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FACTORS AFFECTING WORK EFFICIENCY OF EMPLOYEES IN NONTHABURI PROVINCIAL ADMINISTRATION ORGANISATION

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Abstract

The objectives of the research include: 1) to study the level of work motivation among employees of Nonthaburi Provincial Administration Organisation; 2) to study the efficiency of employees and; 3) to study factors affecting work efficiency of employees in Nonthaburi Provincial Administration Organisation. The sample group was 230 employees. It used questionnaire for data collection. Data analysis involved descriptive statistics such as percentage, mean, standard deviation and Multiple Regression Analysis at the significance level of 0.05. The study revealed that; 1) most employees of Nonthaburi Provincial Administration Organisation are female, age between 30 - 40 years old, and graduated with at least a bachelor degree. Their average monthly income is between 15,000 - 24,999 Baht. The length of employment goes between 5 - 10 years and they are mostly public servant; 2) the overall work motivation is at a high level; 3) performance efficiency on the overall is also in a high level; and 4) factors affecting work efficiency of employees in Nonthaburi Provincial Administration Organisation includes 'personnel type', 'responsibility', 'pay', 'status in the organisation' and 'physical working condition.'

Keywords

Motivation, Organisation Performance, Work Efficiency, Nonthaburi Provincial Administration Organisation, Thailand

1. Introduction

Employees are one of the most crucial factors for the survival of public organisations. In order for an organisation to be successful, goals must be achieved according to objectives planning and employees are the key to its success management. Public servants work under the control of their supervisor and have responsibility to the well-beings of the citizens. They are entitled to work efficiently according to organisation goals and objectives. Relatively, employees must be encouraged and motivated in order to increase performance efficiency. With the right type of motivation, they can be more eager to achieve set tasks. Other than commitment from employees, public organisation also needs public participation and government support. Public organisation and public employees work to serve the people and they work closely with the public. Therefore, public participation is important. Without such collaboration, public organisation is less likely to be successful at their goals. Public servants need the right motivation and public participation in order for them to accomplish their work.

The researcher is interested in studying Factors Affecting Work Efficiency of Employees in Nonthaburi Provincial Administration Organisation. The research will study personal factors and motivation factors as illustrated by Herzberg's Two-factor motivation theory. Two-factor theory assumes that there are two major factors which an organisation can use to motivate employees in the workplace in order to achieve greater work efficiency. Public organisation can make use of the theory to improve organisation performance.

2. Research Objectives

1. To study the level of work motivation among employees of Nonthaburi Provincial Administration Organisation
2. To study the efficiency of employees working in Nonthaburi Provincial Administration Organisation.
3. To study factors affecting work efficiency of employees in Nonthaburi Provincial Administration Organisation.

3. Research Hypothesis

Personal factors and the work motivation factors affect work efficiency of employees in Nonthaburi provincial administration organization.

4. Literature Review

4.1 Herzberg's Two Factor Theory

Herzberg (Nahuai S.2011, 22-24) studied the relationship between satisfaction and work efficiency. In 1959, he conducted a research with at least 200 employees and interviewed them on satisfaction factors in work environment. He discovered that work motivation is influenced by two major factors which are motivators and hygiene factors. The characteristics of both factors can be clarified as follow:

1) Motivators are motivation factors that directly contribute to work satisfaction and it is comprised of work achievement, work recognition, nature of work, work responsibility, and career advancement.

2) Hygiene factors are necessary as it keeps employees satisfied with the jobs. In the absence of it, employees will be dissatisfied and feel negatively towards to jobs. Hygiene factors include; (1) 'pay' which must be reasonable and appropriate according to the industry standard; (2) 'career advancement'; (3) 'Interpersonal relations' with employees, peers, and superiors; (4) 'employee's status' in the organisation; (5) 'company and administrative policies' that is flexible, fair and clear; (6) 'physical working conditions' that are safe and clean; (7) 'fringe benefits'; (8) 'job security'; and (9) 'supervision'

4.2 Maslow's Hierarchy of Needs Theory

Maslow (1970) (Siehasena P.2014, 17-18) is another motivational theory which stressed that human's action and needs can be studied in a form of five-tier pyramid. Maslow stated that, naturally, human feel they have a want to fulfill the needs that are lower down hierarchy before attending to the higher ones. Maslow's five-tier model is comprised of; 1) physiological needs which are basic needs such as food and water; 2) safety needs; 3) belongingness and love needs such as intimate relationships; 4) esteem needs or the feeling of accomplishment; and 5) self-actualisation which refers to full potential achievement.

