

FACTORS AFFECTING WORK MOTIVATIONS OF CONTRACTED
UNIVERSITY'S EMPLOYEES AT RAJABHAT UNIVERSITIES IN BANGKOK



SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR
THE MASTER OF ARTS
IN BUSINESS ENGLISH FOR INTERNATIONAL COMMUNICATION
DEPARTMENT OF WESTERN LANGUAGES
SRINAKHARINWIROT UNIVERSITY

JUNE 2012

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This study attempted to investigate factors affecting work motivations of contracted university's employees at Rajabhat Universities in Bangkok. A questionnaire following the theoretical framework of Herzberg's two-factor theory was developed to collect the data. The 140 contracted university's employees of Rajabhat Universities in Bangkok constituted the participants of this study. A total of 140 questionnaires were distributed, and 109 completed questionnaires were returned in April 2012. The data were analyzed by using percentage, mean scores, and standard deviations.

The results of the study revealed that the majority of the participants were female, aged between 25-35 years old. Most of them had completed Bachelor's degrees, and served Rajabhat Universities as contracted university's employees more than five years.

The major findings of the study revealed that, on average, both motivator and hygiene factors highly affected their work motivations. Interpersonal relations factors were rated at very high level meanwhile salary and benefits moderately affected contracted university's employees. Additionally, the remaining eight aspects including responsibility, recognition, advancement and training, work itself, work achievement, working conditions, organization and policy, and supervision highly affected their work motivations.

ปัจจัยที่ส่งผลต่อแรงจูงใจในการปฏิบัติงานของพนักงานมหาวิทยาลัย

มหาวิทยาลัยราชภัฏ ในเขตกรุงเทพมหานคร



เสนอต่อบัณฑิตวิทยาลัย มหาวิทยาลัยศรีนครินทรวิโรฒ เพื่อเป็นส่วนหนึ่งของการศึกษา

ตามหลักสูตรปริญญาศิลปศาสตรมหาบัณฑิต

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การวิจัยนี้มีวัตถุประสงค์เพื่อศึกษาปัจจัยที่ส่งผลต่อแรงจูงใจในการปฏิบัติงานของพนักงาน
มหาวิทยาลัย มหาวิทยาลัยราชภัฏ ในเขตกรุงเทพมหานคร เครื่องมือที่ใช้ในการวิจัย คือ
แบบสอบถาม ซึ่งอิงทฤษฎีแรงจูงใจสององค์ประกอบของเฮิร์ชเบิร์ก กลุ่มประชากรในการวิจัยครั้งนี้
ได้แก่ พนักงานมหาวิทยาลัย มหาวิทยาลัยราชภัฏ ในเขตกรุงเทพมหานคร จำนวน 140 คน เก็บ
รวบรวมข้อมูลโดยการแจกแบบสอบถามเป็นจำนวน 140 ฉบับและได้รับแบบสอบถามกลับคืนทั้งสิ้น
109 ฉบับในเดือนเมษายน 2555 ข้อมูลที่ได้รับมาวิเคราะห์ผลโดยใช้ค่าร้อยละ ค่าเฉลี่ย และ ค่า
ความเบี่ยงเบนมาตรฐาน

ผลการวิจัยพบว่ากลุ่มตัวอย่างส่วนใหญ่เป็นเพศหญิง มีอายุระหว่าง 25-35 ปี จบการศึกษา
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ผลการวิจัยสรุปให้เห็นว่า ปัจจัยจูงใจและปัจจัยค้ำจุนส่งผลต่อ แรงจูงใจการปฏิบัติงานของ
พนักงานมหาวิทยาลัย มหาวิทยาลัยราชภัฏ ในเขตกรุงเทพมหานครในระดับมาก โดยปัจจัยด้าน
ความสัมพันธ์กับเพื่อนร่วมงาน อยู่ในระดับมากที่สุด ปัจจัยด้านเงินเดือนและผลประโยชน์ตอบแทน
อยู่ในระดับปานกลาง ส่วนปัจจัยจูงใจและปัจจัยค้ำจุน 8 ด้านได้แก่ ด้านความรับผิดชอบ ด้านการ
ได้รับการยอมรับนับถือ ด้านความก้าวหน้าในตำแหน่งหน้าที่การงาน ด้านลักษณะงาน ด้าน
ความสำเร็จในการทำงาน ด้านสภาพการทำงาน ด้านนโยบายและการบริหาร และด้านการบังคับ
บัญชา ส่งผลต่อแรงจูงใจในการปฏิบัติงานของพนักงานมหาวิทยาลัยในระดับสูงตามลำดับ

The Master's Project Advisor, Chair of the Master's Program in Business English for International Communication, and Oral Defense Committee have approved this Master's Project, "Factors Affecting Work Motivations of Contracted University's Employees at Rajabhat Universities in Bangkok," by Pattama Ruensuk as partial fulfillment of the requirements for the Master of Arts in Business English for International Communication at Srinakharinwirot University.

Master's Project Advisor

.....
(Assistant Professor Nattha Kaewcha)

Chair of the Master's Program in Business English for International Communication

.....
(Dr. Prapaipan Aimchoo)

Oral Defense Committee

.....
(Assistant Professor Nattha Kaewcha)

Chair

..... Committee
(Assistant Professor Dr. Saiwaroon Champavan)

..... Committee
(Assistant Professor Nittaya Wangkangwan)

This Master's Project has been approved as partial fulfillment of the requirements for the Master of Arts in Business English for International Communication at Srinakharinwirot University.

..... Dean of the Faculty of Humanities
(Dr. Wanee Aujsatid)

June....., 2012

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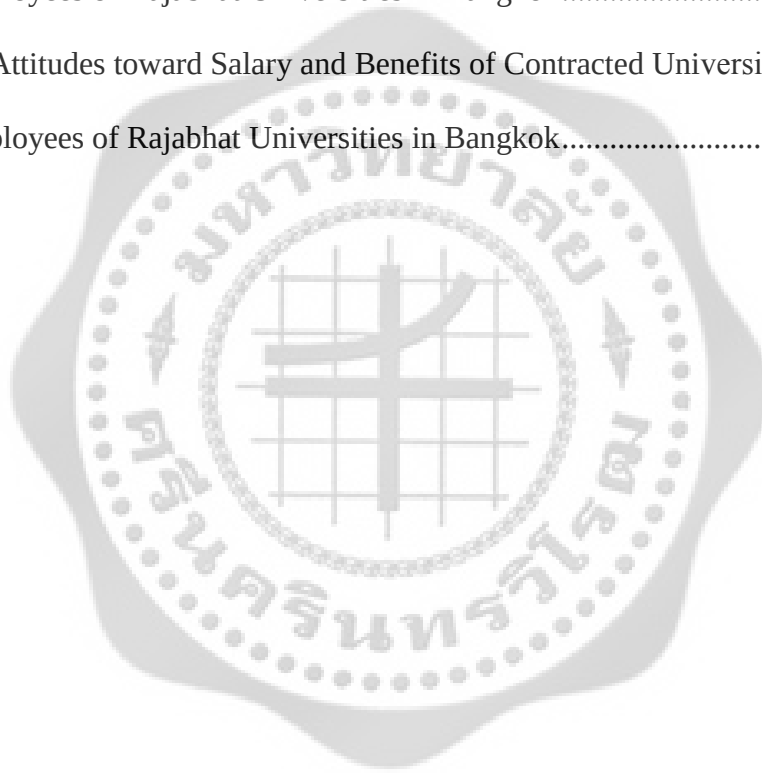
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CHAPTER I

BACKGROUND OF THE STUDY

Introduction

According to Robins (2003), most organizations need available and effective resources in order to increase productivity. These resources can be divided into the variables of technology, finance and human resources. Human resources is the significant factor that enables organizations to achieve the goals because human is a former to create initiative ideas in designing, operating, and repairing the technology. Additionally, human control the financial resources and manage other people in all organizations. It is apparent that all organizational processes are handled by the employees. Thus, employees are powerful engines to push the business forward. Their attitudes toward their work are considered as one of the major impacts on work performance and productivity. Therefore, human resource management plays an essential role to make them work efficiently and retain highly competent employees.

Many theories and studies have made important contributions to an understanding of work motivation. Wright (2001) stated that the relationships between organizational factors and employees' work motivation provide explanation and practical benefits for today's organizations. The success of an organization depends on its ability to manage human knowledge, skills and capabilities which are intangible assets affect the organization's performance (Snell & Bohlander, 2007). Harris (1996) commented that organizations without good motivation could turn to failure. Bouchner (2006) indicated that lack of employees' motivation caused the majority of employees actively or passively looking for a new job. Meanwhile, Spitzer (1995) commented that "lack of employees'

motivation” was the most annoying problem in organizations. When valueable employees leave a company, any organization investment will loss for training and developing those new people and decreased accuracy and quality of work. Therefore, learning how to motivate employees was important for organizations to recognize the nature of employee needs and expectations which will stop the bleeding of employees’ turnover.

According to the National Education Act. B.E.2542 (1999), educational institutions under the government supervision are able to develop their own system of administration and management. It means that educational institutions enable to create their own policies and regulations to control their workforces. This reform has resulted from the cabinet resolution in 1998 which attempted to downsize the vacancy of retirement government officials in the government sector who account for a large proportion of the budget for salaries of the Thai government. For this reason, the cabinet forced the educational institutions including Rajabhat Universities to recruit new contracted employees instead of those vacancy. Therefore, the majority of employees who served at Rajabhat Universities can be classified into two categories; government officials and contracted university’s employees.

