

JOB MOTIVATION OF HOUSEKEEPERS AT JASMINE AMENITIES CO., LTD.

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ABSTRACT

Employee motivation has always been a central problem for leaders and managers now-a-days. The employee motivation is the key responsibility of the management since the productivity relies on how motivated an employee is. The purpose of this study was to determine Job Motivation of Housekeepers at Jasmine Amenities Co., Ltd. The population of this study was 142 Housekeepers at Jasmine Amenities Co., Ltd. by using questionnaire as a tool. The statistics used for data analysis were percentage, mean, standard deviation, t-test, One-Way ANOVA, and multiple regression analysis. Factors of job motivation of housekeepers at Jasmine Amenities Co., Ltd., were average at high level with following opinions; job security, career advancement, workers relationship, salary and benefit, work environment, supervisor relationship, nature of work, social acceptance, as for opinions on job accomplishment was at medium level. Results from hypothesis testing found that different in age, education level, marriage status, work period, and income were not effect job motivation, accepted that different gender effect job motivation at a statistically significant 0.05 level. Regarding job accomplishment, social acceptance, nature of job, career advancement, superior relationship, work environment, salary and compensation related to job motivation at a statistically significant 0.05 level. Recommendations from this study were executive officers should pay attention to these issues as followed; salary adjustment to match with job responsibilities, create relationship among workers and superiors, and personal development a relationship in which a more experienced or more knowledgeable person helps to guide a less experienced or less knowledgeable person.

Keywords: Work Motivation, Employee satisfaction.

Introduction:

Background and Significance of Problem

With a rapid change in the business environment influenced by economics, country's financial stability, politics and workforce, entrepreneurs find it challenging to keep up the expectations of all the shareholders to which it serves. Prashanth (2013) listed a number of linked with the employee motivation such as employee commitment, productivity, and business profits and personnel productivity. In other words, Ganta V.C (2014) explained that it is critical for the conscious and unconscious factors to interact between itself in order to result in motivation. Such factors vary internally as well as externally. These factors are intensity of desire

or need, incentive or reward value of the goal, and expectations of the individual and of his or her peers. According to Ilgen and Klein, (1988) Motivation concerns that "psychological processes that cause the arousal, direction and persistence of behavior". Ganta V. C (2014) also added that Employee motivation has always been a central problem for leaders and managers since employees who are not motivated are likely to spend little or no effort in their jobs and try to avoid the workplace interaction in a larger way that indirectly affects the growth of the organization by producing low quality work.

Every organization needs human resource for their business to run and it is widely admitted that the human resource is such a valuable element and very important as a basic need of an organization. Most of

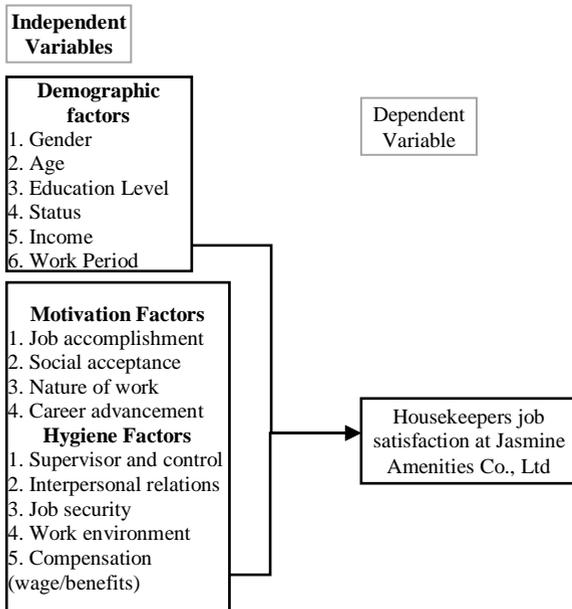
the works performed in an organization require human resource. Since working is the basic duty of human being, most of the time is spent for work to earn income – the main element to live. And the goal of working is to have a good quality of life (Thida Sukchai 2006:1). To manage human resource, to work enthusiastically with their maximum effort, an organization has to respond to its personal needs other than basic salary and wage which are direct compensation for their work effort. Fringe benefits and other benefits in their work, are critical factors that influence the personnel in terms of motivation and encouragement to work efficiently.

