

# Case Study on Work Motivation of Temporary Annual Employees of Ramkhamhaeng University, Bangkok

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**Abstract**— Case study on work motivation of temporary annual employees of Ramkhamhaeng University aimed to evaluate work motivation and job satisfaction of the employees. This quantitative research was conducted with 100 samples from the temporary annual employees. Statistics used to analyze data were descriptive statistics including frequency, percentage, mean, standard deviation, t-test, and regression analysis. The study showed that most respondents are female aged 31-40 having single status and hold Bachelor's degree education. Their monthly income is mostly between 15,001-20,000 Baht and tenure is less than 10 years. Motivation that has high influence on temporary annual employees consists of relationship with coworkers, relationship with subordinates, policy and administration, relationship with supervisor, job achievement, controlling and supervising, work environment, job responsibilities, career growth, job characteristics, job advancement, social acceptance, and compensation & benefits. For job satisfaction, the employees' satisfactions are in high level of measurement. Hypothesis test result showed that education and work experience have effect on job satisfaction and work motivation has relationship with job satisfaction of the employees. Factors that have effect on the temporary annual employees' job satisfaction are job characteristics, responsibilities, compensation & benefit, career growth, work environment, relationship with coworkers, and relationship with supervisors. The results of this study suggested that management of Ramkhamhaeng University should pay attention to compensation & benefits such as diligent allowance and gifts for child. These benefits would have mental value and will help to motivate the temporary annual employees of Ramkhamhaeng University.

**Keywords**— Enter key words or phrases in alphabetical order; separated by semicolon.

## I. BACKGROUND OF THE PROBLEM

For Ramkhamhaeng University to achieve its goals, there are many factors involved and one of the very significant elements is human resource. Buildings, facilities, and other resources may be readily available but if personnel lack knowledge and skills it would be hard to achieve the goals. The university is well aware that human is the most important resource to manage since human being has different feelings, ideas, knowledge, skills, and professionalism. To bring out people's capacities, management has to use psychological strategies or motivations. Motivation is very crucial to the university and other organizations since it has influence on the change of human behavior in order to reach the targets.

Since the attitude toward human resource is altered, CEOs have to be aware that their employees have different needs, expectations, and personalities. For employees to be enthusiastically working for an organization to achieve its goals, it depends on their job satisfaction. When employees are content with their job, they will work with their full capacity until accomplishing the works. On the other hand, employees' job dissatisfaction will result in low level of work efficiency (Thongchai Somboon, 2006:266-267).

Motivating employees to work involves persuading them to feel committed to and satisfied with an organization. In this way it will bring out their creativeness and their devotion of all their efforts to work for an organization to grow and become successful. To satisfy employees more or less depends on motivation, and only effective motivation will lead to

employees' commitment to an organization. Management has to understand works of employees and has to know what makes them happy or unhappy. If an organization can help employees to achieve their goals, the reward would be their loyalty and commitment to work for an organization. On the other hand, if an organization could not satisfy their needs, retaining such employees would be hard to achieve. They may reluctantly work for an organization and lack enthusiasm to work and eventually lead to brain drain. Ramkhamhaeng University deals with academic matters and main problem it is facing is employee resignation. By recruiting frequently, the university lack of work effectiveness and efficiency. (Surat Sangwan 1997:2)

The researcher is therefore interested to conduct the research on work motivation of temporary annual employees of Ramkhamhaeng University. Results of the study would be utilized for development and improvement of employees' work motivation in order to achieve work effectiveness and organizational commitment of employees which shall be beneficial to the University operations in the future.

### Research Objectives

1. To study work motivation of temporary annual employees of Ramkhamhaeng University.
2. To evaluate job satisfaction of temporary annual employees of Ramkhamhaeng University.

Conceptual Framework

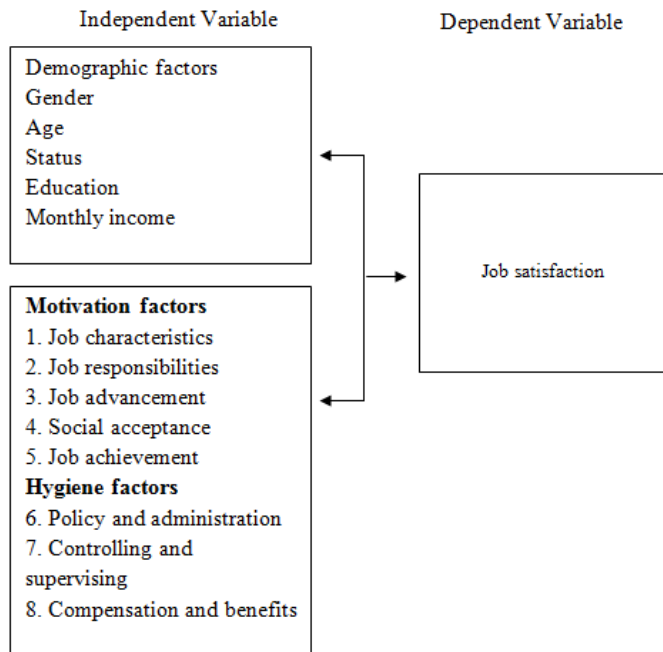


Fig. 1. Conceptual framework.

II. LITERATURE REVIEW

The researcher has studied and applied Herzberg's Two-Factor Theories developed by Frederick Herzberg during 1950-1959 and in 1960-1969. The theory can be briefly explained below.

Motivation factors play a role in motivating employees to work. They consist of 5 dimensions: job characteristics, job responsibilities, job advancement, social acceptance, and job achievement.