Government officials are persons instated and appointed to government service and draw salaries from budgetary appropriations to Civil Ministries and Departments. Government officials are covered by state welfare programs, benefits and services, for themselves and their families. Benefits are health benefits, children’s allowance, special allowance, cost of living allowance, leave with pay, and retirement benefits. (Office of the Civil Service Act, B.E. 2550 (2007).

Meanwhile, contracted university's employees are persons appointed to the universities' regulations with the short term contract-base employment (maximum 5 years). They are not eligible for benefits and services as free medical services or any special allowance as are government officials received. Moreover, they are compensated with a monthly subsidy of 5% of the value of their salaries for the social security fund.

When compared to government officials, contracted university's employees appear to have at least secure and possibly the least satisfying working conditions. In addition, short term contract and the lack of welfare benefit could make contracted university's employees susceptible to job dissatisfaction, discourage, and finally resign from the organization to look for the better salary and benefit for their living.

Because of problems mentioned above, the researcher was interested in conducting a study to investigate factors affecting work motivation of contracted university's employees at Rajabhat Universities in Bangkok. Therefore, the objective of the study was to investigate factors affecting work motivation of contracted university's employees at Rajabhat Universities in Bangkok.

Research Question

What factors affect work motivation of contracted university's employees at Rajabhat Universities in Bangkok?

Significance of the Study

The results of the study will be useful information for the management of the universities to strengthen work motivation among the contracted university's employees. In addition, the organization could maintain competent employees and encourage higher

work effectiveness by revising the benefits and welfare system of the universities, and if necessary, it would improve an academic atmosphere at the university in order to attract and retain qualified employees to work with, and this will enable the university to be able to compete with other higher education institutions.

Scope of the Study

The study focuses on factors affecting work motivations of contracted university's employees at Rajabhat Universities in Bangkok. The participants of the study consisted of 140 contracted university's employees who are currently working in seven Rajabhat Universities throughout Bangkok including Suan Sunandra Rajabhat University, Suan Dusit Rajabhat University, Chandrakasem Rajabhat University, Phranakorn Rajabhat, Dhonburi Rajabhat University, Bansomdejchaopraya Rajabhat University, and Valaya Alongkorn Rajabhat University, under the Royal Patronage Bangkok Campus. The research instrument was the questionnaire. All the participants granted consent in being research participants by sparing their time filling out the questionnaire.

Definition of Terms

The operational definitions of the terms used in this research were as follows:

Contracted university's employees: The employees who are working at Rajabhat Universities in Bangkok and receive a monthly salary, benefits, and welfare according to the university's regulations.

Work motivation:

The degree of contracted university's employees feeling toward a process used to encourage and inspire employees to perform their jobs thoroughly and efficiently in terms of organization and policies, supervision, salary and benefits, interpersonal relations, working conditions, work itself, work achievement, recognition, responsibility and advancement and training.



CHAPTER II

REVIEW OF RELATED LITERATURE

The purpose of this chapter is to review theories that are relevant to this study in order to identify the factors that determine work motivation of contracted university's employees at Rajabhat Universities in Bangkok. The content derived from the definition and the significance of work motivation as well as theories of work motivation provide a foundation for the research. In addition, important terms concerning work motivation factors are discussed to indicate the direction and relevance of the study. Finally, findings from related research works are summarized to clarify the importance of work motivations.

Definition of Work Motivation

Many theorists have defined the definition of work motivation from different perspectives. Robbins (2003) suggested that motivation is the process which accounts for an individual's intensity, direction and persistence of effort toward attaining a goal. According to Batheman (2002), motivation is forces that energize, direct, and sustain a person's efforts. Schermerhorn, Hunt and Osborn (2003) considered motivation as forces within an individual that account for the level, direction, and persistence of effort toward work. Pinder (1998) defined work motivation as a set of energetic forces that originate both within as well as beyond an individual's being to initiate work behavior and to determine its form, direction, intensity and duration. Reynolds (1997) mentioned that motivation is relevant to the "why" of behavior. It refers to internal states of the organism that lead to the instigation, persistence, energy, and direction of behavior. Kreitner (2001)

mentioned that motivation represents psychological processes that cause the arousal, direction and persistence of voluntary actions that are goal directed. Motivation is the process that energizes and directs an individual's behavior toward the fulfillment of the individual's needs and values (Schuler, 1998).

For this research, motivation refers to forces that move an individual into action. These forces drive an individual to start behaving in particular ways, to make choices (direction) to extent effort, to push the amount of effort (intensity), and to maintain an effort for a sufficient duration (persistence) until accomplishing work goals.

The Significance of Motivation

Work motivation is the key factor to understand and inspire employees to bring their knowledge, skills and abilities to their work which in turn leads to better organizational productivity (Gillbert, 1996). Steers, Mowday and Shapiro (2004) agreed with this concept as they suggest that motivation is the answer for management to enhance individual and group performance.

Kanungo(1994) explained that the management must understand why employees behave in these ways and must influence and change dysfunctional employee behavior. Whenever employees exhibit high performance, management must create conditions to sustain such behavior. Changing poor performance and sustaining high performance would require a clear understanding of the nature of work motivation. Without an understanding of work motivation, the management will not be able to develop appropriate motivational techniques to combat low productivity and maintain high performance among organizational members. For this reason, the issue of work motivation and related program have received considerable importance and attention in organizations It is evident that many motivational practices can have a positive effect on

individual job performance and organization's performance. Motivation together with ability and opportunity to perform greatly create employee performance (Blumberg and Pringle, 1982). Hackman and Oldham (1976) explained that the significance of a task could cause employees to have a feeling of meaningful of work, which in turn leads to increased employee performance.

Theories of Motivation

The way that employees perform in the workplace has a significant influence on organization's productivity. To understand what motivates employees and how they are motivated to work effectively play an important role in gaining competitive advantage. According to Ivancevich (1999), the content motivation theories focus on the understanding of human needs. Different people have different needs, and management should motivate their employees differently. The important content approaches to motivation are Hierarchy of Needs Theory and Two-Factor Theory. Process motivation theories explain how employees select behavioral actions to meet their needs and determine whether their choices were successful. These theories include Expectancy Theory and Equity theory.

Maslow's Hierarchy of Needs

Maslow (1954) formulated a theory that explained human behavior in terms of a hierarchy of five general needs. He believed that everyone possessed a common set of five universal needs that were ordered in a hierarchy of importance from the lowest-level basic needs through to the highest-order needs.

1. Physiological needs: Physiological needs were the most basic needs and include needs that must be satisfied for the person to survive. These include food, water, oxygen, sleep, sex, and sensory satisfaction.

2. Safety and security needs: Once physiological needs were satisfied, safety and security needs would emerge. These needs include a desire for security, stability, dependency, protection, freedom from fear and anxiety, and a need for structure, order, and law. Threats of physical harm, assault, tyranny, or wild animals, prevent individuals from satisfying their safety needs and cause them to focus their energies almost exclusively on eliminating these threats.

3. Social needs: Originally Maslow referred to this need as the need for belonging and love. Social needs include the need for emotional love, friendship, and affectionate relationships with people in general, but especially to spouse, children, and friends. Individuals, who are unable to satisfy this need, will feel lonely and rejected.

4. Ego and esteem: This need included the desire for self-respect, self-esteem, and for the esteem of others, and may be focused either internally or externally. When focused internally, the esteem need includes a desire for strength, achievement, adequacy, mastery, confidence, independence, and freedom. When focused externally, this need consists of a desire for reputation or prestige, status, fame and glory, dominance, recognition, attention, importance, dignity, and appreciation.

5. Self-actualization: The highest need in the Maslow hierarchy is for self-actualization, which refers to the need for self-realization, continuous self-development, and the process of becoming all that a person is capable of becoming.

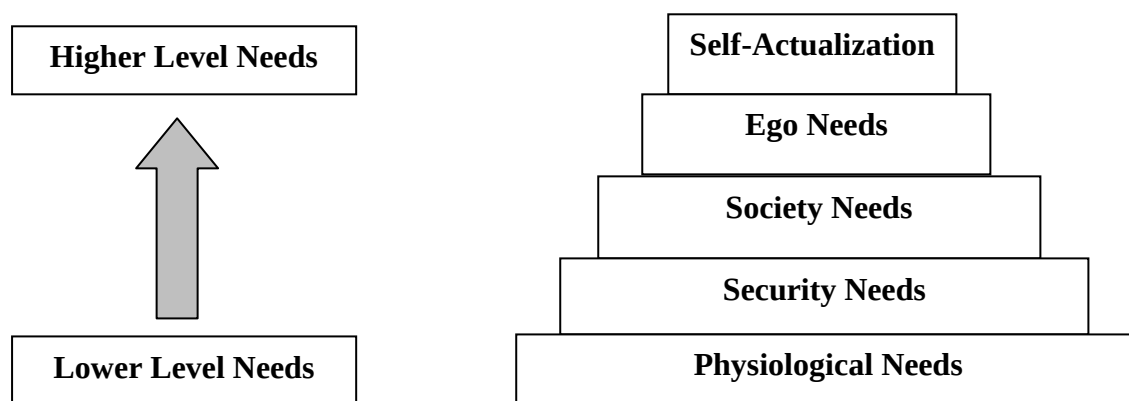


Figure 1: Maslow's Hierarchy of Needs

According to Maslow, these five needs are arranged in a hierarchy of importance that he called prepotency. Higher-level needs are unimportant and are not manifested until lower-level needs are satisfied. Once lower-level needs are satisfied, needs at the next highest level emerge and influence behavior.