From the above facts, the current study is aimed to investigate the factors that motivate workers to willingly perform their work for an organization. The purpose of this study is to implement the results at Jasmine Amenities Co., Ltd., located at Meen Buri District at Bangkok in order to ensure that employees' motivation is improved.

Research Objectives:

1. To study the factors influencing work motivation of housekeepers at Jasmine Amenities Co., Ltd.
2. To suggest the solutions for overcoming the problems affecting job motivation of housekeepers at Jasmine Amenities Co., Ltd.

Conceptual Framework:



Literature Review:

The current study is based on Herzberg's Two-Factor theory. According to Herzberg (1959: 3), job satisfaction is caused by what he called "motivators". These motivators include: achievement, recognition, work itself, responsibility, advancement, and growth. On the contrary, dissatisfaction is caused by problems

with factors that Herzberg called "hygiene factors". These factors include: company policy and administration, supervision, relationship with supervisor, work conditions, salary, relationships with peers, personal life, and relationships with subordinates, status, and security.

Table 1: Herzberg's Two-factor Theory

Hygiene Factors	Motivators
<ul style="list-style-type: none"> • Salary • Job Security • Working Conditions, • Level and Quality of Supervision • Company Policy and Administration • Interpersonal Relations 	<ul style="list-style-type: none"> • Nature of Work • Sense of Achievement • Recognition • Responsibility • Personal Growth and Advancement

Source: Herzberg (1959: 3)

The research on job motivation of housekeepers at Jasmine Amenities Co., Ltd. applied Herzberg's Two-Factor Theory as follows.

- **Motivation factors** are factors that lead to satisfaction and motivate personnel in an organization to work more efficiently including
 - Job accomplishment means employees can complete the work in time, participate in the company's work, and have capability to solve problems.
 - Social acceptance means employees are accepted by their working society or admired in their capability
 - Nature of work means the work is challenging, employees have freedom to perform the work, and skills required for the job match the skills that employees have
 - Career advancement means employees have opportunity to grow and to get promoted as a result of their work achievement.
- **Hygiene factors** are not direct motivation factor to work more efficiently and also not the cause of employees' enthusiasm. These factors include the following.
 - Supervisor control means ability of supervisor to manage and give advice to subordinates as well as clearly assign work and monitor work of subordinates
 - Interpersonal relations mean communication regardless of verbal or action that indicates good relationship, team work, and understanding among each other such as familiarity, sincerity, cooperation, and supports from the others inside an organization
 - Job security means feeling of employees toward continuity of their work and job position, as well as organization's image, reputation, and size
 - Work environment means physical environment in the work place including noise, light, temperature, air circulation, smell, work atmosphere, work hours,

as well as other surrounding condition such as tools and equipment

- Compensation and benefits mean compensation paid by the organization to employees in exchange for their work whether in the form of salary, wage, and salary promotion according to responsibilities.

Korawit Santiavorn (2008) studied about motivation factors that have influences on work performance of operational level employees of Phueng Noi Bakery Co., Ltd. with an objective to evaluate factors that have influences on work performance of operational level employees. He applied Herzberg's Two-factor theory which consists of factors that help to reduce job dissatisfaction and the job motivation factors. This research collected data from 207 operational level employees by questionnaires. The findings revealed that factors reducing job dissatisfaction have effect on job performance averagely in high level including personal life, job security, relationship with co-workers, job position, and relationship with supervisor. Motivation factors were averagely in medium level where the high level factors were job achievement, nature of operational job and followed by career advancement opportunity and policy & administration of the company.

Kamolrat Bamrungsri (2012) studied the factors that have influences on work motivation of operational level employees of TTC Siam Drinking Water Co., Ltd. (Head Office, New Petch Buri Road. Samples of the study were 100 operational level employees and tool applied was questionnaire. The study found that opinions on work motivation factor for operational level employees in social acceptance aspect was that they were content when accepted by their supervisor. For job achievement aspect, most of the operational level employees could work as a team very well. For career advancement aspect, most of the operational level employees were encouraged to develop their knowledge and skills through training and seminar. For relationship with co-workers, they were found to be happy working together with their co-workers. For working environment, most of them agreed that the work place has sufficient lighting, air circulation, and appropriate temperature. For compensation aspect, most of them believed that non-financial benefits were appropriate.

