

Work Motivation That Influences the Performance of Employees at a Healthcare Facility in Bangkok, Thailand

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Abstract: This research is quantitative in nature. The overall objective is to study the level of work motivation of 320 health care employees and to study work motivation factors that influence their performance at a health care facility in Bangkok, Thailand. The research instrument that was used to collect data was a structured survey questionnaire of which the reliability test had the Alpha value of 0.88. The statistical techniques used to analyze the data consisted of both descriptive and inferential statistics. Descriptive statistics included frequency, percentage, mean and standard deviation, while inferential statistics included multiple linear regression.

The research findings revealed that an increase of 1 unit of employee's success was correlated with 35 percent of work performance; an increase of 1 unit of employee's acceptance was correlated with 17.7 percent of work performance; a decrease of 1 unit of job responsibility was correlated with 7 percent of work performance; and an increase of 1 unit of the relationship between co-workers was correlated with 11.8 percent increase in work performance.

Keywords: motivation, performance, health care facility

1. INTRODUCTION

The past few years have seen health consciousness among the consumers around the world. Especially for health or healthcare business, it comes as a package such as a combination of physical health, beauty and appearance and smart intellection which fulfill the full set of health-conscious consumers. The trend for health will need to combine food, drug and beauty together.

When referring to health care business, it is related to taking care of all well-being of human health which covers rather comprehensive aspects including from drugs, health equipments and health treatment. The healthcare business is not much different from other businesses in the sense that it also need effective business administration. Apart from expertise in medical science and healthcare, what matters to the healthcare business the most is human resource development. It is important to add managerial skills to personnels in the healthcare business from upstream to downstream in government agencies, hospitals, clinics, healthcare institutions and SPAs as well as suppliers of pharmaceutical companies and medical equipments.

As healthcare or health-related businesses are booming, there has been an emerging need for the industry to conduct some studies about work motivation and performance in health-related businesses. A few researchers have done some interesting researches in this area. (Chantasart, 2016) describes that leaders in each organization must know how to develop themselves and improve their team so that the team will become effective

and help meeting the goals and objectives of the organizations. Increasing operating capability of personnels is an important task for most organizations in government, semi-government and private sectors. Most organizations are all aware of the fact that they have to adjust the working process or methods to increase the performance and effectiveness at work. This includes work performance and effectiveness improvement, work success strategies and above all how to work happily. This implies that most organizations all agree that what determines the progress and development to excellence is the quality of work at full performance.

The key factor that helps employees work effectively starts involves employee satisfaction with work. (Ronpairin, 2015) discovers that organizational leaders must really understand how the organization can satisfy the employees particularly what can motivate them to work effectively.

Accordingly, there was a strong need to conduct a study of work motivation that influences the performance of employees at a health care facility in Bangkok, Thailand. The study aimed to study demographic and work motivation factors that influence the work performance. The research findings will be beneficial to the organization and similar healthcare businesses. Apart from learning about how work motivation influences the performance at work, the research would provide health-related business owners with some know-how about how to introduce appropriate strategies and policies in accordance with what their employees really need. As a result, the employees will be better motivated and achieve higher performance. Some guideline or approach for high quality human resource development can be established.

2. Research Objectives

- (1) To study level of work motivation of employees at a healthcare facility in Bangkok, Thailand
- (2) To predict work motivation that influences work performance at a healthcare facility in Bangkok, Thailand.

3. Literature Review

3.1 Concepts and theories related to job satisfaction

Maslow (1943) introduces "hierarchy of needs" that believes that satisfying need will motivate people to work. That is, a person's behavior is some response to need satisfaction and thus devising need satisfaction as a tool for generating work diligence. Human need involves 5 steps as follows:

- (1) Physiological need - This is the basic need of humans which consists of food, shelter, clothes and medicines. This need comes before any other need;
- (2) Security need - This is the need for security and safety of life such as no thief and stability of work;
- (3) Love need or Affiliation need - This is the need for influenceion such as friendship and group belongingness and membership;
- (4) Esteem Need - This is the need for internal feeling such as to be good at studying, to be good at sports, to be promoted at work and to receive praise and compliment; and
- (5) Self Actualization - This is the need for reaching the self a person wishes to become. This is the type of perfect life that a person strives to have from inner self. This type may not be related to career path or work position. However, this level of need is usually realized after the first four steps have been achieved.