On the other hand, the levels of the need hierarchy are not rigidly separated but overlap to some extent. Thus, it is possible for a higher-level need to emerge before a lower-level need is completely satisfied. Since many experts in this field disagree with this hierarchy, the need hierarchy concept is not fully applied in this research.

Furthermore, in the Maslow need hierarchy the effects of money are unclear. The needs most directly related to money are physiological and security needs, since money contributes significantly to securing a comfortable and safe environment. Therefore, in accordance with the Maslow need hierarchy, money is not considered an effective motivator.

Herzberg's Two-factor Theory

Herzberg (1966) developed a theory known as the Two-factor Theory of Motivation. His research focused on how jobs/tasks and the work environment affected the psychological person (employee), and led to two specific conclusions.

First, a set of motivator factors, or the job itself, when present in a job, these factors can build strong levels of employee motivation and satisfaction that can result in good job performance. If these factors are not present, the job may not prove satisfying. The motivation factors include achievement, recognition, advancement, responsibility and the work itself. These motivators are directly related to the nature of the job or the task itself. When present, these factors contribute to satisfaction. This, in turn, can result in intrinsic task motivation.

Second, there is a set of hygiene factors, or the job environment, which may result in employee dissatisfaction when the factors are not present. However, if these factors are present, the job may not necessarily motivate employees since they are needed to maintain at least a level of "no dissatisfaction" (Ivancerich, 1999). The hygiene factors include policies and administration, supervision, working conditions, interpersonal relations, and salary.

Herzberg's motivator and hygiene factors are presented in Figure 2 below.

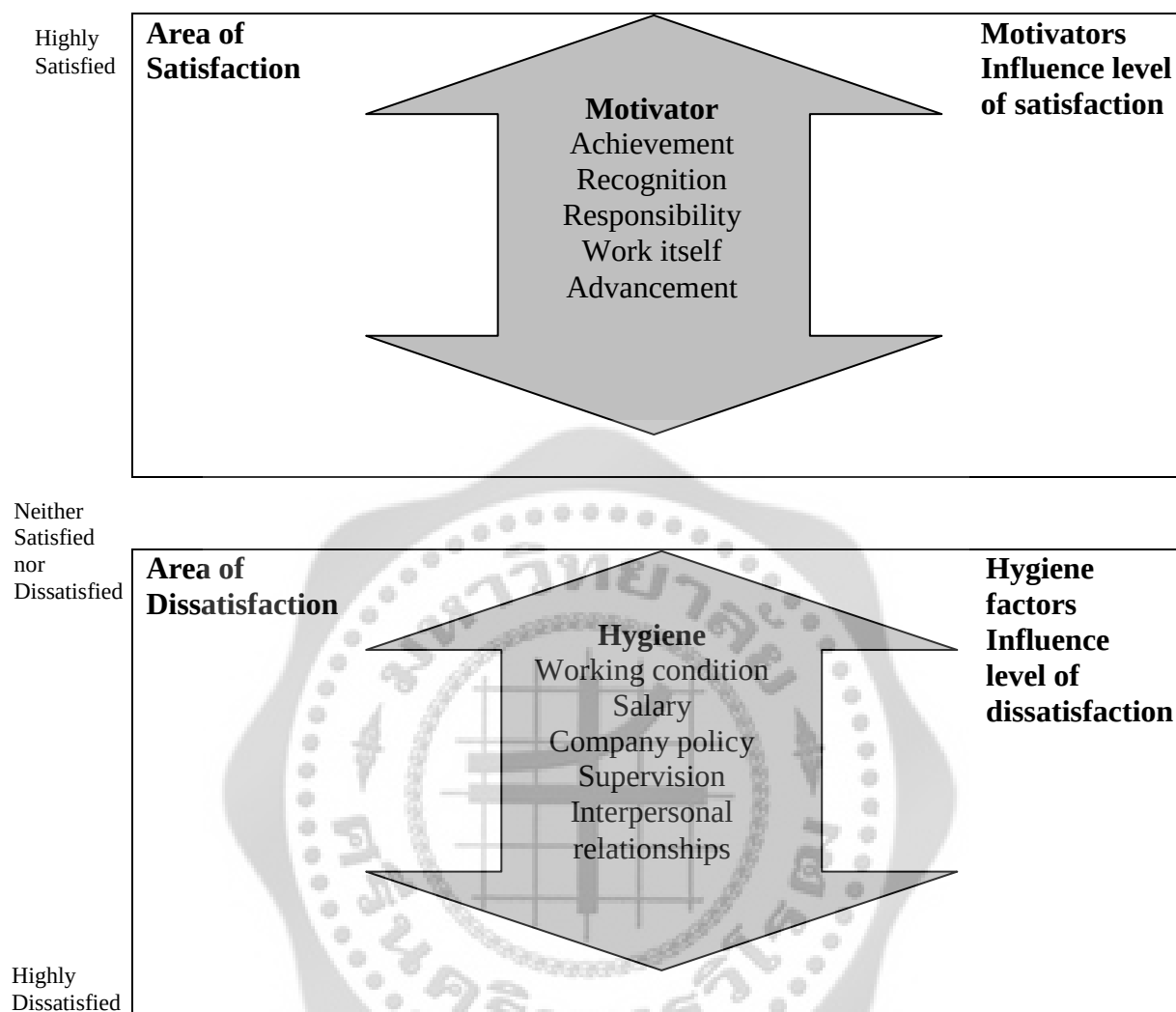


Figure 2: Motivator and hygiene Factors

Motivator factors are related to the actual job content and personal growth which are appearing to be strong determinants of job satisfaction are as follows:

1. Achievement refers to an attitude toward individual's success including successful completion of a job, solving problems, and seeing the result of individual's work.
2. Recognition involves an acknowledgement or approval of individual's achievement by supervisions and others.

3. Responsibility involves the sequences of events in which a person is given the authority to perform a job or tasks of a job without supervision, or is given a new type of job or new tasks for a job without formal advancement.

4. The work itself involves the nature of tasks performed which becomes a source of good or bad feelings.

5. Advancement is an actual or perceived change in a person's status or position in the organization.

Hygiene factors are related to the work setting. These factors can lead to job dissatisfaction when inadequate.

1. Working conditions involve the physical conditions of work, or the facilities available for doing the work.

2. Salary includes wages and other compensation that an employee gets for performing the work.

3. Company policy involves a sequence of events which reflects some overall aspect of the organization's policy and administrative characteristics.

4. Supervision involves the role of supervisor towards employee's perception that requires the leadership skills and the ability of employee treatment.

5. Interpersonal relationships involve interpersonal relationships with superiors, subordinates, and peers.

In summary, motivator factors can increase the level of employees' job satisfaction while hygiene factors can prevent job dissatisfaction. Herzberg's theory implies that to improve productivity, management should try to satisfy their workers' higher-level needs by providing opportunities for achievement, involvement and advancement, and by recognizing good performance.

Vroom's Expectancy Theory

This theory suggests that employees have different perceptions towards rewards.

Motivation is a function of three factors:

1. The employees' perception of his/her ability to do the job. If employees believe they can do it, the employees are motivated.
2. The employees' perception that when the task is finished, they will get the rewards, and then the employees are motivated.
3. The employees' perception of the value of reward. When the employees perceive a high value of reward, the employee is motivated to do the jobs in order to get reward.

Adam's Equity Theory

This theory based on the assumption that employees are motivated by a desire to be treated fairly. In order to decide whether the equity exists, people compare their inputs (e.g., effort, experience, skill, education, age, and qualifications) and outcomes (e.g., pay, recognition, and challenging work) with the inputs and outcomes of their comparable co-workers who are in similar work situation. If people perceive their inputs-outcomes ratio inequitably, they try to balance the situation by doing one of the following choices including changing their inputs, changing their outcomes, distorting perceptions of the situation, changing to a different referent, or leaving the organization. In accordance with the theory, management or supervisors should be aware of how they treat their employees. Employees are motivated when they feel it is fair.

In summary, all of the motivation theories explain what motivate employees to perform their tasks and duties, and how they are motivated to utilize their skills and abilities of the organizations.

Moreover, Two Factors Theory of Herzberg was applied to support this study because it provides details covering significant aspects of organizational practices.

Related Research

Several studies have been conducted to explore determinants affecting work motivation; accordingly, research relevant to this study in Thailand is revised and summarized as follows:

Pattananunchai (2009) studied factors affecting work motivation among officers of the Crown Property Bureau. A questionnaire is used to collect data from 265 participants. The majority of participants are female, aged between 31-40 years, graduated with a bachelor degree with 5-10 years of work in executive position rank. Consequently, the results of this study revealed that these officers demonstrated high levels of overall work motivation factor, and hygiene factor. High level of motivation factors were found in 3 aspects: work achievement, responsibility, and job characteristic . Meanwhile, 5 aspects of hygiene factors were at high level which include inter-personnel relationship, work condition, security, compensation, supervision, policy and administration respectively. Moreover, Gender, education level, position, years of work, training and seminar had no statistical difference. In other words, personal factors were not determinants of work motivation among the sample.

