

Motivation Factors that Influence Work Effectiveness of Operational Level Officers, Case Study: Laksi Mail Center

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Abstract - The research on motivation factors that influence work effectiveness of operational level officers of Laksi Mail Center attempts to evaluate impacts of motivation factors on work effectiveness of the operational level officers. This quantitative research was conducted having 240 samples who are operational officers in Laksi Mail Center. Tool for data collection is questionnaire and statistics used to analyze data is descriptive statistics including frequency, percentage, mean, standard deviation, t-test, and One-Way ANOVA. The research revealed that most of the respondents are male aged 36 years and above, married, graduated Bachelor's degree, officer position, tenure over 16 years, and monthly income less than 10,000-15,000 Baht. Motivation factors that affect work effectiveness of operational officers in Laksi Mail Center include security, achievement, and responsibility. Work effectiveness of operational officers is found to be in high level of satisfaction. The study recommends maintaining image and reliability to operational officers, allocating appropriate amount of works, setting a clear scope of work and clock off time, work assignment should be fair and should be considered on the basis of capability so that they can participate in the work that they are responsible. In addition, the operational officers should be given opportunities to work on new type of work and take part in decision making since it will make them feel that they are part of an organization. Administrative officers should make the officers feel the trust given by superior.

Keywords: Motivation factors, Work effectiveness, Laksi Mail Center.

I. INTRODUCTION

Today is an era of communication technology competition while economic also expanded rapidly and at the same time changes in business environment have caused business operation within an organization to change accordingly. This has resulted in business organization both in government sector and private sector, seek strategies to maintain competitiveness. Thailand Post, formerly part of the Communications Authority of Thailand until its privatization in 2003, is a state enterprise that reports to Ministry of Information and Communication Technology and provides postal service, financial service, and some types of telecommunication services to serve state and people of Thailand. Thailand Post has been

continuously developing by applying technologically advanced equipments to serve people. Reformation has been done on working procedures changing from manual system to automatic postal counter system. All the scattered services are gathered and available as one-stop service with speed, accuracy, and friendliness of officers to achieve customer satisfactions and to maintain competitiveness in freely open telecommunication industry. The organization needs to keep improving its capacity for flexible management by developing technology and human resource to run the business effectively in competitive market [3].

Thailand Post provides mailing services and it needs facilities to receive, sort, and delivery. Currently it has 18 such facilities nationwide and one of them is Laksi Mail Center which is a very strategically important one. Success of operation is a result of human resource which needs effective management that leads to the best work efficiency. Maximum utilization of human resource to enhance the performance [2] in quality and quantity will help an organization to generate optimum income. Therefore, CEO has to ensure effective human resource management so that the organization becomes success and reach its goals.

The researcher is interested to study motivation factors [7] that influence work effectiveness of operational level officers of Laksi Mail Center and will apply the findings to enhance work effectiveness of operational officers as well as to plan and improve its human resource in the future.

A. Objectives

To study motivation factors influencing work effectiveness of operational level officers of Laksi Mail Center.

B. Conceptual Framework

The Two-factor Theory of Frederick Herzberg concerning motivational factor and hygiene factor is applied to this research as conceptual framework in the following context.

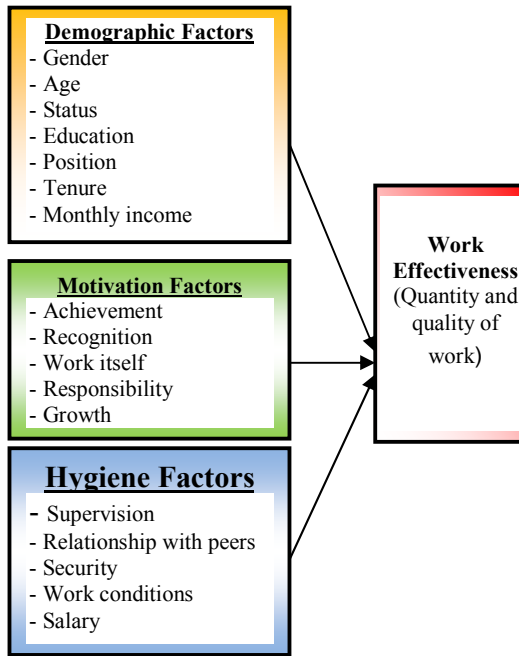


Figure 1. Conceptual Framework

II. LITERATURE REVIEW

In the study of motivation factors influencing work effectiveness of operational level officers of Laksi Mail Center, the researcher has conducted data search and applied concepts, theories, and related studies to form conceptual framework as follows.

Frederick Herzberg's Two-factor Theory involves 2 types of factors. One is job satisfaction in relation to work motivation factors such as responsibility, challenging work. The other is job satisfaction in relation to hygiene factors such as salary and work condition.

III. RESEARCH METHODOLOGY

Instrument for this research was questionnaire which is divided into 4 parts as follows.

- Part 1 consists of demographic factors of respondents in 7 questions.

- Part 2 consists of 5-level rating scale questions on motivation factors that have influences on work efficiency [4].
- Part 3 consists of 5-level rating scale questions on satisfaction in work efficiency.
- Part 4 consists of open-ended questions for respondents to express their opinions and useful ideas.

