

Management that Affected Employees' Motivation to Work: A Case Study of Better Food Company Limited

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ABSTRACT: This study has the objectives to study: (1) the management that affects the motivation to work of employees; (2) employee's motivation to work; (3) relationships between the management and motivation to work of employees of Better Food Company Limited. The sample of this study was 300 selected employees who worked for Better Food Company Limited. A structured survey questionnaire was used to collect data. Descriptive statistical techniques used to analyze the data consisted of frequency, percentage, mean and standard deviation, while inferential statistical techniques were composed of Independent Samples t-test, One-Way ANOVA and Pearson Correlation.

Research findings show that the effect of management on employees' motivation to work is moderately important. The factors that motivated employees to work at medium level are: individual's work success; acceptance; characteristic of work; and opportunity to grow. Responsibility was ranked as the most important factor, whereas salary, personal relationship, policy and administration, personal living, work stability and line of command were moderately important. In addition, it was found that differences in age, average income, educational level and work experience affect motivation to work differently. And the management was highly related to the employees' motivation.

Keywords - Management, Administration, Motivation to Work

1. INTRODUCTION

Managerial problems have been obstacles for meeting the objectives of the organization in four aspects which are: (1) planning, (2) organizing, (3) leading and (4) control. The top executives must ensure effectiveness and efficiency of the whole execution (Sanrattana, 2002 cited in Poopan, 2010).

Planning is one of the most important functions that has been academically and professionally proved that it is the foundation of all functions in the organization. A plan should state the overall mission and objectives & goals and outcomes that the organization wishes to meet.

Upon careful planning is good organizing or organizational management which should focus on designing appropriate organizational structure that promotes regular activities or strategic planning while at the same time ensures continuous monitoring on the effectiveness of the structure.

Leading is the condition where the leader makes an effort to affect others in order to meet the organizational goal effectively and efficiently. To achieve this, the leader must understand about theories of motivation, leadership, communication and group management so that he/she can apply the theories appropriately.

Controlling is a process of establishing rules and regulations so that the organization can run smoothly and make the organizational members realize that they shall follow in order to meet the standard and achieve the outcome.

The leader of today must face up to different ever challenging situations both at national, regional and global levels. He or she has to keep up with rules and legislations regulated by the authority that can constantly change day by day and in an unexpected manner in terms of economy, society, politics, cultures and technologies. Top executives have to encounter risks and changing circumstances with arts and sciences of taking opportunities and advantages for their organizations. They should know how to communicate and persuade others to follow the organization's shared vision.

As for motivation, it can come in many forms. The top executive must know how to choose a suitable one. The motivation or incentive must consist of: (1) work control technique including positive method, (2) use of authority, (3) financial compensation and (4) non-monetary compensation (Tongchaisantiwong, 1996).

According to the aforementioned points, this study premised to study the management that affects employees' motivation to work and used Better Food Company Limited as a case study. The research outcome would become a guideline for managing proper employees' motivation in line with the direction of the organization.

2. RESEARCH OBJECTIVES

1. To study the management that affects employees' motivation: a case study of Better Food Company Limited
2. To study employees' motivation to work: a case study of Better Food Company Limited
3. To study the relationship between the management that affects employees' motivation to work: a case study of Better Food Company Limited.

3. LITERATURE REVIEW

Theories and Frameworks about Management

Henri Fayol (Nooda, 2005: 18-20) reviewed many elements of management theoretical frameworks and found that the mission to premise the most suitable management style for the organization is the most important thing. This is because planning is part of the predicting process for the future which should also allow some flexibility and continuity withing the organization. There must be coordination between managers and staffs and some control. In order for the organization to proceed with a plan, Fayol suggests 14 Principles of Management as follows.

1. Division of Work. This principle encourages the organization to gain effectiveness by allowing the organizational members to work on their specialization and thus narrow down the scope of work.
2. Authority and Responsibility. This principle wills that there must be a particular person who is accountable for each authority and responsibility.
3. Discipline. This principle premises that most organizational members must follow the discipline and rules set by the organization in order to reassure peace and effectiveness.
4. Unity of Command. This principle asserts that there should only be one line of command both top-down and bottom-up directions in order to avoid commission.
5. Unity of Direction. This principle premises that most organizational members and units should focus only one direction and move towards that direction.
6. Subordination of Individual Interest to General Interest. This principle emphasizes that personal benefit must not rule over the benefit of the organization or the large public.
7. Remuneration of Personnel. This principle suggests that every organizational member should be compensated with proper remuneration.
8. Centralization. This principle premises that an organization should have a centralization of power in order to facilitate the operation smoothly.
9. Scalar Chain. This principle should establish a structure or division of command from top to bottom and vice versa.
10. Order. This principle suggests that everyone in the organization should follow order and comply to the rule.