Another research entitled, “*A Study of the Influences of Motivation on Employees’ Turnover Rate: A Case Study of Book Corner Co., Ltd.*” was carried out by Tantisewee (2007). The research aimed to survey the influences of motivation on employees’ turnover rate and employees’ attitudes toward the company. Twenty eight participants in this study were Book Corner employees of all branches in Thailand. The study showed that the significant factors motivating staff to work and affecting employees’ turnover rate

were co-worker, job function, salary, supervisor, bonus, status and esteem. Moreover, the employees had negative attitudes on salary and bonus which they considered importantly as the best motivations. Therefore, the company should improve such motivations to satisfy employees' needs.

Besides, Piwkliang (2007) carried out a research regarding work motivation of the Bureau of Academic Affairs and Educational Standards. One hundred and three officials and permanent employees, educators and supporting staff, were selected to participate as a sample of the study. The results from this study showed that the overall degree of work motivation of officials and permanent employees were considered as a high level. There were significant differences between the groups of educators and supporting staff in the areas of degree of work motivation, self-efficacy, job characteristics, training and development, and relationships with co-workers.

Winijwong (2003) studied job motivation of 105 employees from Infonet Thailand Group. The study focused on five factors: achievement, recognition, work itself, responsibility, and advancement. Differences in personal characteristics were also studied. The study revealed that the respondent employees rated the five motivation factors at a moderate level and only two personal characteristics, educational level and work experiences, showed a statistically significant difference between employees at the .05 level. Employees with upper levels of education and longer work experiences had stronger motivation considering in recognition and achievement and advancement aspects.

Factors that motivate employees in the airline industry were explored by Si-Anxali (2005). The respondents of the study were the employees of eight airline companies who worked at the airport. Ninety five questionnaires were retrieved from employees in three levels: staff, supervisor, and department manager. The findings

indicated that six of motivation factors which included company and policies, salary and benefits & welfare, advancement and training, interpersonal relationship, supervision and recognition were the key factors that motivated employees to work in airline industry. On the other hand, four factors which were responsibility, achievement, work itself, and working condition demotivated employees to work in airline industry. The company and policies, job security, tended to motivate an airline employees in work setting. Therefore, the most suitable strategy should also fit and enhance the existing organizational culture and objectives.

Additionally, the findings of these studies are also relevant to related research in other countries. One of them is reviewed and summarized as follows:

Dieleman et al (2006) studied the determinants of work motivation of 370 health workers in Mali including public health doctors, nurses laboratory technicians, sanitary technicians, and community development workers. The results showed that responsibility, training, recognition, and salary were major motivational factors.

From the review of related research, it is apparent that work motivation is significant for organizations in order to understand and fulfill the continuous needs of employees. Organizations should create the strategies to increase employees' efficiency in working to reach their individual goals and company achievement.

In summary, the above research demonstrates work motivation factors in various business fields. It will be interesting to further explore some related aspects in different careers. This study, therefore, is designed to explore the factors affecting work motivations of contracted university's employees at Rajabhat Universities in Bangkok . The results in this study could help provide management for consideration of a more systematic and structured approach which would flourish high performance culture in Rajabhat Universities.

CHAPTER III

RESEARCH METHODOLOGY

This chapter focuses on the methodology and process of the research. It is comprised of three main sections: participants, research instruments and procedures of the study.

Participants of the Study

The participants of this study were contracted university's employees who are currently working at seven Rajabhat Universities throughout Bangkok including Suan Sunandha Rajabhat University, Suan Dusit Rajabhat University, Chandrakasem Rajabhat University, Phranakorn Rajabhat, Dhonburi Rajabhat University, Bansomdejchaopraya Rajabhat University, and Valaya Alongkorn Rajabhat University, under the Royal Patronage Bangkok Campus. The researcher randomly selected twenty contracted university's employees who have worked as lecturers and supporting staff from seven different Rajabhat Universities. Therefore, a total number of 140 participants were asked to voluntarily participate as a sample of the study. Additionally, the participants were informed that their identity would remain anonymous and will be confidentially kept.

Research Instrument

The questionnaire was developed from Herzberg's two-factor theory in order to address the research objectives by investigating factors affecting work motivation. In order to gain face validity, the constructed questionnaire was sent to the project advisor for comment and modification. The questionnaire included questions based on the Likert-scale plus an open-ended questions to gather opinions, ideas and suggestions. To standardize the questionnaire, advice and approval from two research experts were

sought. Feedback and suggestions from the experts were used to develop an effective and reliable questionnaire.

The first draft of the questionnaire was adapted from work motivation surveys used in private and public organizations and self-composed based on Herzberg's Two-Factor Theory, research and empirical studies discussed in the literature review section. A 5-point Likert scale was employed to indicate the degree of work motivation. Statistically, the respondents' answers were weighed on the following scale: 5 = Strongly agree, 4 = Agree, 3 = Neutral, 2 = Disagree, and 1 = Strongly disagree.

The second draft of the questionnaire was pilot tested by distributing to twenty contracted university's employees of Valaya Alongkorn Rajabhat University, Main Branch, Pathumthanee Province a week of January 2012. Awkward questions and ambiguous wording were identified and revised in the final draft to be used for gathering data. The questionnaire consisted of two parts as follows:

Part I: Demographic data of the respondents

The first section focuses on demographic information of participants including gender, age, educational background and length of employment.

Part II : The participants' opinion towards factors concerning work motivation.

This part of the questionnaire reflects the factors that affect work motivation based on Herzberg's two-factor theory. The theory focused on both the motivator factors and the hygiene factors. The motivator factors comprised the following five aspects: (a) work achievement, (b) recognition, (c) work itself, (d) responsibility, (e) advancement and training. The hygiene factors comprised the following five aspects: (a) organization and policies, (b) supervision, (c) interpersonal relations, (d) working conditions, and (e) Salary and benefits.

Table 1 lists the variables taken from the questionnaire, and shows which items have been included for analysis.

Table 1 Questionnaire Descriptions

Factors	Item Number
Motivator Factors	
Work achievement	1-4
Recognition	5-8
Work itself	9-12
Responsibility	13-16
Advancement and training	17-20
Hygiene Factors	
Organization and policies	21-24
Supervision	25-28
Interpersonal relations	29-32
Working conditions	33-36
Salary and benefits	37-40

Forty questions were asked. All items were positive. Each item in the questionnaire was designed to investigate factors affecting work motivations of participants. The questionnaire was conducted in Thai language. However, an English version has been included as the requirement of the project.

Data Collection Procedures

Data Collection The researcher distributed the questionnaires to all participants in April 2012. With the permission of the Human Resources Department of Rajabhat Universities, the participants were asked voluntarily to complete the questionnaire in their private time. Each questionnaire is accompanied by a return envelope to insure confidentiality within two weeks.

Data Analysis The collected data was analyzed . Descriptive statistics were used to present the data, namely, frequency, percentage and mean. The percentage was used to present demographic data of the respondents. The data gathered were presented in mean (*M*) and standard deviation (*SD*) followed by brief explanations of the findings shown in Chapter IV. Mean (*M*) was used to describe the average degree of the participants' opinions towards factors concerning work motivation. According to Pisarnbut (2007), the value of the mean score can be interpreted as the following range. The criteria and meaning of the rating scale is presented as follows:

- 1.00 – 1.80 reflects that the participants were rarely motivated
- 1.81 – 2.60 reflects that the participants were slightly motivated
- 2.61 – 3.40 reflects that the participants were moderately motivated
- 3.41 – 4.20 reflects that the participants were highly motivated
- 4.21 – 5.00 reflects that the participants were extremely motivated

All results were analyzed in accordance with the research objectives which aimed to study factors affecting work motivations of contracted university's employees at Rajabhat Universities in Bangkok. The findings, discussion and conclusion of the study were presented addressing the research questions.

CHAPTER IV

FINDINGS

The objective of the study was to investigate factors affecting work motivations of contracted university's employees at Rajabhat Universities in Bangkok. This study adopted a quantitative methodology of the data collection and analysis. The questionnaire collected demographic data of the participants, attitudes toward factors affecting work motivation, and their suggestions for the university improvement.

To describe the levels of work motivations of contracted university's employees, the descriptive statistical techniques comprised of the mean (*M*), and standard deviations (*SD*) were employed. Scores of each of the factors were identified as dependent variables. In the previous chapter, information regarding the methodology of the study was described. Meanwhile, the results of the study are presented in this chapter.

Demographic data of the respondents

The data obtained from the participants provided the demographic features of 109 participants regarding gender, age, educational background, and length of employment. The demographic data collected are presented in percentage (%) and followed by a brief explanation. The findings are presented in Table 2 as follows:

Table 2 *Demographic data of the respondents (N = 109)*

General Information	N	%
Gender:		
Female	61	56.00
Male	48	44.00
Age:		
Less than 25 years	14	12.80
25-35 years	59	54.10
More than 35 years	36	33.00
Educational background		
Diploma/Certificate	-	-
Bachelor's degree	67	61.50
Master's degree	32	29.40
Doctoral degree	10	9.20
Length of employment		
Less than 1 year	18	16.50
1-5 years	37	33.90
More than 5 years	54	49.50

Table 2 shows that in terms of gender, the majority or 56.00% of the participants in this study were female. The remaining 44.00% of the participants was male.

Regarding the age of the participants, the highest number of the participants were between the ages of 25-35 years (54.10%), followed by the age group of over 35 years (33.00%), and less than 25 years (12.80%).