4.3 Related Research

Bunyarit N. (2015) studied "A study of Factors Affecting Work Efficiency of Employees of Chonburi Provincial Administration Organization" and found that factors influencing work has a mean of 3.58, work motivations has a mean of 3.56, and work efficiency in Chonburi Provincial Administration Organisation staffs has a mean of 3.78 which is considered as high. Hypothesis

testing revealed factors affecting work efficiency are structure and ability. Such factor is found to have relationship with work efficiency at a low level ($R = .492$) and it affects the work efficiency of Chonburi Provincial Administration Organisation at statistical significance .05 ($F = 39.428$, $df = 2$, $Sig. = .000$). Factors for work motivation are job position, responsibility, and status. The relationship between these factors and work efficiency is at a moderate level ($R=.727$) and affects Chonburi Provincial Administration Organisation work efficiency at statistical significance.05 ($F = 68.633$, $df = 4$, $Sig. = .000$).The overall factors for work motivation has a relationship with work efficiency at a moderate level and affects Chonburi Provincial Administration Organisation work efficiency at statistical significance.05 ($F = 164.651$, $df = 1$, $Sig. = .000$). Influencing factors on the overall do not have effect on Chonburi Provincial Administration Organisation work efficiency and Praichit M. (2013) studied “*Determination of The impact factors on The reinforcement upon The employees’ performance Case study: Suthani company limited*” and found that the environmental aspect which contribute the level of work efficiency was on a moderate level. Stability affects work efficiency also at a moderate level. Payment affects Suthani employees work efficiency on a low level. Respect and recognition have moderate effect on work efficiency. Job characteristic affects work efficiency on a low level. Interpersonal community affects work efficiency at a moderate level. Additionally, training and personal development affect work efficiency on a low level.

5. Research Methodology

Factors Affecting Work Efficiency of Employees in Nonthaburi Provincial Administration Organisation is a quantitative research. It used survey questionnaires as tools for data collection.

The population of this research is Nonthaburi Provincial Administration Organisation staffs which comprised of government officers, full-time, and part-time employees equivalent to 503 people (information updated on the 18th of February 2019).

The population sample is 230 government officers, full-time, part-time employees. The population sample is calculated using Yamane’s (1973) theory.

5.1 Data Collection

Data collection procedure for Factors Affecting Work Efficiency of Employees in Nonthaburi Provincial Administration Organisation research is as follow;

- 1) Sending the Mayor of Nonthaburi Provincial Administration Organisation an official request from Suan Sunandha Rajabhat University for permission in conducting a data collection at their workplace.
- 2) The researcher distributed survey questionnaires to participants

3) The researcher collects back the survey questionnaires in order to examine for data accuracy for further statistical analysis.

The survey can be differentiated into 3 sections;

Part 1: asking for personal information such as gender, age, education level, income level, and length of employment. The questions on this section are close-ended questions in a checklist form.

Part 2: are questions regarding factors affecting their work efficiency. The questions on this section are formulated from Herzberg's theory. The participants answer the questions in Likert satisfaction scale (Likert, 1932).

Part 3: participants answer questions using Likert scale. The questions are on work efficiency of Nonthaburi Provincial Administration Organisation.

5.2 Data Analysis

The research uses SPSS for data analysis and it is divided into two parts:

1) Descriptive statistical analysis analyzing basic information in forms of frequency, percentage, mean and standard deviation.

2) Inferential statistical analysis for hypothesis testing in order to find out personal and motivational factors influencing Nonthaburi Provincial Administration Organisation employees through Multiple Regression Analysis.