3.2 Concepts and theories of motivation at work.

Herzberg (1959)[4] introduces a theory of motivation at work namely Two-Factor Theory. He collected data from 203 accountants and engineers in organizations in Pittsburg, USA with special reference to factors that determine their satisfaction and dissatisfaction with their works. There are two types of factors that influence motivation which are Motivators/Growth Factors or Hygiene/Maintenance Factors as follows.

- (1) Motivators or Growth Factors - This is the factor that helps improve the work process which is related to "job content" and personnel's action at work as follows:
 - (1.1) Work success
 - (1.2) Sense of belongingness
 - (1.3) Work characteristics
 - (1.4) Opportunity to grow

(2) Hygiene or Maintenance Factors - This is a must-have factor. If this factor is missed, dissatisfaction might occur. This factor is related to “job context”. Although the factor is in place, it might not help increase work motivation. But if this factor does not exist adequately or disappear, dissatisfaction with work and the organization might take place. Hygiene or maintenance factors include the followings:

- (2.1) Management and policy of the organization
- (2.2) Relationship between co-workers or bosses
- (2.3) Salary and welfare benefit
- (2.4) Work stability
- (2.5) Work status

3.3 Concepts and theories related to performance

Peterson and Plowman (1989) introduce similar concept about work performance to that of Harring Emerson. Only that some components have been omitted. There are four main components of performance (as cited in Nithijirawong, 2016) as follows.

- (1) Quality of Work - The quality must be so high that employees are proud and satisfied with the work. The work must meet the standard and timely and benefit the organization and and achieve customer satisfaction.
- (2) Quantity of Work - The work must go in line with the expectation of the organization. The outcome must reach some appropriate quantity according to the plan and target as established by the company.
- (3) Time - This is the time spent on proceeding work in a modern way and can accelerate the work.
- (4) Costs - The idea is to ensure that the cost must be kept minimum and the profit remain maximum. The cost effectiveness may be achieved through lower product cost such as financial resources, human resources, raw materials and technologies.

According to the review of literature, document and relevant researches, a Conceptual Framework was proposed Figure 1 below.

4. Research Conceptual Framework

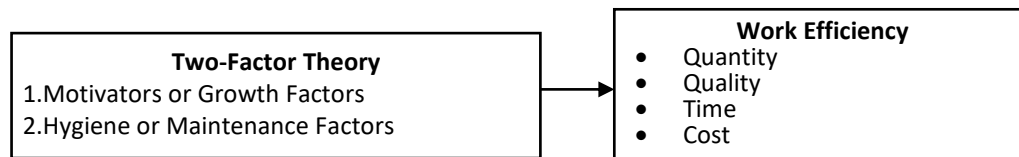


Figure 1 Research Conceptual Framework

5. Research Methodology

This research is quantitative in nature. The research was conducted using survey technique. The population of the study was 1,904 employees at a healthcare facility in Bangkok which consisted of 630 A employees, 461 B employees, 398 C employees and 415 D employees. The sample of the study was calculated using Krejcie and Morgan (1970) formula which allowed an error of 0.05 and thus 320 samples. The sample was drawn as non-probability sample and data were collected from the respondents using convenience sampling method through Google Form. The research instrument was a structured survey questionnaire which can be divided into three parts: Demographics, Work Motivation and Work Performance using five-pointed Likert Scale of which 4.21-5.00 = Mostly Agree, 3.41-4.20 = Very Much Agree, 2.61-3.40 = Moderately Agree and 1.00-1.80 = Least Agree (Siriwan et al., 2008). The research instrument was tried out with 30 respondents with a reliability (Alpha) value of 0.88.

6. Data Analysis

- (1) Descriptive statistics were composed of frequency, percentage, mean and standard deviation.
- (2) Inferential statistics were composed of Regression Analysis particularly Multiple Regression Analysis.

7. Research Results

The results showed that the majority of respondents were female (218 people, 68.10%); single (164 people, 51.30%); aged 22-40 years (181, 56.60%); graduated with a bachelor degree (135 people, 42.20%); and earned 15,001-25,000 Baht monthly (131 people, 40.90%).

The research analysis showed the results on comments on work Motivators or Growth Factors of the employees at the healthcare facility in Table 1.