Of the total participants, the majority of contracted university's employees (61.50%) graduated with Bachelor's degree, followed by those with Master's degree (29.4%), and Doctoral degree (9.20%).

Moreover, the study revealed that most participants (49.50%) had more than 5 years' working experience at Rajabhat Universities in Bangkok, followed by those with

1-5 years and less than 1 year which accounted for 33.90%, and 16.50% respectively.

In sum, the majority of the participants were female (56.00%), aged between 25-35 years old (54.10%). Most of them had completed bachelor's degrees (61.50%), and had worked as a contracted university's employees at Rajabhat Universities in Bangkok more than 5 years (49.50%). In other words, the participants were in general young, educated women who had served the Rajabhat Universities in Bangkok more than five full years.

Attitudes toward factors affecting work motivation

This part explores the factors affecting work motivation of contracted university's employees at Rajabhat Universities in Bangkok. Regarding the opinion of the participants, the standard five-point Likert scale was employed to measure the levels of work motivation in term of motivator and hygiene factors. Motivator factors included work achievement, recognition, work itself, responsibility, and advancement and training. Hygiene factors included organization and policies, supervision, interpersonal relations, working conditions, and salary and benefits. Mean (*M*) was used to describe the average degree of the participants' opinions on the important aspects both motivator factors and hygiene factors. The mean scores were interpreted according to the mean scores range introduced by Pisarnbut (2007). The standard deviation (*SD*) indicated the variation in the distribution of the data. The results of contracted university's employees attitudes toward factors affecting work motivations are demonstrated in Table 3-13.

Table 3 *Level of attitudes toward factors affecting work motivations of contracted university's employees of Rajabhat Universities in Bangkok*

Factors	<i>M</i>	<i>SD</i>	Level
Motivator factors	3.88	0.67	High
Responsibility	4.08	0.61	High
Recognition	3.97	0.68	High
Advancement and training	3.93	0.66	High
Work itself	3.75	0.65	High
Work achievement	3.67	0.73	High
Hygiene factors	3.64	0.69	High
Interpersonal relations	4.22	0.67	Very High
Working conditions	3.63	0.58	High
Organization and policies	3.61	0.86	High
Supervision	3.56	0.89	High
Salary and benefits	3.20	0.46	Moderate

As presented in Table 3, the participants demonstrated a high level of their attitudes toward both motivator and hygiene factors with a mean score of 3.88 and 3.64 respectively. Interestingly, the participants indicated that interpersonal relations were a significant aspect affecting work motivation of the contracted university's employees with a mean score of 4.22. However, the only aspect, salary and benefits, was found moderately affected their work motivation ($M = 3.20$). The highest mean score of motivator factors was responsibility ($M = 4.08$), while the lowest mean score of motivator factors was work achievement ($M = 3.67$). In term of hygiene factors, the highest mean score was interpersonal relation ($M = 4.22$), while the lowest mean score was salary and benefits ($M = 3.20$). The remaining six aspects were rated at a high level; they are

recognition ($M = 3.97$), advancement and training ($M = 3.93$), work itself ($M = 3.75$), working condition ($M = 3.63$), organization and policies ($M = 3.61$), and supervision ($M = 3.56$).

Table 4 *Level of attitudes toward responsibility of contracted university's employees at Rajabhat Universities in Bangkok*

Responsibility	<i>M</i>	<i>SD</i>	Level
1. I have the freedom to express opinions to supervisors.	4.10	0.61	High
2. I always put a great deal of abilities and efforts until achieving my work.	4.08	0.65	High
3. The work that I am responsible for is relevant to my position.	4.08	0.56	High
4. I have the freedom to make decisions on what methods used to complete my work.	4.06	0.61	High
Total	4.08	0.61	High

Table 4 reveals that overall aspects of responsibility affected the participants' work motivations at a high level ($M = 4.08$). Having the freedom to express opinions to supervisors ($M = 4.10$), having abilities and efforts until achieving work ($M = 4.08$), being responsible for tasks relevant to the position ($M = 4.08$), and having freedom to make decisions on methods used to complete work ($M = 4.06$) were considered to be important factors that highly affected the participants' work motivations.

Table 5 *Level of attitudes toward recognition of contracted university's employees at Rajabhat Universities in Bangkok*

Recognition	M	SD	Level
1. I have been praised when I perform my work very well.	4.07	0.63	High
2. My supervisor always respects my opinions.	4.06	0.66	High
3. My supervisor and colleagues accept my ability.	4.03	0.69	High
4. My supervisor often gives recognition to my performance and job accomplishment.	3.72	0.73	High
Total	3.97	0.68	High

Table 5 shows that the participants considered recognition to be an important factor that affected their work motivations at a high level ($M = 3.97$). With the highest mean score, the participants thought that being praised when they perform their work very well highly affected their work motivations ($M = 4.07$). Additionally, the participants rated supervisor respects for participants' opinions, supervisors' and colleagues' acceptance of participant's ability, and supervisors' recognition of participants' performance and job accomplishment at a high level. The mean scores of these aspects were 4.06, 4.03, and 3.72 respectively.

Table 6 *Level of attitudes toward advancement and training of contracted university's employees at Rajabhat Universities in Bangkok*

Advancement and training	M	SD	Level
1. I am able to advance my career in line with my capabilities.	4.03	0.64	High
2. I feel that I have opportunities for a promotion.	4.03	0.64	High
3. I have opportunities to attend seminars and to enhance work knowledge.	3.98	0.67	High
4. The work that I perform allows me to gain experience that will be beneficial in the future.	3.67	0.69	High
Total	3.93	0.66	High

Table 6 reveals that in term of advancement and training, the overall four aspects were rated at a high level ($M = 3.93$). The participants indicated that being able to advance career in line with capabilities and having opportunities for a promotion were highly concerned ($M = 4.03$), closely followed by having opportunities to attend seminars and to enhance work knowledge ($M = 3.98$), and having opportunities to gain experience that will be beneficial in the future.

Table 7 *Level of attitudes toward work itself of contracted university's employees at Rajabhat Universities in Bangkok*

Work itself	M	SD	Level
1. I perform a challenging and interesting job.	4.00	0.61	High
2. I have a chance for continuous improvement.	3.95	0.64	High
3. My job involves a variety of skills.	3.66	0.71	High
4. I have an opportunity to complete an entire piece of work from beginning to end.	3.39	0.62	Moderate
Total	3.75	0.65	High

Table 7 shows that overall aspects of work itself affected their work motivations at a high level ($M = 3.75$). The participants considered three aspects out of four as highly influenced their work motivations. The first aspect emphasized a challenging and interesting job performance ($M = 4.00$). The second one focused on a chance for continuous improvement ($M = 3.95$) and the third one was a variety of working skills ($M = 3.66$). Interestingly, the participants indicated that having an opportunity to complete an entire piece of work from beginning to end moderately influenced their work motivations ($M = 3.39$).

Table 8 *Level of attitudes toward work achievement of contracted university's employees at Rajabhat Universities in Bangkok*

Work achievement	M	SD	Level
4. I am proud of my work achievement.	4.07	0.57	High
3. My supervisor is satisfied with my job performance.	3.62	0.91	High
1. I have a capability to accomplish any task assignment.	3.51	0.60	High
2. I always solve problems that come up at my work.	3.45	0.82	High
Total	3.67	0.73	High

As presented in Table 8, work achievement was rated at a high level ($M = 3.67$). Pride in work achievement, supervisor's satisfaction of employees' performance, capability to accomplish assignment, and ability to solve problems successfully were rated at a high level, with the mean scores of 4.07, 3.62, 3.51, and 3.45 respectively.

Table 9 *Level of attitudes toward interpersonal relations of contracted university's employees at Rajabhat Universities in Bangkok*

Interpersonal relations	M	SD	Level
1. I can trust my colleagues.	4.28	0.64	Very High
2. There is a friendly atmosphere in my workplace.	4.22	0.67	Very High
3. My colleagues are always willing to provide help in getting the work done.	4.20	0.68	High
4. I have a good relationship with my colleagues.	4.17	0.70	High
Total	4.22	0.67	Very High

Table 9 reveals the participants' attitudes toward interpersonal relations. The result indicated that interpersonal relations are a key component of employees'

motivations. The overall mean score of all aspects was 4.22. Trust in colleagues, and friendly atmosphere were rated at a very high level, with mean scores of 4.28, and 4.22 respectively.

Table 10 *Level of attitudes toward working conditions of contracted university's employees at Rajabhat Universities in Bangkok*

Working conditions	<i>M</i>	<i>SD</i>	Level
1. My workplace is clean and safe.	4.28	0.61	Very High
2. Working environment such as surrounding light, temperature and sound support my work.	3.70	0.46	High
3. The university location is suitable for me.	3.46	0.91	High
4. Office facilities and technology are sufficient to perform my duty.	3.07	0.35	Moderate
Total	3.63	0.58	High

According to table 10, the result indicated that the overall attitudes toward working conditions regarding work motivations were rated at a high level ($M = 3.63$). The participants stated that clean and safe workplace ($M = 3.63$) very highly affected their work motivations, meanwhile, they indicated that good working environment ($M = 3.70$) and university's location ($M = 3.46$) were highly concerned. Additionally, sufficient office facilities and technology moderately affected their work motivations with a mean score of 3.07.

