person completes the job successfully it will help to satisfaction in such job.
- Recognition means acceptance from people in the organization.
- The work itself means interesting and challenging work that is solely performed by oneself from the beginning until completed.
- Responsibility reflects satisfaction that results from being chosen to have full authority and to be fully responsible for such work.
- Advancement means growth in the career because of that work such as promotion to a higher position, or an opportunity to obtain a higher education.

2. Hygiene Factor is the element that prevents employees from dissatisfaction. It is not a direct motivation to enhance work efficiency; examples are policy and work management of the organization as follows.

- Salary includes salary, wage, and compensation provided in exchange for the work in an organization. It may include an increase in salary of such organization.
- Possibility of Growth means employees' opportunity to be promoted which may include the situation that helps employees to gain more skills in their job.
- Interpersonal Relation with Superior, Subordinate, and Peers means behavior, manner, and any type of communication that show good relation among each other and can pleasantly work together.
- Status means the occupation is well accepted with honor in the society.
- Company Policy and Administration means the guidelines of the organization for work and administration.
- Working Condition means physical condition and environment in the work place such as working area, equipment, tools, and working atmosphere.
- Personal Life involves positive or negative feeling toward working in the organization. It can have direct or indirect impact on personal life or the work, mainly because of one's own feeling.
- Security means the feeling of employees toward sustainability in the career.
- Supervision-Technical means the working style of superior by using motivation factor to enhance enthusiasm with an attempt to increase work efficiency. To motivate employees to work, superior should assign challenging work to increase responsibility of employees as well as promoting higher position which will make employees work more effectively (Siriwan Serirat and the others, 2002:03).

III. RELATED RESEARCHES

1. Waraporn Muanglek (2011) The study on work motivation of employees in Lotus Hall Mining and Construction Engineering Company Limited. The study found that most of the employees were highly satisfied with their job.
2. Paweena Changphukeaw (2013: Abstract) The study on motivation that affects the performance of Tuberculosis Clinic officers in area 10 and 12. The findings indicated that relationship between motivation factor and hygiene factor was in a medium level.
3. Kamolwan Areesisom (2010: Abstract) The study on work motivation of employees in N.M.B. Mechatronics (Thailand) Co., Ltd. found that interpersonal relationship among supervisor and colleague was in a high level. Supervision-Technical, advancement, the work itself, Company Policy and Administration, working condition, and security respectively were in medium level.
4. Miss Charuwan Sisuk (2012: Abstract) The study of work motivation of employees in Kui Buri Canned Fruit Co., Ltd. found that motivation factors for work motivation of employees in Kui Buri Canned Fruit Co., Ltd. was in a medium level.
5. Raksinaporn Songsermsad (2013: Abstract) The study on work motivation of housekeepers in Doing Well International

Company Limited. The findings showed that motivation level of housekeepers were in the medium level.

IV. METHODOLOGY

The structure of questionnaires consists of the following 4 important parts:

- Part 1: Questions on personal data
- Part 2: Questions on opinion about work motivation that affect work performance of irregular shift workers in UTAC Thai Co., Ltd. regarding 2 factors 1) Motivation factors: Salary, interpersonal relationship, security, relation with supervisor, and working condition 2) Hygiene factors: achievement, recognition, the work itself, and advancement.
- Part 3: Questions about work motivation of irregular shift workers in general.
- Part 4: Recommendations by the questionnaire respondents including useful opinions and suggestions.

Inferential statistics applied to test hypothesis were independent t-test, One-way ANOVA, and Regression Analysis.

Findings

The research on work motivation of irregular shift workers in UTAC Thai Co., Ltd. found opinion of the workers on motivation factors in a medium level of mean in general. The factors that were in a high level of opinion were relationship with supervisor and working condition equally then followed by achievement. For the work itself, relationship with colleagues, advancement, security, recognition, and salary were all in medium level of opinion.

V. CONCLUSION AND DISCUSSION

The research on work motivation of irregular shift workers in UTAC Thai Co., Ltd. found an opinion on motivation factors to be in a medium level. This is in accordance with the research that found work motivation of housekeepers to be in a medium level in general. The results on personal factors indicated that age had influences on motivation while gender, education level, monthly income, and status did not have impact on motivation. The study also showed result of hygiene factors test to have relationship with motivation of the workers in an aspect of the work itself.

From this study, researcher can apply the result to create the path to plan, improve, and develop motivation strategy and to create employee loyalty to the company as well as to motivate workers to work more effectively.