11. Equity. This principle suggests that a good leader should maintain integrity among colleagues, subordinates and his/her superior in terms of empathy, mercy and fairness which will create trustworthiness for the leader.
12. Stability of Tenure of Personnel. This principle describes that every organizational member must be determined to work diligently and effectively. They must feel secure with their jobs and assignments. The key is to recruit and select personnel appropriately.
13. Initiative. This principle suggests that top executives of the organization must be open-minded to hear all voices.
14. Esprit de Corps. This principle emphasizes that everyone in every unit in the organization must uphold unity altogether.

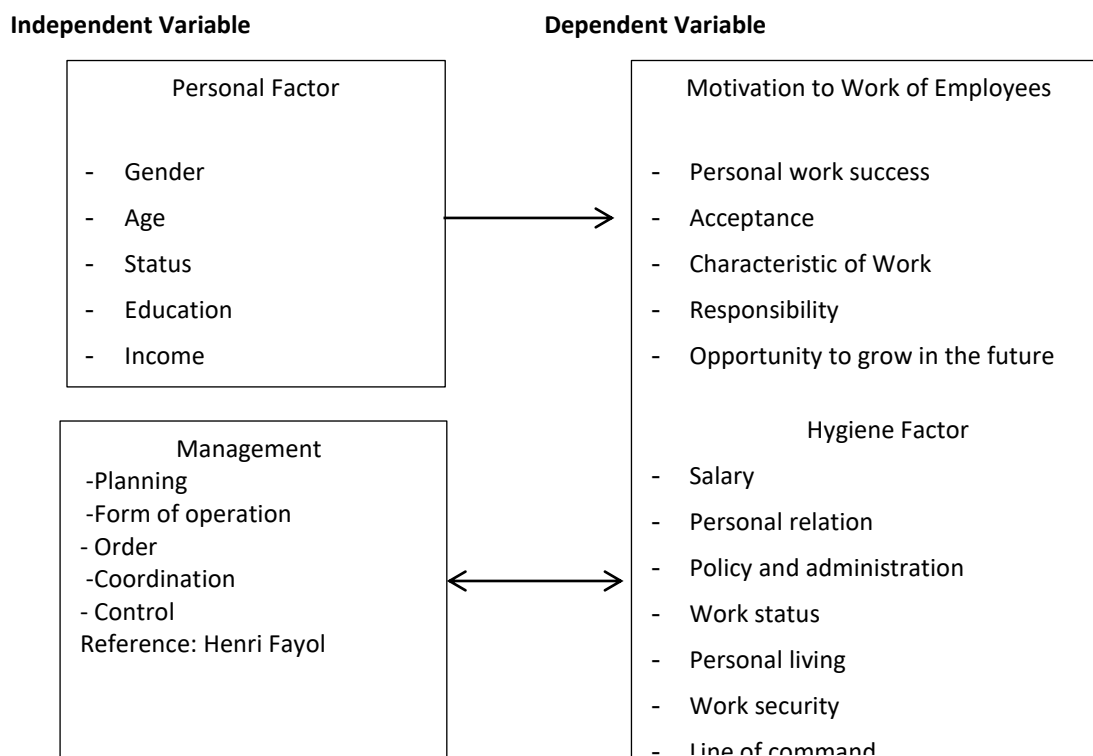
Theories of Expectation and Motivation

Vroom (Serirat et al., 2002: 319) believes that a person must be motivated to meet the target. This theory premises that people must appreciate some value in order to drive themselves towards the goals and achieve outcomes. For each outcome, it derives from a combination of attempt (positive or negative) and self-assurance (expectation). One must feel that the outcome is valuable enough to work for. Vroom expresses his expectancy theory of motivation in terms of a mathematical formula: $\text{Motivation} = \text{Valence} \times \text{Expectancy} \times \text{Instrumentality}$. If any one of the three factors is nil, the overall score will be zero and there will be nil motivation.