Table 11 *Level of attitudes toward organization and policies of contracted university's employees at Rajabhat Universities in Bangkok*

Organization and policies	M	SD	Level
1. I am satisfied with the university's policy.	3.78	0.75	High
2. The university's administration system is simply practical application on my workflow.	3.62	0.86	High
3. I am given the opportunity to become involved in the formulation of university's policy	3.54	0.91	High
4. The university's policy and administration system are clearly stated.	3.50	0.91	High
Total	3.61	0.86	High

As presented in table 11, the participants considered organization and policies regarding work motivations at a high level ($M = 3.61$). With the highest mean score, the participants stated that the satisfaction of university's policy highly influenced their work motivations ($M = 3.78$), followed by the simplicity of university's administration system ($M = 3.62$), the opportunity to become involved in the formulation of university's policy ($M = 3.54$), and the clearness and transparent policies and administrative system ($M = 3.50$).

Table 12 *Level of attitudes toward supervision of contracted university's employees at Rajabhat Universities in Bangkok*

Supervision	<i>M</i>	<i>SD</i>	Level
1. My supervisor is friendly and able to get along with me and my colleagues.	3.83	0.71	High
2. My supervisor treats subordinates fairly.	3.60	0.91	High
3. My supervisor provides me regular feedback to facilitate my development.	3.44	0.95	High
4. My supervisor possesses leadership skills.	3.37	0.99	Moderate
Total	3.56	0.89	High

Table 12 shows that the overall level of the four aspects regarding supervision was rated at a high level ($M = 3.56$). Supervisors' friendliness and ability to get along with employees' supervisors' fair treatments toward subordinates, and supervisors' feedback on employees' performance were considered to be important factors that affect employees' motivations at a high level, with mean scores of 3.83, 3.60, and 3.44 respectively. One noteworthy observation is that the participants indicated that supervisor's leadership skills moderately influenced their work motivations.

Table 13 *Level of attitudes toward salary and benefits of contracted university's employees at Rajabhat Universities in Bangkok*

Salary and benefits	<i>M</i>	<i>SD</i>	Level
1. I always have enough money for my living expenses in each month.	3.56	0.66	High
2. Salary adjustment system in my organization is considered dependent on performance level.	3.15	0.40	Moderate
3. I am satisfied with special allowance (over-time and medical welfare) I receive from the university.	3.10	0.33	Moderate
4. The reward I received for my work performance is fair.	2.99	0.46	Moderate
Total	3.20	0.46	Moderate

According to Table 13, the findings revealed that the overall of salary and benefits moderately affected participants' work motivations ($M = 3.20$). The mean score of participants' attitude on three aspects regarding salary adjustment ($M = 3.15$), special allowance ($M = 3.10$) and fairness reward ($M = 2.99$) were rated at a moderate level. However, the participants stated that sufficient income for living expenses highly affected their work motivations ($M = 3.56$).

Participants' suggestions for the university improvement

According to the questionnaire, the participants were also asked for their additional suggestions for the university's improvement. There were only twelve out of 109 participants making some extra suggestions. The findings can be categorized into three aspects. The first aspect is concerned with the improvement of administration and review of policy, the second one is about the remuneration scheme improvement, and the last one is related to career advancement. The details are as follows:

Improvement of administration and policy

Five participants suggested that the policy of the Rajabhat Universities should be reviewed, especially the criteria in performance appraisal. It should be treated fairly.

Moreover, the policy in personnel management may be adjusted occasionally but not too often since it will affect their feeling of job insecurity.

The remuneration scheme

Regarding the second category, there were four participants commenting on the issue. The participants suggest that remuneration including salary, welfare, and fringe benefits should be comparable with other private higher education institutions. For example, the allowance for over-time and medical welfare should be increased to cope with the current higher cost of living.

Career advancement

Three participants made a similar suggestion that the university should help develop them in terms of acquiring higher levels of education. That is, the contracted university's employees could enhance their studies with the university's provision of full grants. It was suggested that the regulations in applying academic ranks for them should be revised to be more facilitating.

To summarize, the findings showed that motivator and hygiene factors affect contracted university's employees' motivation at a high level, except for factors related salary and benefits, which in this study were rated at a medium level.

Conclusion of the study, discussion of major findings, limitations of the study and recommendations for further studies are presented in Chapter 5.



CHAPTER V

CONCLUSION AND DISCUSSION

In this chapter, the results of the study are discussed in relation to the research question. Following the discussion, recommendations for further study and the limitations of the study are presented.

Conclusion

This study attempted to explore factors affecting work motivation of contracted university's employees at Rajabhat Universities in Bangkok. The instrument used for collecting data in this study was a questionnaire based on Herzberg 's two-factor theory. It consisted of three parts: (a) demographic data of the participants, (b) ten factors that affect work motivation including work achievement, recognition, work itself, responsibility, advancement and training, organization and policies, supervision, interpersonal relations, working conditions, and salary and benefits, and (c) the participants' suggestions for university improvement. The participants of this study were 109 contracted university's employees currently working in seven Rajabhat Universities in Bangkok. They were asked to voluntarily participate in this study. The study was conducted in April 2012, and the data from 109 returned questionnaires were analyzed to identify the important factors affecting work motivation of the participants, and to answer the research question of this study.

In this study, the majority of the participants were female. They were the ages of 25-35 years, completed bachelor's degrees and served Rajabhat Universities as contracted

university's employees more than five full years. The study revealed that both motivator factors and hygiene factors highly affected their work motivations. Interpersonal relations were considered to be the factor that most affected their work motivations meanwhile salary and benefits just moderately affected their work motivations. Additionally, the remaining eight aspects including responsibility, recognition, advancement and training, work itself, working conditions, organization and policy, and supervision highly affected their work motivation. The details of the findings are as follows:

Discussion of the Major Findings

The following presents a discussion of the major findings in accordance with the research question.

Research Question: What factors affect work motivation of contracted university's employees at Rajabhat Universities in Bangkok?

Regarding the research question, the participants were asked to indicate their opinions towards factors affecting their work motivation. The study indicated that both motivator and hygiene factors highly affected their work motivations. It can be seen that the result of this study is in harmony with an observation made by Pattananunchai (2009) which revealed that motivator and hygiene factors highly affected work motivations of officers at the Crown Property Bureau.

According to the study, the result indicated that interpersonal relations were rated at the highest level. This result is consistent with the findings of Tantisewee's study (2007) which explored the influence of motivation on turnover rate of employees at Book Corner Co., Ltd. Tantisewee found that interpersonal relations were the significant factor motivating

employees because the similar educational and socioeconomic backgrounds among the participants enabled them to have good relationships with their coworkers. As the participants in this study had similar background in the aspects of their age, education, work experience, and salary, they had good interpersonal relationships with their coworkers. Being accepted and keeping good relationships with co-worker was crucial to the morale of the younger contracted university's employees. It is reasonable to conclude that the interpersonal relations aspect was considered very important to the participants. In order to enhance relationships between co-workers, management should not only recruit the best person for the job, but select the one who can get along well with others. In some cases, talented people are not able to work with others, so teamwork is also important in working. Moreover, the management should create an academic atmosphere at the universities in order to attract and retain qualified employees to work with, and this will enable the universities to manage the organization smoothly and efficiently (Taunton, Krampitz and Woods, 1989).

In terms of salary and benefits, they moderately affected employees' work motivations. According to Maslow's Hierarchy of Need (1954), salary was the basic need that was very important for employees. Therefore some employees might consider salary to be a vital factor of their work. Moreover, sometimes, if their salary is not sufficient for their living, they might be dissatisfied, discouraged, and finally quit their job to look for a job with better salary for their living.

Regarding the participants' suggestion for the university improvement, four participants suggested that remuneration including salary, welfare, and fringe benefits (the allowance for over-time and medical welfare) should be comparable with other private higher education institutions. It is evident that salary, welfare, and benefits allocation can

motivate contracted university's employees to continue working in their organization for a long period.

Interestingly, in terms of salary and benefits, item no.39: *the reward I received for my work performance is fair* was least rated. It appears that the contracted university's employees do not feel satisfied with this aspect. Based on Adam's Equity Theory (1963), people compare their inputs (e.g., effort, experience, skill, education, age, and qualifications) and outcomes (e.g., pay, recognition, and challenging work) with the inputs and outcomes of their comparable co-workers who are in similar work situation. If people perceive their inputs-outcomes ratio inequitably, they try to balance the situation by doing one of the following choices including changing their inputs, changing their outcomes, distorting perceptions of the situation, changing to a different referent, or leaving the organization. As a result, the management should revise fair performance scheme in order to maintain efficient workforces.

In terms of motivator factors: responsibility, recognition, advancement and training, work itself, and work achievement highly affected work motivation of contracted university's employees .

Regarding responsibility, the findings revealed that having freedom to express opinions to supervisors is the most motivating aspect. Therefore, providing freedom for the contracted university's employees to carry out their responsibility without supervision is also a significant factor as this makes employees view their work meaningful, valuable and worthwhile. If employees see significance of their work, they will contribute to their work with satisfaction of esteem needs. This is well supported by Maslow's needs hierarchy stating that employees' achievement of the esteem needs can lead to better work motivations.

As for recognition, the study revealed that the participants considered this factor to be important one which highly affected their work motivations in overall aspects. They stated that being praised when performing their work well and gaining respect and acceptance from both supervisor and colleagues would motivate themselves to work with the organization. This is relevant to esteem needs proposed by Maslow which include the needs for self-respect, autonomy, achievement, respect from others, status, and recognition. In addition, positive feedback, and participation in decision-making can also motivate employees. Therefore, management should encourage the proper rewards to attract and maintain strong internal work motivation which will help an organization achieve its goal.