6. Conceptual Framework

The research studies "*Factors Affecting Work Efficiency of Personnel of Nonthaburi Provincial Administrative Organisation*" In this research, the researcher determined personal factors and motivation factors of Herzberg as the independent variable. And set the operational efficiency to be the dependent variable to be a guideline for creating questionnaires For data collection And in accordance with the objectives and assumptions laid down Which can be summarized as a research framework as follows:

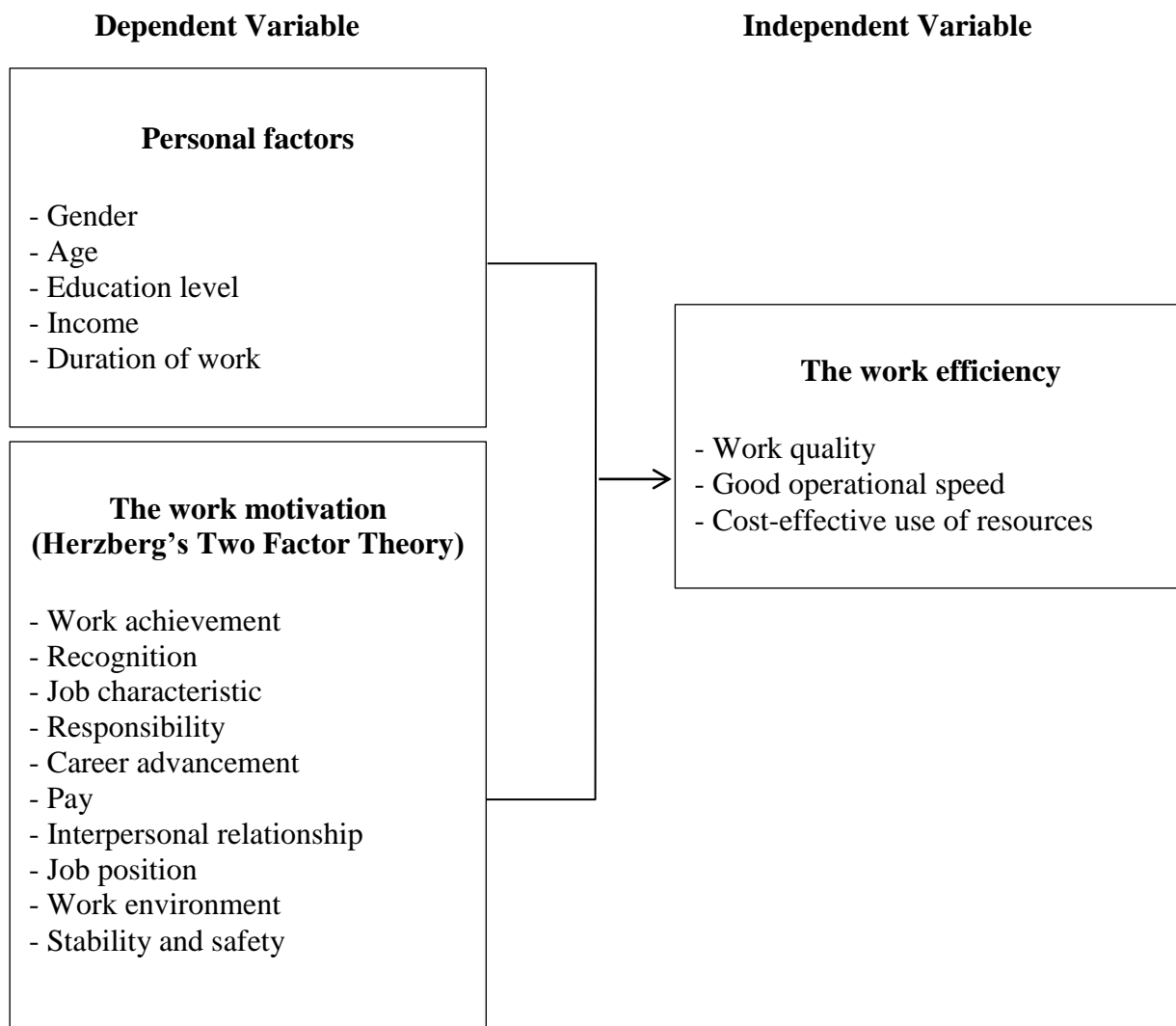


Figure 1: Conceptual Framework

7. Research Finding

7.1 The Result Revealed

The majority of Nonthaburi Provincial Administration Organisation are female (159 officers). Seventy-one of them are male. Most of the employees are between 30-40 years old. They have at least a bachelor degree education. They have a monthly income between 15,000 – 24,999 Baht and have worked at the organisation for at least 5 – 10 years. Most of them are also government employees.