The expectancy theory concludes that action is a result of motivation and ability. Motivation is driven by some expectation from the outcome that a person makes an attempt for. The motivation is composed of internal and external drives. While satisfaction with success is internal, reward as a success itself is external as well as how others recognize his/her ability, attempt and role.

4. CONCEPTUAL FRAMEWORK

Conceptual Framework



Research Hypotheses

1. Difference in personal factor and management affect employees' motivation to work: A case study of Better Food Company Limited

2. Management has some relationship with employees' motivation to work: A case study of Better Food Company Limited

Research Methodology

A study of "Management that has Affected on Employees' Motivation to Work: A Case Study of Better Food Company Limited" is a quantitative research.

Population

This study focused on 300 employees of Better Food Company Limited only.

Research Instrument

The research instrument used to collect data for this study was a structured survey questionnaire which consisted of three main parts as follows.

Part 1 Questions about personal factor which are gender, age, status, monthly income, education level and work experience.

Part 2 Questions about management in five aspects which are (1) planning, (2) forms of operations or organization, (3) order, (4) coordination and (5) control.

Part 3 Questions about employees' motivation to work as follows.

Motivation There are 5 aspects which are: (1) Personal work success, (2) Acceptance, (3) Characteristic of work, (4) Responsibility and (5) Opportunity to grow in the future.

Hygiene Factor There are 7 aspects which are: (1) Salary, (2) Personal relation, (3) Policy and administration, (4) Work status, (5) Personal living, (6) Work security and (7) Line of command.

Data Collection and Statistical Data Analysis

Data were collected from two main sources which are: (1) Secondary data which were collected from review of literature including books, research papers, dissertations, theses and documents about laws and legislations published by the government and other related documents, and (2) Primary data which were collected from 300 employees at Food Better Company Limited.

5. CONCLUSION

Part 1 General Information

It was found that the majority of the respondents were 178 men (59.33%); over 177 (59%) respondents were single; 214 respondents (71.33%) had an average monthly income between 10,000 and 15,000 Baht; 200 respondents (66.67%) were educated at a lower level than a bachelor degree; 161 respondents (53.67%) were younger than 31 years old; and 175 respondents (58.33%) had less than 5 years of work experience.

Part 2 Management in 5 different aspects

1. It was found that the respondents moderately agreed that management affected employees' motivation to work (mean = 3.15, standard deviation = 0.75). Planning was selected at medium level (mean = 3.29) first; Control was selected at medium level (mean = 3.17) second and Coordination was selected at medium level (mean = 3.05) last.

2. It was found that the respondents moderately agreed that management affected employees' motivation to work in relation to planning (mean = 3.29, standard deviation = 0.74). Planning to meet the established objectives and goals was selected at medium level (mean = 3.35) first. Assigning responsibility to proceed with the plan for employees was selected at medium level (mean = 3.32) second. And revision of work operation plan was selected at medium level (mean = 3.21) last.

3. It was found that the respondents moderately agreed that the management affected motivation to establish form of operation or organization (mean = 3.11, standard deviation = 0.75). The statement "Each unit has appropriate volume of work and remains happiness at work" was selected at medium level (mean = 3.16) first. The statement "Clear consideration on division of work within the work unit" was selected at medium level (mean = 3.16) second. And the statement "Each unit has sufficient number of personnel" was selected at medium level (mean = 3.02) last.

4. It was found that the respondents moderately agreed that management affected line of command in overall (mean = 3.14, standard deviation = 0.80). The statement "Ability to follow order of the superior every time" was selected at medium level (mean = 3.27) first. The statement "Assigning work to personnel as required" was selected at medium level (mean = 3.19) second. The statement "The work unit can manage or dismiss incompetent personnel from the organization" was selected at medium level (mean = 3.02) last.

5. It was found that the respondents moderately agreed that management affected motivation to work in relation to "coordination in overall" (mean = 3.05, standard deviation = 0.76). The statement "Willing to take advice from relevant people to achieve more work efficiency" was selected at medium level (mean = 3.31) first. The statement "There is a link within the team in order to achieve the goal" was selected at medium level (mean = 3.23) second. And the statement "No gossip or bully within the work unit" was selected at medium level (mean = 2.75) last.