Charunee Siriruengsakul (2013) studied about the approach to building work motivation of housekeeper department : case study President Solitaire Hotel, Bangkok. The study attempted to find work motivation for the housekeepers. Questionnaire was used as a tool to collect data from 23 housekeepers of President Solitaire Bangkok. The study indicated that most of the respondents were female, aged 30-40, finished education from high school or equivalent, married, 1-5 years of tenure, and earned monthly salary of 9,000 Baht. Motivation factors in the aspect of job achievement, social acceptance, job

characteristics, responsibility, and career advancement opportunity were found to be in medium level of opinion. The research recommended that CEO should: recruit employees who have the skills suitable to work with the organization; provide place for housekeepers to stay that is safe and near the work place; encourage team work; let supervisor advise subordinates about work; create friendly work atmosphere; and apply monthly and annual rewarding system.

Chukiat Yimphuang (2011) studied work motivation : case study Bangkok Glass Co., Ltd. Pathumthani. The research found that motivation and hygiene factors were in high level of opinion. Employees had different goal in life, they need work achievement, social acceptance, career advancement, and appropriate compensation. Difference in age resulted in different motivation regarding social acceptance and career advancement. Compensation is one of significant work motivations in an organization.

Siwilai Kulsapsuthra (2009) studied work motivation of employees in A.S. Associate Engineering (1964) Co., Ltd. and aimed to compare motivation of the employees with demographic factors. The research found that the employees have medium level of work motivation. And when separately analyzed: the 2 aspects that were in high level were work achievement and job characteristics respectively; the 3 aspects that were in medium level were interpersonal relationship, work environment, and career advancement & job security respectively; compensation and benefits were in the low level. Gender, age, education, marital status, and tenure were found to have no influence on the work motivation while monthly salary had influence on the work motivation at a statistical significance level of .05

Research Methodology:

Quantitative methodology is applied in order to study the study motivation factors affecting work of employees. Questionnaire was designed that consisted of 4 parts as follows,

- Part 1 contained demographic factors including gender, age, education, status, work period, and income.
- Part 2 contained motivation factors that had influences on employees' work motivation.
- Part 3 contained questions about satisfaction of employees in their work.
- Part 4 contained suggestions about work motivations.

The questionnaire was distributed to 142 housekeeping employees are Jasmine Amenities Co., Ltd and the collected data was analyzed. Descriptive statistics include Percentage and Mean. Inferential statistics include t-test, ANOVA analysis using F-test (One-way ANOVA), Correlation, Coefficient, and Regression.

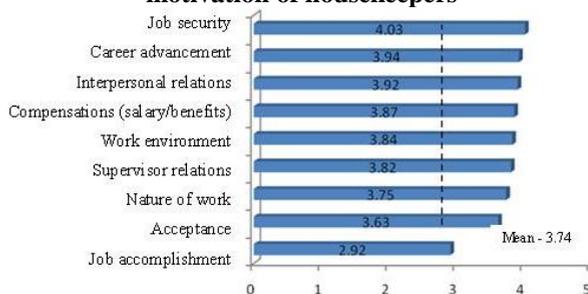
Research Findings:

Based on the results, the following findings can be interpreted.

Findings of the research on job motivation of housekeepers at Jasmine Amenities Co., Ltd revealed that all of the 142 questionnaire respondents were female, mostly age 36 years up counted as 70 persons (49.3%), most were divorced/separated with husband, graduated lower than secondary education, had work period less than 1 year, had average monthly income of 9,001-10,000 Baht.