Regarding advancement and training, the finding indicated that it had high influence on work motivations of contracted university's employees including being able to advance career in line with capabilities, having opportunities for a promotion, having opportunities to attend seminars and to enhance work knowledge, and having opportunities to gain experience that will be beneficial in the future. According to Maslow's theory, expecting a promotion is one of the esteem needs. When employees get a promotion, they tend to have motivations for achievement, mastery, and reputation. Based on career development, having opportunity to gain experience of new skills, abilities, and knowledge were also considered as significant aspects for their work motivation. As a result, the organization should provide its staff with both on-the-job and off-the-job training as well as challenging work assignments which will enhance their career path.

With regard to work itself, the participants considered that this aspect affected their work motivation. This is well explained by the fact that the work of contracted university's employees requires a variety of different skills and talents. According to Hackman and

Oldham(1976), work which requires the use of multiple talents are considered more meaningful, and therefore more intrinsically motivating, than tasks that require the use of only one or two types of skills. Therefore, it can be plausibly assumed that the contracted university's employees feel their work significant because they employ a variety of professional skills and talents to complete their task.

In terms of work achievement, the overall aspects also highly affected the participants' work motivations. This is well supported by Pattananunchai (2009), who stated that employees who strongly believe that they have the ability to perform a tasks will be confident, exert the necessary effort, and persist in task.

Additionally, regarding the remaining three aspects of hygiene factors which included working conditions, organization and policies, and supervision, the result revealed that all of three aspects also highly affected work motivations of contracted university's employees.

Regarding working conditions, the participants stated that clean and safe workplace, good working environment and university's location were highly concerned. Interestingly, it can be seen that sufficient office facilities and technology moderately affected their work motivations. It might be because some of the equipment needs to be shared among staff members, for instance, computers, fax machines, and printers. Moreover, another reason may be because of the limited school budget. As a result, these may make their work slower and inflexible. This is consistent with the study of Wongthaworn (2011), which showed that private international school staff were also moderately affected by work conditions.

Organization and policies is another factor that the contracted university's employees claimed as an influential factor of their work motivation. This is well explained by the fact

that employees are concerned for their job security which is one of the basic needs outlined in the Maslow Hierarchy of Needs. This is relevant to the study of Si-Anxali (2005) which revealed that employees link an organization with a clearly stated policies and good reputation to retain a secure job. The management should motivate their employees to dedicate themselves to hard work for achieving the goals and success. Most importantly, their moral must be sustained in order to maintain their membership with the organization.

In terms of supervision, the study revealed that the contracted university's employees desired to work with the supervisors who support them at work and treat them fairly. Evidently, this is well supported by a study of Reynolds (1997) which suggested that a supervisor who values fair treatment will cause the employees to be motivated to keep the fairness maintained within the relationships of the employees and the leader. Moreover, Herzberg's theory (1959) states that a supervisor who seeks to eliminate the factors that creating job dissatisfaction such as supervision styles can bring about peace in the organization. Therefore, it can be assumed that the supervision is one important factor that affects work motivation of contracted university' employees.

To sum up, the participants perceived that both motivator factors and hygiene factors including responsibility, recognition, advancement and training, work itself, work achievement, interpersonal relations, working conditions, organization and policy, supervision, and salary and benefits greatly affected work motivations of contracted university's employees at Rajabhat Universities in this study. The results suggested that interpersonal relations were considered as the most important factor. As a result, the management should be concerned for all of these factors in order to attract and retain qualified employees to work with the organization.

Limitations of the Study

The research was conducted only at Rajabhat Universities in Bangkok. Therefore, it was limited to a small group of participants since the study recruited only 140 participants; as a result, the finding might not reflect participants' opinions in general. Further studies could examine a larger number of participants in other areas so that the result can generally represent overall participants' opinions.

Recommendations for Further Studies

1. This research focused only contracted university 'employees perceptions toward their work motivation. It would be more useful for future research to conduct on work motivation of contracted university's employees in comparison with personnel of other categories such as permanent employees and temporary employees who are employed under the Rajabhat Universities. Thus, this will help determine motivation levels of various types of personnel and assist the management in planning appropriate actions.
2. Further research is needed to investigate the relationship between work motivations and personal characteristics such as sex, age, educational background, and length of employment in order to have better understanding of the employees' perceptions.
3. It would be useful for future research to study other factors which were not explored in this study such as organizational policy, communication, or goal commitment.



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APPENDIX A
ENGLISH QUESTIONNAIRE



QUESTIONNAIRE

Title “Factors Affecting Work Motivations of Contracted University’s Employees at Rajabhat Universities in Bangkok”

Explanation

1. The questionnaire is designed to explore the opinion of the contracted university employees at Rajabhat Universities in Bangkok towards their work motivations.

2. The questionnaire consists of the following parts:

Part I: Demographic data of the respondents

Part II: Attitudes toward factors affecting work motivation

3. Your kind cooperation in completing this questionnaire in accordance with your actual perception would be highly appreciated. The information obtained from this questionnaire is for the research purposes only, and will be strictly treated confidential. This will be aggregated, analyzed and interpreted on a collective basis. The researcher would like to take this opportunity to thank you for your kind cooperation and support.

Part I: Demographic data of the respondents

Directions: Please mark ✓ on the appropriate answer and fill in the blank if necessary.

1. Gender

☐ Male

☐ Female

2. Age

☐ less than 25 years

☐ 25-35 years

☐ more than 35 years

3. Educational background

☐ Diploma/Certificate

☐ Bachelor’s degree

☐ Master’s degree

☐ Doctoral degree

4. Length of employment

☐ less than 1 year☐ 1-5 years☐ More than 5 years**Part 2: Attitudes toward factors affecting work motivation**

Directions: Please read the following statements and check (✓) in the blank that best indicates the extent of your agreement or disagreement.

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
5	4	3	2	1

Statement	Level of Opinions				
	5	4	3	2	1
Motivator Factor					
Work achievement					
1. I have a capability to accomplish any task assignment.					
2. I always solve problems that come up at my work.					
3. My supervisor is satisfied with my job performance.					
4. I am proud of my work achievement.					
Recognition					
5. I have been praised when I perform my work very well.					
6. My supervisor often gives recognition to my performance and job accomplishment.					
7. My supervisor and colleagues accept my ability.					
8. My supervisor always respects my opinions.					

Statement	Level of Opinions				
	5	4	3	2	1
Work itself					
9. My job involves a variety of skills.					
10. I have an opportunity to complete an entire piece of work from beginning to end.					
11. I perform a challenging and interesting job.					
12. I have a chance for continuous improvement.					
Responsibility					
13. The work that I am responsible for is relevant to my position					
14. I have the freedom to express opinions to supervisors.					
15. I have the freedom to make decisions on what methods used to complete my work.					
16. I always put a great deal of abilities and efforts until achieving my work goals.					
Advancement and training					
17. I am able to advance my career in line with my capabilities.					
18. I feel that I have opportunities for a promotion.					
19. I have opportunities to attend seminars and to enhance work knowledge.					
20. The work that I perform allows me to gain experience that will be beneficial in the future.					

Statement	Level of Opinions				
	5	4	3	2	1
Hygiene Factor					
Organization and policies					
21. The university's policy and administration system are clearly stated.					
22. I am given the opportunity to become involved in the formulation of university's policy					
23. The university's administration system is simply practical application on my workflow.					
24. I am satisfied with the university's policy.					
Supervision					
25. My supervisor provides me regular feedback to facilitate my development.					
26. My supervisor possesses leadership skills.					
27. My supervisor treats subordinates fairly.					
28. My supervisor is friendly and able to get along with me and my colleagues.					
Interpersonal relations					
29. I have a good relationship with my colleagues.					
30. There is a friendly atmosphere in my workplace.					
31. My colleagues are always willing to provide help in getting the work done					

Statement	Level of Opinions				
	5	4	3	2	1
32. I can trust my colleagues.					
Working conditions					
33. Office facilities and technology are sufficient to perform my duty.					
34. Working environment such as surrounding light, temperature and sound supports my work.					
35. The university location is suitable for me.					
36. My workplace is clean and safe.					
Salary and benefits					
37. I always have enough money for my living expenses in each month.					
38. I am satisfied with special allowance (over-time and medical welfare) I receive from the university.					
39. The reward I received for my work performance is fair.					
40. Salary adjustment system in my organization is considered dependent on performance level.					

41. Other suggestion for the university improvement (if any):

.....

.....

.....

.....