6. It was found that the respondents moderately agreed that management affected motivation to work in relation to "overall control" (mean = 3.17, standard deviation = 0.72). The statement "There has been an inspection and control of work process from an external body" was selected at medium level (mean = 3.22) first. The statement "There is a freedom to work without strict command" was selected at medium level (3.20) second. And the statement "There is a review of mistake and weakness occurred" was selected (3.08) last.

Part 3 Employees' Motivation to Work at Better Food Company Limited

1. It was discovered that the respondents moderately agreed that employees' motivation to "work" was important (mean = 3.18, standard deviation = 0.76) was important. Most variables were selected at medium level. In rank order, the respondents selected Responsibility (mean = 3.33) and then Acceptance (mean = 3.09).

2. It was discovered that the respondents moderately agreed that employees' motivation to work in relation to "personal work success" was important (mean = 3.17, standard deviation = 0.76). Most variables were selected at medium level. In rank order, the respondents selected the statements "Assigned works were successfully complete" (mean = 3.30), "Gaining trust and important assignments" (mean = 3.20) and "The superior gives compliment for the work success" (mean = 3.09) respectively.

3. It was discovered that the respondents moderately agreed that employees' motivation to work in relation to "acceptance" was important (mean = 3.09, standard deviation = 0.72). Most variables were selected at medium level. In rank order, the respondents selected the statements "Acceptance from the superior" (mean = 3.17), "Build reputation for the organization" (mean = 3.15) and "Acceptance from colleagues" (mean = 3.00) respectively.

4. It was discovered that the respondents moderately agreed that employees' motivation to work in relation to "characteristic of work" was important (mean = 3.17, standard deviation = 0.75). Most variables were selected at medium level. In rank order, the respondents selected the statements "Assigned work is important" (mean = 3.24), "The work has the characteristic that I can complete from the beginning until the end" (mean = 3.18) and "The characteristic of work matches my skill and knowledge" (mean = 3.08).

5. It was discovered that the respondents moderately agreed that employees' motivation to work in relation to "responsibility" was important (mean = 3.33, standard deviation = 0.83). Most variables were selected at medium level. In rank order, the respondents selected the statements "I will accept my mistake if the assigned work fails" (3.43), "I always complete the work that I am assigned to on time" (3.32) and "I devote myself to work" (3.24) respectively.

6. It was discovered that the respondents moderately agreed that employees' motivation to work in relation to "opportunity to grow in the future" was important (mean = 3.15, standard deviation = 0.72). Most variables were selected at medium level. In rank order, the respondents selected the statements "I participate in training to enhance my knowledge" (mean = 3.28), "I get to improve my professional skill" (3.14), and "I receive support from my superior to be promoted" (3.04).

7. It was discovered that the respondents moderately agreed that employees' motivation to work in relation to "hygiene factor in overall" was important (mean = 3.07, standard deviation = 0.79). Most variables were selected at medium level. In rank order, the respondents selected the statements "My job is secure" (mean = 3.18), "Policy and management/administration is right" (mean = 3.14) and "Salary is fair" (2.88).

8. It was discovered that the respondents moderately agreed that employees' motivation to work in relation to

“salary” was important (mean = 2.88, standard deviation = 0.81). Most variables were selected at medium level. In rank order, the respondents selected the statements “I receive appropriate salary rate for my work” (mean = 2.97), “Increase in my salary rate is fair” (2.92), and “My income is adequate for me to live my life” (mean = 2.74).

9. It was discovered that the respondents moderately agreed that employees’ motivation to work in relation to “interpersonal skills” was important (mean = 3.09, standard deviation = 0.77). Most variables were selected at medium level. In rank order, the respondents selected the statements “My superior is friendly and cares about his employees” (mean = 3.18), “I participate in community activities regularly” (3.11) and “My colleagues are friendly” (mean = 3.03).

10. It was discovered that the respondents moderately agreed that employees’ motivation to work in relation to “policy and management/administration” was important (mean = 3.14, standard deviation = 0.72). Most variables were selected at medium level. In rank order, the respondents selected the statements “Policy and guideline for work is clear” (3.23), “I clearly understand about my role and responsibility and follow the policy” (3.17) and “The organization introduces policy that is practical” (3.04) respectively.