Data on factors affecting job motivation of housekeepers at Jasmine Amenities Co., Ltd showed that overall mean was at a high level and hypothesis test result indicated that age, education, status, work period, and income did not make difference in work motivation. Only gender that has effect on work motivation with statistical significance level of 0.05 Job accomplishment, acceptance, nature of work, career advancement, supervisor relation, work environment, and compensation had relations with job satisfaction of housekeepers at a statistical significance level of 0.05 Interpersonal relations and job security had no relation with job satisfaction of the housekeepers.

Fig. 1: Factors influencing work motivation of housekeepers



The Figure 1 indicates the factors influencing work motivation of housekeepers at Jasmine Amenities Co., Ltd. are at high level with overall mean of 3.74. The Table 1.1 showing results of relations analysis between motivation factors and work satisfactions of housekeepers at Jasmine Amenities Co., Ltd.

Discussion:

Motivation Factors: For job accomplishment, result of the study was similar to that of Charunee Siriruengsakul (2013) which found that most employees rated medium level of significance. For acceptance, the study revealed close result to that of Chukiat Yimphuag (2011) who suggested factors in high level of significance. He asserted that employees had different goals in life which were job accomplishment and acceptance by colleagues and supervisor. For nature of work, it was in accordance with the study of Siwilai Kulsapsuthra (2009) that found 2 factors with descending order of significance

including job accomplishment and nature of work. For career advancement, the findings resembled with that of Kamolrat Bamrungsri (2012) which stated that career advancement for operation employees was significant and efforts were mostly put for skills improvement.

Hygiene factors: Supervisor and control was similar to the study of Chukiat Yimphuag (2011) that found high level of mean and stated that employees had different goals in life which was the need for job accomplishment. Interpersonal relations were in accordance with Kamolrat Bamrungsri (2012) who found that most of operation level employees were happy working with their colleagues. For job security, the result was similar to the study of Korawit Santiavorn (2008) which found the factors to reduce dissatisfaction had effects on the work in a high level of mean. In the aspect of work environment, the finding yield similar result to the study of Kamolrat Bamrungsri (2012) that found the work of employees in operation level to mostly have proper lights, air circulation, and temperature in their work places. In the compensation and benefits aspect, the finding was similar to that of Kamolrat Bamrungsri (2012) which found that most non-financial benefits received by operation level employees were appropriate.

Limitations of the study and Recommendations to the industry:

The sample size, employee belonging to the same company and geographical location of the study needs to be different in future studies. Recommendations from this study were executive officers should pay attention to these issues as followed; salary adjustment to match with job responsibilities, create relationship among workers and superiors, and personal development a relationship in which a more experienced or more knowledgeable person helps to guide a less experienced or less knowledgeable person.

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Table 2: Relations analysis between motivation factors and work satisfactions of housekeepers at Jasmine Amenities Co., Ltd.

Motivation Factors	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	3.388	0.621		5.455	0
Job accomplishment (you can accomplish your routine work smoothly)	0.124	0.049	0.261	2.514	0.013*
Acceptance (you are satisfied with supports from colleagues)	-0.215	0.069	-0.288	-3.132	0.002*
Acceptance (you are trusted by supervisor and colleagues in work responsibilities)	-0.119	0.049	-0.209	-2.441	0.016*
Nature of work (your current work is suitable for your knowledge and skill)	-0.187	0.047	-0.365	-4.001	0.000*
Nature of work (you are satisfied to use your skill to accomplish the job)	0.389	0.092	0.39	4.246	0.000*
Career advancement (you have opportunity for job promotion according to your capability)	-0.27	0.082	-0.327	-3.281	0.001*
Motivation Factors	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Supervisor relations (Supervisor willingly listen to problem, opinion, and suggestion)	-0.223	0.109	-0.256	-2.053	0.042*
Interpersonal relation	-0.03	0.081	-0.035	-0.369	0.712
Job security	0.045	0.099	0.054	0.0452	0.652
Work environment (Your work place environment is clean and beautiful with appropriate working atmosphere)	0.161	0.079	0.186	2.043	0.043*
Compensation (salary/benefits) (your current wage is suitable with your job position and skill)	0.165	0.07	0.201	2.343	0.021*
Compensation (salary/benefits) (compensation such as overtime and allowances are suitable)	0.19	0.081	0.243	2.36	0.02*