Hygiene factors help to prevent employees from job dissatisfaction. They include 10 aspects: policy & administration, controlling & supervising, compensation & benefit, career growth, work environment, relationship with subordinates, relationship with coworkers, and relationship with supervisors. (Siriwan Serirat et al., 2007)

Related Studies

Waraporn Muanglek (2011) studied about work motivation of employees in Lotus Hall Mining and Construction Engineering Company Limited. The study found that demographic factors i.e. gender, age, status, tenure, education, monthly income, and work position have influences on employees' work motivation.

Umaporn Butrnapetch, Duangta Saranrom, and Jesada Kwamkunkoei (2013) studied about work motivation of Thailand Post Office (Head Office) and found that age, education, status, domicile, income, work experience, work department have effects on work motivation at a statistical significance level of .05 while gender does not have an effect.

Mrs. Thani Saengchan (2010) studied about work motivation of officers in Amnaj Charoen Province Administration Office. She found that employees have high level of motivation in all 5 aspects including acceptance from

colleagues and supervisors, success in life, work responsibilities, relationship with colleagues and supervisors, and work environment. However, job advancement and job security are found to have medium level of motivation.

Korawit Santiawon (2008) studied about motivation factors that affect work of operational level employees of Phuengnoi Bakery Company Limited. The research revealed that hygiene factor has high influence on work. Relationship with supervisor and motivation factors have overall medium level of influence on work. When considering each aspect, the factors having high level of influence on work are job achievement and job characteristics. Regarding work operation, the first 3 problems that are perceived by employees to have effect on work are work environment, career growth opportunity, and policy & administration.

Kamolwan Arisrisom (2010) studied about work motivation of employees in NMB Mechatronics (Thailand) Company Limited. The study found that gender, age, status, monthly income, and tenure do not have effect on work motivation while education has the effect on motivation in the aspects of social acceptance, job characteristics, and job advancement. Type of employee has effect on job characteristics aspect. The study recommends improving internal communication, morale & support, and attitude toward job security of employees.

III. RESEARCH METHODOLOGY

Data collection was done by distributing questionnaires to 100 samples who are temporary annual employees of Ramkhamhaeng University. The questionnaire can be divided into 3 parts as follows.

- Part1 contains 6 questions about demographic data of the respondent.
- Part2 contains questions about work motivation of temporary annual employees of Ramkhamhaeng University.
- Part3 contains questions about job satisfaction of temporary annual employees of Ramkhamhaeng University.

Statistics applied for data analysis are frequency, percentage, mean, and standard deviation.

Findings

The study revealed that from all 100 questionnaire respondents most are female aged 31-40 with single status holding Bachelor's degree earning monthly income of 15,001-20,000 Baht and having work experience less than 10 years.

Work motivation of temporary annual employees of Ramkhamhaeng University is in high level overall. It consists of relationship with colleagues, relationship with subordinates, policy & administration, relationship with supervisors, job achievement, controlling & supervising, work environment, job responsibilities, career growth, job characteristics, job advancement, social acceptance, and compensation & benefits.

Job satisfaction of temporary annual employees of Ramkhamhaeng University is found to be in high level. Hypothesis test result proves that age, education, and work

experience have influence on job satisfaction of temporary annual employees of Ramkhamhaeng University.

It is shown that overall opinions on work motivation of temporary annual employees of Ramkhamhaeng University in all 13 aspects are in high level.

#### IV. CONCLUSION AND RECOMMENDATION

Results of this study suggested that management of Ramkhamhaeng University should pay attention to compensation & benefits such as diligent allowance and gifts for child. These benefits would have mental value and will help to motivate the temporary annual employees of Ramkhamhaeng University.

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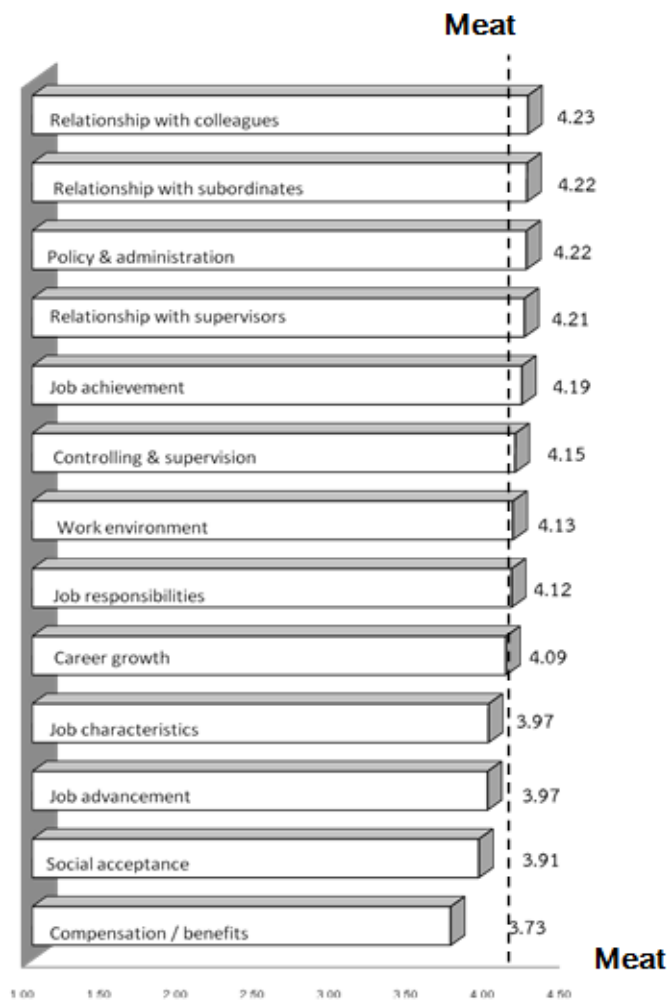


Fig. 2. Overview of motivation factors that have influence on work of temporary annual employees of Ramkhamhaeng University.