11. It was discovered that the respondents moderately agreed that employees’ motivation to work in relation to “work condition” was important (mean = 3.05, standard deviation = 0.78). Most variables were selected at medium level. In rank order, the respondents selected the statements “Security measure is strict” (mean = 3.12), “The workplace is located in the area where transportation is convenient” (3.11) and “Physical setting including light, sound, air and working hours of the workplace is appropriate” (mean = 3.01).

12. It was discovered that the respondents moderately agreed that employees’ motivation to work in relation to “personal living” was important (mean = 3.09, standard deviation = 0.73). Most variables were selected at medium level. In rank order, the respondents selected the statements “Employees have good peace of mind at work” (mean = 3.14), “Employees are proud with their roles and responsibilities” (mean = 3.11) and “Employees have morale at work” (3.03) respectively.

13. It was discovered that the respondents moderately agreed that employees’ motivation to work in relation to “job security” was important (mean = 3.18, standard deviation = 1.00). Most variables were selected at medium level. In rank order, the respondents selected the statements “Your organization has stability” (mean = 3.31), “My job provides stability and sustainability” (3.22) and “I have an opportunity to grow and integrity at work” (mean = 3.05) respectively.

14. It was discovered that the respondents moderately agreed that employees’ motivation to work in relation to “line of command” (mean = 3.07, standard deviation = 0.73). Most variables were selected at medium level. In rank order, the respondents selected the statements “Superiors trust and empower their employees to work efficiently” (mean = 3.12), “Superiors allow their employees to work freely” (3.09) and “Superiors provide rewards when the work assignment is complete” (mean = 3.01) respectively.

6. Acknowledgements

1. The study discovers that the respondents moderately agreed that management affected employees’ motivation to work at Better Food Company Limited in overall (mean = 3.15, standard deviation = 0.75). Most variables were selected at medium level. The respondents selected “planning” (mean = 3.29) and then “control” (mean = 3.17). This is congruent with what Henri Fayol found which is why he introduced Five Elements of Management (Shedrake, 1996, pp.53-55) as follows.

1.1. Planning. This is to establish some future scenarios that the organization wishes. The planning must describe of some way to help complete the mission and process how the organization should go about it. It must consist of unity, continuity, flexibility and precision. The organization can then predict its future.

1.2. Organizing. The organization should create some form of operation or organization structure. It can consist of some necessary number of units and suitable functions.

1.3. Command. This involves assigning works to personnel in the organization and ensuring that everyone will help each other complete the mission. The executive who delegates the work must possess human resources skills and know how to dismiss the incompetent ones from the organization. Also, he/she should know how to provide executive summary and how to rapport.

1.4. Co-ordination. This is to create work harmony in every unit within the organization so that everyone will help each other to achieve the goal. This can be done by connecting all activities together and thereby warrant the unity.

1.5. Control. This involves assessing or examining whether or not the organization proceeds as planned. The control must anticipate failure and weakness that might occur so that new improvement can be generated.

2. The study discovered that differences in gender and marital status of the respondents did not affect employees' motivation to work at Better Food Company Limited. But it was age, average monthly income and educational level that determined the difference at significance level of 0.05.

3. The study discovered that motivation factor and the level of management "highly" affected the employees' motivation to work ($r = 0.821$). The motivation factor including "personal work success and acceptance" highly affected employees' motivation to work ($r = 0.725, 0.715, 0.679$ and 0.608 respectively) at significance level of 0.05. If motivation factor including level of personal work success increases, the management will affect employees' motivation to work somewhat more ($r = 0.469$) at significance level of 0.05. If the motivation factor including level of responsibility increases, the management will affect employees' motivation to work somewhat more. This is really in line with the motivation theory introduced by Herzberg and similar to that of Maslow.

4. The motivation factor and level of the management that affected employees' motivation to work are correlated at medium level ($r = 0.776$). The motivation factors including the policy and management in terms of personal living and work condition and management affected employees' motivation to work at high level ($r = 0.680, 0.670, 0.666$ and 0.648) at significance level of 0.05. If these factors become stronger, the management will affect employees' motivation to work more. To elaborate, if the motivation factor including level of salary, line of command and job security increase, level of employees' motivation to work will increase accordingly, though at medium level ($r = 0.586, 0.586$ and 0.505 respectively) at significance level of 0.05. This is largely in congruence with the theory of motivation of Herzberg and similar to that of Maslow.

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