Table 1: The Analysis of the Work Motivation Level

The Work Motivation	Comments Level			Level
	\bar{x}	S.D	Meaning	
Work achievement	3.93	0.571	High	2
Recognition	3.47	0.643	Moderate	5
Job characteristic	3.51	0.650	High	4
Responsibility	3.94	0.549	High	1
Career advancement	3.31	0.734	Moderate	9
Pay	3.32	0.746	Moderate	8
Interpersonal relationship	3.44	0.737	Moderate	6
Job position	3.67	0.652	High	3
Work environment	3.13	0.870	Moderate	10
Stability and safety	3.44	0.841	Moderate	7
Total	3.52	0.482	High	

The level of motivational factor influencing work efficiency at the organisation is on a high level overall. The aspects with high level of satisfactions are responsibility, work achievement, job position, and job characteristic. The aspects with moderate satisfaction level are recognition, interpersonal relationship, stability and safety, pay, career advancement, and work environment.

Table 2: The Analysis of the Work Efficiency Level

The Work Efficiency	Comments Level			Level
	\bar{x}	S.D	Meaning	
work quality	3.76	0.605	High	2
good operational speed	3.58	0.660	High	3
cost-effective use of resources	3.82	0.638	High	1
Total	3.72	0.536	High	

Nonthaburi Provincial Administration Organisation have high satisfaction level on work efficiency. The order from most to least can be listed consecutively as; cost-effective use of resources, work quality, and good operational speed.

Table 3: The Analysis of Factors Affecting Work Efficiency

Factors Affecting Work Efficiency	b	Std. Error	β	t	Sig.
Constant	.388	.173		2.236	.026
Job position	.190	.044	.232	4.363	.000*
Responsibility	.341	.042	.350	8.055	.000*
Stability and Safety	.142	.034	.223	4.186	.000*
Pay	.137	.037	.190	3.694	.000*

Work environment	.084	.031	.136	2.686	.008*
Type of employee	.045	.022	.087	2.087	.038*
R = 0.812 R ² = 0.660		SE _{est} = 0.317 a = 0.388		F = 72.054 Sig. = 0.000	

From multiple regression analysis, it was found factors influencing work efficiency in terms of personal factors are gender, age, education level, income level, work duration, and type of employment. Motivational factors are work achievement, recognition, job characteristic, work responsibility, and career advancement. Additionally, the hygiene factors are pay, interpersonal relationship within the organisation, job position, work environment, and stability and safety at work. In statistical term, it can be described that the independent variables have an ability to explain work efficiency variance at 66 percent ($R^2 = 0.660$).

8. Result Discussion

The research studies 230 samples in which the majority is female. Their age are in between 30-40 years old. They have at least a bachelor degree education and a monthly income between 15,000-24,999 Baht. They have worked in the organisation for at least 5-10 years and most of them are government employees. The result of the samples can be discussed as follow;

1. The motivational level of Nonthaburi Provincial Administration Organisation is at a high level on the overall. The aspects with high level of satisfactions are responsibility, work achievement, employee's status, and job characteristic. This shown the employees have good planning and able to complete the task as assigned. They are responsible, attentive, thorough, and have an ability to solve work-related problems. It also means the organisation have given appropriate roles and responsibilities to their employees according to each individual's specialisation. The result corresponds to Pattananuchai V. (2010)'s study on motivational factors affecting work efficiency of employees working at the Crown Property Bureau that the majority of the employees have high motivational factors and hygiene factors. The three highest motivational factors are work achievement, work responsibility, and job characteristics.