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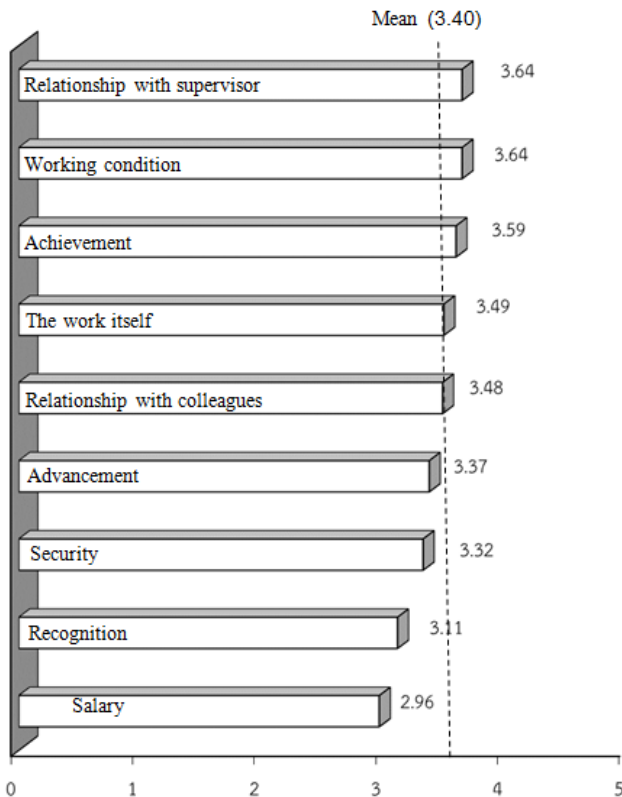


Fig. 1. The motivation factors in 9 aspects.

(ช่วยใส่ในกราฟให้ด้วยครับ)

The figure showed that overall mean of opinion on work motivation of irregular shift workers in UTAC Thai Co., Ltd. was in a medium level (3.40)

TABLE I. Indicates that hygiene factors have relationship with work motivation.

Hygiene Factor	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.481	.760		-.633	.528
Salary	-.045	.180	-.028	-.247	.806
Relationship with colleagues	-.111	.147	-.087	-.754	.453
Security					
Job security	.500	.148	.387	3.387	.001
Company Stability	.277	.128	.231	2.159	.034
Relationship with supervisor	.042	.145	.039	.292	.771
Working condition	-.230	.169	-.166	-1.364	.176

Table II. Showed that motivation factors have relationship with motivation of workers.

Motivation Factors	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.508	1.126		.451	.653
Achievement	.285	.180	.207	1.583	.117
Recognition	.074	.189	.051	.392	.696
The work itself					
Easy or difficult work	.427	.186	.283	2.293	.024
Advancement	.116	.112	.110	1.042	.300

VII. CONCLUSION AND RECOMMENDATION

Researcher has recommendations from the study on work motivation of irregular shift workers in UTAC Thai Co., Ltd. as follows.

1. For relationship with supervisor, it was found to be in a high level of opinion. Therefore, CEO should find the way to maintain workers by organizing activities to tighten relationship between supervisors and workers.
2. For working condition, overall mean of opinion was shown to be in a high level. CEO should regularly promote 5S and safety activities within the company.
3. For achievement, the opinion was in a high level. CEO should give certificate as a reward when the workers accomplish their work in order to build motivation.
4. For salary, the opinion was found to be in a medium level. Therefore, CEO should solve the compensation issue in order to promote work motivation for workers. Announcement of precise benefits provision should be effective, and CEO should also set compensation level to be similar to other companies in the same industry. Performance evaluation should be in place and used in consideration for salary increase or bonus. All the above measures should be announced to all workers so that they can be confident.
5. For relationship with colleagues, the opinion was in medium level indicating that CEO should promote activities to enhance togetherness within the company, create coaching culture by starting from supervisors who are required to be good leaders in passing on good feeling toward subordinates, being friendly, teach/train the workers and make them faithful to the supervisors.
6. For security, the opinion was in medium level. CEO should consider making these workers become long-term salary workers so that they feel secured and confident in the company and supervisors regarding work and company activities such as social activities to make workers confident and proud to be part of the company.
7. For recognition, the opinion was in medium level therefore CEO should be opened to workers ideas, allow them to express their idea in related matters. In this way, workers will feel proud to be part of decision making for what they propose and will consequently be highly responsible for that work. Example is allowing workers to participate in setting up precise work procedures which is suitable with their current situation.

8. For the work itself, opinion was in medium level so the CEO should carefully recruit workers who have skills that match the work requirement. The clear procedures should be set to ensure that everyone follows correct steps.

9. For advancement, opinion was in medium level. CEO should give workers the chances to grow in their career. For example when there is vacant position, current workers should be considered as first priority.

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