Table 1 Comments on Motivational Factors for Medical Practitioners

Motivators or Growth Factors	\bar{x}	S.D.	Comment Level	Number
1. Work success	4.00	0.63	High	1
2. Acceptance at Work	3.84	0.68	High	2
3. Characteristics of Work	3.71	0.72	High	4
4. Job Responsibility	3.80	0.71	High	3
5. Career Advancement	3.38	0.75	Medium	5
Total	3.75	0.58	High	

According to Table 1, it was found that overall level of work motivation of the employees was high. When looking aspect by aspect, the highest level of work motivation was “work success” and then “acceptance at work” and “career advancement” respectively.

Table 2 Comments on Hygiene Factors for Medical Practitioners

Hygiene or Maintenance Factors	\bar{x}	S.D.	Comment Level	Number
1. Management and Policy of the Organization	3.56	0.85	High	3
2. Relationship between Friends and Co-Workers	3.84	0.75	High	2
3. Salary and Welfare Benefits	3.29	0.91	Medium	5
4. Work Satatus	3.54	0.85	High	4
5. Job Stability	3.87	0.77	High	1
Total	3.62	0.66	High	

According to Table 2, the hygiene or maintenance for medical practitioners in overall was high. When looking at aspect by aspect, the highest selected factor was job stability and then the relationship between co-workers and the lowest selected factor was salary and welfare benefits.

Table 3 The results of the analysis of motivating factors influencing performance

Variable	Unstandardized		Unstandardized	t	Sig.
	Coefficients		Coefficients		
	B	S.E.	β		
Constant	0.693	0.206	-	3.369**	0.001
Work Success (X ₁)	0.350	0.057	0.358	6.158**	0.000
Acceptance at Work (X ₂)	0.177	0.057	0.186	3.117**	0.002
Characteristics of Work (X ₃)	-0.087	0.056	-0.099	-1.565	0.119
Job Responsibility (X ₄)	-0.070	0.035	-0.107	-2.011*	0.045
Career Advancement(X ₅)	0.085	0.044	0.115	1.950	0.052

Management and Policy of the Organization (X_6)	-0.028	0.047	-0.038	-0.599	0.550
Relationship between Co-Workers (X_7)	0.118	0.059	0.129	2.003*	0.046
Salary and Welfare Benefits (X_8)	0.096	0.070	0.108	-1.371	0.172
Work Status (X_9)	0.053	0.050	0.072	1.059	0.290
Job Stability (X_{10})	0.066	0.059	0.080	1.117	0.265
R = 0.762 R² = 0.580 R²_{adj} = 0.553 S.E.est = 0.419 F = 21.477 Sig = 000*					

*** Significance level at 0.01, 0.05

According to Table 3, when considering the factors that influence work performance in overall aspect by aspect, it was found that there were four variables which are: work success (X_1), acceptance at work (X_2), job responsibility (X_4) and relationship between co-workers (X_7). The predictors of all 10 variables were precise for 55.30%. This implies that 1 unit of an increase in work success influenced 35% increase in work performance; 1 unit of acceptance at work influenced 17.1% increase in work performance; 1 unit of a decrease in job responsibility influenced 7% work performance; and 1 unit of an increase in relationship between co-workers influenced 11.8% work performance.

8. Discuss the results

This research on work motivation that influences the performance of employees at a healthcare facility in Bangkok, Thailand revealed that work success, acceptance at work and the relationship between co-workers influenced the work performance of employees at the healthcare facility. This is because work success motivated employees to perform which are in congruence with (Thitipong, 2015) that characteristics of work, job responsibility and compensation for employees with integrity were the most important factors in the organization. In addition, (Posin, 2017) discovers that, if the employees felt that the organization compensated them with benefits and rights in the future, they would perform and vice versa.

9. Suggestion

- (1) The study on work motivation that influences the performance of employees at a healthcare facility in Bangkok, Thailand discovered that the factors that influenced the work performance consisted of four variables including work success, acceptance at work, job responsibility and the relationship between co-workers. In order to meet the objectives as established by the top executives and the heads, the executives and heads should create good work climate or atmosphere. When the goals have been achieved, reward must surely be provided. This remains an important strategy for the most effective human resources management.
- (2) This research also discovered other factors that were not the main focus of the study that might influence the work performance. For a future research, it is suggested that the research should incorporate PESTLE analysis including government policies, economics, society, technology and environment. This might give a better picture in relation to work performance.
- (3) Another avenue for future research is to adopt the conceptual framework of this study but objectives of the study may be refined. For example, a comparative study may be conducted of which correlation between the factors may be analyzed. This might help develop a set of factors that determine the work performance.

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