A. Data Collection and gathering Technique

1. Data obtained from the search in different sources including textbooks, articles, and related researches.
2. Data obtained from target group via questionnaires were reviewed for completeness to ensure that questionnaires are suitable as data source and ready for data analysis.

B. Data Analysis

Data obtained through questionnaires were then assessed by computer program to find percentage and mean. Microsoft Excel was used to create Pie chart and Bar chart as well as explaining and presenting data charts to analyze characteristics of each variable.

C. Findings

The research revealed that from all 240 samples who answered the questionnaires, most are male aged 36 years and above holding married status and Bachelor's degree. Most of them are in officer position working for 16 years and above with average monthly income of less than 10,000-15,000 Baht.

Motivation factors that have influences on work efficiency [1] of operational officers in Laksi Mail Center consist of achievement, recognition, work itself, responsibility, and growth. Hygiene factors that have the influences on the work efficiency are supervision, relationship with boss, relationship with peers, security, work condition, and salary/fringe benefits. The figure 2 indicates that opinion toward motivation factors that have effects on work efficiency [6] is generally and also individually in a high level.

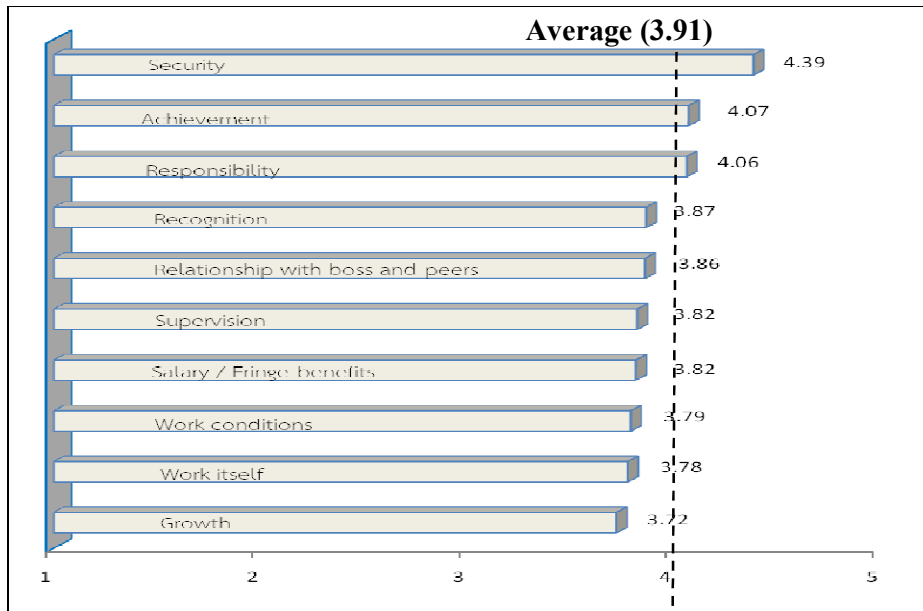


Figure 2. Overall motivation factors that affect the work efficiency

TABLE I
COMPARES DIFFERENCES OF MOTIVATION FACTORS WITH WORK EFFICIENCY

Motivation factors affecting work efficiency		SS	Df	MS	F	Sig	Result
Achievement	Between Group	16.531	6	2.755	7.817	.000**	Positive
	Within Group	82.119	233	0.352			
	Total	98.650	239				
Recognition	Between Group	15.188	9	1.688	4.651	.000**	Positive
	Within Group	83.462	230	0.363			
	Total	98.650	239				
Work itself	Between Group	13.557	13	1.043	2.770	.001**	Positive
	Within Group	85.093	226	0.377			
	Total	98.650	239				
Responsibility	Between Group	14.285	9	1.587	4.327	.000**	Positive
	Within Group	84.365	230	0.367			
	Total	98.650	239				
Growth	Between Group	21.848	14	1.561	4.572	.000**	Positive
	Within Group	76.802	225	0.341			
	Total	98.650	239				
Supervision	Between Group	26.666	15	1.778	5.532	.000**	Positive
	Within Group	71.984	224	0.321			
	Total	98.650	239				
Relationship with boss and peers	Between Group	28.226	20	1.411	4.389	.000**	Positive
	Within Group	70.424	219	0.322			
	Total	98.650	239				
Security	Between Group	21.797	9	2.422	7.248	.000**	Positive
	Within Group	76.853	230	0.334			
	Total	98.650	239				
Work conditions	Between Group	20.743	12	1.729	5.037	.000**	Positive
	Within Group	77.907	227	.343			
	Total	98.650	239				
Salary/ benefits	Between Group	32.373	14	2.312	7.850	.000**	Positive
	Within Group	66.277	225	.295			
	Total	98.650	239				
Overall Average	Between Group	98.150	208	472	29.256	.000**	Positive
	Within Group	.500	31	.016			
	Total	98.650	239				

From table I it can be seen that motivation factors have influences on work efficiency [3] of operational officers of Laksi Mail Center in every aspect.

IV. CONCLUSION AND RECOMMENDATION

Motivation factors have high level of influences on work efficiency [5] of operational officers of Laksi Mail Center in every aspect. CEOs should maintain image and reliability to operational officers, allocate appropriate amount of works, set a clear scope of work and clock off time, assign the work fairly by considering the officers' capability so that they can participate in the work that they are responsible. In addition, the operational officers should be given opportunities to work on new type of work and take part in decision making since it will make them feel that they are part of an organization.

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