****Thank you for your cooperation****



แบบสอบถามเพื่อการวิจัย

เรื่อง ปัจจัยที่ส่งผลต่อแรงจูงใจในการปฏิบัติงานของพนักงานมหาวิทยาลัย

มหาวิทยาลัยราชภัฏ ในเขตกรุงเทพมหานคร

คำชี้แจง

1. แบบสอบถามนี้มีวัตถุประสงค์เพื่อศึกษาปัจจัยที่ส่งผลต่อแรงจูงใจในการปฏิบัติงานของพนักงานมหาวิทยาลัย มหาวิทยาลัยราชภัฏ ในเขตกรุงเทพมหานคร
2. แบบสอบถาม แบ่งออกเป็น 2 ส่วน คือ
ส่วนที่ 1 ลักษณะทั่วไปเกี่ยวกับข้อมูลส่วนบุคคล
ส่วนที่ 2 ปัจจัยที่ส่งผลต่อแรงจูงใจในการปฏิบัติงาน
3. ขอความอนุเคราะห์ตอบแบบสอบถามชุดนี้ให้ครบทุกข้อ และตอบตามความรู้สึกที่แท้จริงของท่าน ข้อมูลที่ได้จะถือเป็นความลับ ไม่มีการระบุชื่อผู้ตอบแบบสอบถามแต่อย่างใด อีกทั้งข้อมูลที่ได้จะวิเคราะห์และประมวลผลข้อมูลทางสถิติในลักษณะโดยรวมเท่านั้น ขอขอบพระคุณเป็นอย่างสูงมา ณ โอกาสนี้

ส่วนที่ 1 ข้อมูลทั่วไปของผู้ตอบแบบสอบถาม

กรุณาทำเครื่องหมาย ✓ หน้าตัวเลือกที่เป็นคำตอบของท่านเพียงตัวเลือกเดียว (กรุณาตอบทุกข้อ)

1. เพศ

☐ ชาย

☐ หญิง

2. อายุ

☐ ต่ำกว่า 25 ปี

☐ 25-35 ปี

☐ 35 ปีขึ้นไป

3. การศึกษา

☐ อนุปริญญา/ประกาศนียบัตร

☐ ปริญญาตรี

☐ ปริญญาโท

☐ ปริญญาเอก

4. ประสบการณ์ทำงาน

☐ ต่ำกว่า 1 ปี☐ 1 - 5 ปี☐ มากกว่า 5 ปี**ส่วนที่ 2 ทศนคติเกี่ยวกับปัจจัยที่ส่งผลต่อแรงจูงใจในการปฏิบัติงาน**

กรุณาทำเครื่องหมาย ✓ ในข้อคิดเห็นที่ตรงกับท่านมากที่สุด (กรุณาตอบทุกข้อ)

เห็นด้วยอย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็นด้วย	ไม่เห็นด้วยอย่างยิ่ง
5	4	3	2	1

ข้อความ	ระดับความคิดเห็น				
	5	4	3	2	1
ปัจจัยจูงใจ					
ด้านความสำเร็จในการทำงาน					
1. งานที่ข้าพเจ้าได้รับมอบหมายมักสำเร็จตามเป้าหมายที่วางไว้					
2. ข้าพเจ้าสามารถแก้ไขปัญหาในการปฏิบัติงานได้เสมอ					
3. ผู้บังคับบัญชามีความพึงพอใจในการปฏิบัติงานของข้าพเจ้า					
4. ข้าพเจ้ามีความภูมิใจในตำแหน่งงานที่ข้าพเจ้าปฏิบัติ					
ด้านการได้รับการยอมรับนับถือ					
5. ข้าพเจ้ามักได้รับคำชมเมื่อปฏิบัติงานที่ได้รับมอบหมายได้ดี					
6. ผู้บังคับบัญชาให้การยกย่องผลการปฏิบัติงานและความสำเร็จในงานของข้าพเจ้า					
7. ผู้บังคับบัญชาและเพื่อนร่วมงานยอมรับในความสามารถของข้าพเจ้า					
8. ผู้บังคับบัญชายอมรับฟังความคิดเห็นของข้าพเจ้าเสมอ					
ด้านลักษณะงาน					
9. งานที่ข้าพเจ้าปฏิบัติเป็นงานที่ต้องใช้ทักษะหลากหลาย					
10. ข้าพเจ้ามีโอกาสได้ทำงานทั้งหมดตั้งแต่ต้นจนจบ					
11. ลักษณะงานที่ข้าพเจ้าปฏิบัติเป็นงานที่ท้าทายและน่าสนใจ					
12. งานที่ข้าพเจ้าปฏิบัติเปิดโอกาสให้มีการพัฒนาศักยภาพอย่างต่อเนื่อง					

ข้อความ	ระดับความคิดเห็น				
	5	4	3	2	1
ด้านความรับผิดชอบ					
13. ข้าพเจ้าได้รับมอบหมายให้รับผิดชอบการปฏิบัติงานตรงตามตำแหน่งหน้าที่					
14. ข้าพเจ้ามีอิสระในการแสดงความคิดเห็นแก่ผู้บังคับบัญชาในการปฏิบัติหน้าที่					
15. ข้าพเจ้ามีอิสระในการตัดสินใจในงานที่ข้าพเจ้าปฏิบัติ					
16. ข้าพเจ้าทุ่มเทความสามารถและความพยายามจนกว่างานที่ได้รับมอบหมายจะสำเร็จตามเป้าหมาย					
ด้านความก้าวหน้าในตำแหน่งหน้าที่การงาน					
17. ข้าพเจ้ามีโอกาสก้าวหน้าในหน้าที่การงานตามกำลังความสามารถของข้าพเจ้า					
18. ข้าพเจ้ารู้สึกว่าคุณมีโอกาสก้าวหน้าในตำแหน่งหน้าที่การงานในตำแหน่งที่สูงขึ้น					
19. ข้าพเจ้าได้รับการสนับสนุนในการเข้ารับการอบรม สัมมนาเพื่อเพิ่มพูนความรู้ในงานที่ข้าพเจ้าปฏิบัติ					
20. งานที่ข้าพเจ้าปฏิบัติมีโอกาสเสริมสร้างประสบการณ์การทำงานในอนาคต					
ปัจจัยค้ำจุน					
ด้านนโยบายและการบริหาร					
21. มหาวิทยาลัยมีนโยบายในการปฏิบัติงานที่ชัดเจน					
22. มหาวิทยาลัยให้โอกาสข้าพเจ้ามีส่วนร่วมในการเสนอแนะนโยบายและวิธีการดำเนินงานของมหาวิทยาลัย					
23. นโยบายในการบริหารงานของมหาวิทยาลัยง่ายต่อการนำไปปฏิบัติ					
24. ข้าพเจ้าพอใจนโยบายการบริหารงานของมหาวิทยาลัย					
ด้านการบังคับบัญชา					
25. ผู้บังคับบัญชาของข้าพเจ้ามักให้ผลสะท้อนเกี่ยวกับการทำงานที่เอื้อต่อการพัฒนาของข้าพเจ้า					
26. ผู้บังคับบัญชาของข้าพเจ้ามีลักษณะความเป็นผู้นำ					
27. ผู้บังคับบัญชาให้ความสำคัญเป็นธรรมต่อผู้ใต้บังคับบัญชาโดยเท่าเทียมกัน					

ข้อความ	ระดับความคิดเห็น				
	5	4	3	2	1
28. ผู้บังคับบัญชาให้ความเป็นกันเองกับข้าพเจ้าและเพื่อนร่วมงานในการปฏิบัติงาน					
ด้านความสัมพันธ์กับเพื่อนร่วมงาน					
29. ข้าพเจ้ามีความสัมพันธ์ที่ดีกับเพื่อนร่วมงาน					
30. หน่วยงานของข้าพเจ้ามีบรรยากาศการทำงานที่เป็นมิตร					
31. เพื่อนร่วมงานของข้าพเจ้ามักเต็มใจให้ความช่วยเหลือในการทำงานจนสำเร็จลุล่วง					
32. ข้าพเจ้าสามารถไว้วางใจเพื่อนร่วมงานของข้าพเจ้าได้					
ด้านสภาพการทำงาน					
33. หน่วยงานของข้าพเจ้ามีเครื่องใช้สำนักงานและเทคโนโลยีที่ดีและเพียงพอแก่การปฏิบัติงาน					
34. สภาพแวดล้อมในที่ทำงาน เช่น แสงสว่าง เสียง และอุณหภูมิ มีความเหมาะสมในการปฏิบัติงาน					
35. สถานที่ทำงานของข้าพเจ้ามีความสะดวกในการเดินทาง					
36. สถานที่ทำงานของข้าพเจ้าสะอาด และปลอดภัย					
ด้านเงินเดือนและผลประโยชน์ตอบแทน					
37. ข้าพเจ้ามีรายได้เพียงพอต่อค่าใช้จ่ายในการดำรงชีพในแต่ละเดือน					
38. ข้าพเจ้าพอใจในการให้สวัสดิการในเรื่องการเบิกจ่ายค่ารักษาพยาบาลและเงินค่าล่วงเวลาที่ข้าพเจ้าได้รับในแต่ละเดือน					
39. ข้าพเจ้าคิดว่าผลตอบแทนที่ข้าพเจ้าได้รับจากการปฏิบัติงานมีความยุติธรรม					
40. ระบบการเลื่อนขั้นเงินเดือนในหน่วยงานของข้าพเจ้าพิจารณาจากระดับของผลการปฏิบัติงาน					

41. ข้อเสนอแนะเพื่อพัฒนาองค์กร (ถ้ามี):

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****ขอขอบคุณที่กรุณาให้ ความร่วมมือในการตอบแบบสอบถาม****



VITAE

Name: Mrs. Pattama Ruensuk
Date of Birth: January 16, 1972
Place of Birth: Bangkok
Address: 641/1 New Bunthudthong Road,
Ratchathevee, Bangkok, 10400

Educational Background:

1992 Bachelor of Arts (English) with 2nd Class Honors
from Srinakarinwirot University
2012 Master of Arts (Business English for International
Communication) from Srinakarinwirot University