2. On the overall, the employees have high satisfaction level towards work efficiency. These include high opinions toward cost-effective resource usage, work quality, and performance speed. The result shown Nonthaburi Provincial Administration Organisation employees work accurately and effectively. They could complete their tasks on time. They have planning ability. They continuously develop skills necessary for work. They made use of resources effectively. Correspondingly, Thitipong P. (2015)'s on motivational factors influencing work efficiency of Inter

Expert Construction employees also found high efficiency level of the employees on the overall, and the finding shown work quality was at a high level.

3. Factors affecting work efficiency of Nonthaburi Provincial Administration Organisation are personal factors (type of employee) and motivational factors such as responsibility, pay, job position, work environment, and stability and safety.

Type of employee affects work efficiency of because each types of employee are assigned with different jobs and responsibilities. Each role requires different skills, knowledge, and experiences for task completion, therefore it influences the level of work efficiency. The finding coincides with Chansangri C. (1997)'s study on factors affecting work efficiency of employees from an air traffic control company which discovered factors influencing work efficiency are marital status, job position, income, and job satisfaction.

'*Responsibility*' factor affects the employees because work performance is dependable on individual's responsibilities. High responsibility would generate better work accomplishment and vice versa. The result corresponds with Bunyarit N. (2015)'s study on work efficiency of Choburi Provincial Administration Organisation employees which found 'work responsibility' has effect on the employees' work efficiency.

'*Pay*' affects Nonthaburi Provincial Organisation employees because pay is a crucial factor in determining motivation level for employees. It is undeniable to say money is a necessity for a maintaining a good living standard, therefore, it is one of the most important factors at work. The result complements Samorn W. (2008)'s study on satisfaction levels towards work efficiency for Catolet employees and found that 'pay' is one of the factors affecting work performance.

'*Job position*' affects Nonthaburi Provincial Organisation employees because each position is assigned with different duties, therefore, employees with different skills are selected for certain positions and given a different pay. The result coincides with Bunyarit N. (2015)'s study on factor affecting work efficient of Chonburi Provincial Administration Organisation employees that 'job position' is one of the motivational factors affecting the work efficiency.

'*Work environment*' affects work efficiency because if facilities were not suitable for good working condition, employees are less likely to want to be at the workplace. For an example, if the workplace is tiny and the room is not fully ventilated, employees can be less motivated at work as they need to spend at least 8 hours a day at the site. This coincides with Praichit M. (2013)'s study on factors affecting work efficiency of Suthani company that 'work environment' is rated at moderately important for work efficiency.

'*Stability and safety at work*' affects work efficiency because safety and security is one of the basic factors for job performance. If employees found the organisation is trustworthy, they are

likely to feel more secure and vice versa. Less stability and less trust can enable employees to work less efficiently. The result coincides with Praichit M. (2013)'s study on factors affecting work efficiency of Suthani company which revealed that that 'stability and safety at work' is a factor contributed to work efficiency.

9. Conclusion

From the above, it reflects that various factors affect the work efficiency of personnel. Whether it is responsibility, compensation, position, security, environmental within the organisation, these factors have a profound effect on work motivation. If the organization has good motivation, this makes the personnel have a good attitude towards the organization and motivation to work results in effective work, achievement to drive the organization efficiently and sustainably.

10. Recommendations

Some recommendations following the study on Factors Affecting Work Efficiency of Employees in Nonthaburi Provincial Administration Organisation are;

1. Organisation should adjust employees' salary based upon employee's skills and knowledge and should provide stability, security, and safety at work to increase trust within the organisation.
2. Organisation should moderate workplace facilities for it to be in appropriate condition in order to increase employees' motivation. For an instance, if the size of room is too small for the amount of employees they could become less motivated.
3. Organisation should provide up-to-date facilities that are sufficient to serve numbers of employees in the organisation in order to increase work efficiency.
4. Organisation should organised activities which can formulate better interpersonal relationship among employees. This is to enhance happiness and camaraderie between employees.

10.1 Future Research Recommendation

1. There should be studies on other factors affecting employees' work efficiency.
2. There should be a qualitative research for in-depth interview to take place in order to determine obstacles at work.
3. There should be studies on different type of organisation in order to cultivate and widen knowledge on work efficiency.

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