

ENHANCING THE WORK MOTIVATION IN EMPLOYEES AT THE FACULTY OF GEOINFORMATICS, BURAPHA UNIVERSITY

Sarunya Lertputtarak^{1*}, Wanlida Kaimuk¹

¹Graduate School of Commerce, Burapha University, Chon Buri 20131, Thailand

ABSTRACT

The research aimed to study the factors generating the motivation and the strategies to increase motivation in employees at the Faculty of Geoinformatics, Burapha University. There were 15 samples including administrators, lecturers and staff. The research tool was an in-depth interview.

The research showed that the strategies to increase worker motivation were as follows: 1) focusing on the action plan and working process, 2) paying attention to work efficiency and effectiveness, 3) emphasizing on challenge at work, 4) concentrating on setting clear roles and responsibilities and giving freedom without inspection or strict control at work, 5) drawing attention to work management, 6) highlighting career advancement, 7) increasing salary and other incomes, 8) considering the essential role of sincerity, generosity and teamwork, 9) recognizing the importance of workers' career, 10) underlining the importance of structure and working method for effective work, 11) pointing out the importance of workplace environment, tools and equipment, 12) stressing the importance to employees' feeling who worked overtime, 13) focusing on employees' stability and work security, 14) emphasizing the importance of appropriate administrative command, being knowledgeable and skillful in academic and administrative aspects, having leadership skill, being neutral and trustworthy.

Keywords: Enhancing, motivation, employee

*Corresponding author: E-mail address: sarunyambabuu@gmail.com

Introduction

A university, an institute at a tertiary level, plays an important role in creating and developing country as it produce high-level manpower who possess knowledge and ability to develop country. Hence, the main goal of each university is to promote the excellence academic in order to complete the mission and to serve the society as the academic institute (Burapha University Act, B.E. 2533, 1990).

At present, the changes in economy, politics, society, culture, and technology impact on the human way of life in the society. In fact, there are the high competitions in Thai and international education system. The performance of university employees is the crucial factor in Thai education system as it is basic key to drive the country to prosperity, to encourage the competency in various careers base on knowledge, creativity, innovation, technology, and culture. There should be an adjustment to the situation effectively and also the analysis on the circumstance to establish strength to operate rapidly, particularly on manpower. The manpower was the key drive to the accomplishment. When develop people to gain knowledge, they are motivated to

increase the work competency to attain the success continually (Tochinda, 2000, p. 16).

As for the aforementioned reason, the researcher is interested in a study on the enhancement of work motivation in the personnel to operate the work successfully and to be used as a guideline of employee's operation to reach the target and this could lead to the happy workplace that could motivate employees to work, to love their work and to operate the work efficiently as well as to be used as a guideline to develop their workplace to meet the highest benefit.

Research Objectives

1. To study factors affecting motivation on the employees working at the Faculty of Geoinformatics, Burapha University,
2. To suggest a guideline to enhance the work motivation in the employees working at the Faculty of Geoinformatics, Burapha University.

Conceptual Framework

The conceptual framework in the study entitled 'Enhancing the work motivation in employees at the Faculty of Geoinformatics, Burapha University' is as the following:

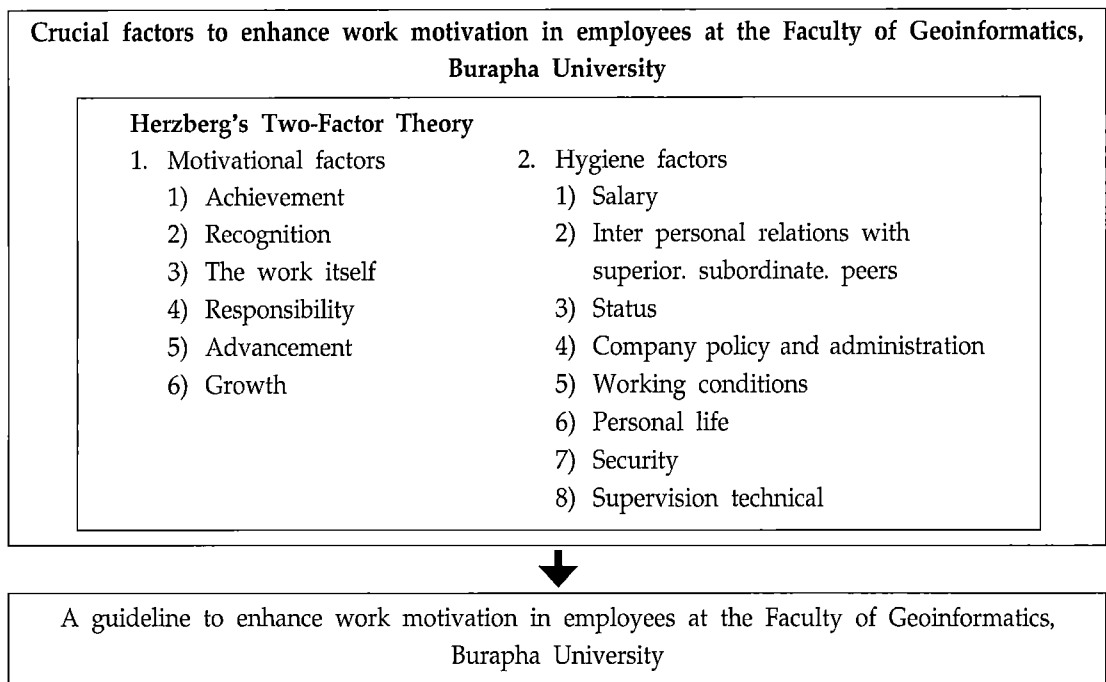


Figure 1: Conceptual Framework

Scope of the Study

1. Limitation in the study

To study the enhancement of work motivation in employees at the Faculty of Geoinformatics, Burapha University

2. The target group is 15 employees belonging in administrative work, teaching, and academic support that work at the Faculty of Geoinformatics, Burapha University.

3. This study is a qualitative study using in-depth interview.

Concept and Theory in the Study

Herzberg's Motivation Theory

Herzberg's Two-Factor Theory (Herzberg, Bernard and Barbara, (1959, pp. 133-155) studied the work motivation of employees. He studied that 'What do you want from work?' and the answer is that 'People needs happiness from work'. Hence, he had divided the work motivation into two aspects: motivational factors and hygiene factors.

1. Factors that are directly concerned with the work motivation are called six motivational factors, that is;

1.1 Achievement can be defined the situation that employee could finish their work successfully, could solve the problems and learn how to protect problems. Then, they satisfy and are proud of their work.

1.2 Recognition is the acceptance from supervisors, colleagues, visitors asking for the consults, or employees working in the section in the forms of praise, express their admiration, motivation, or other expression to show their acceptance.

1.3 The work itself could be defined as the interesting work related with competency, the work that requires creativity and challenge to complete the work successfully. This work is the work that need ideas, freedom at work, work that match with their competency and education, etc.

1.4 Responsibility means the feeling toward assigned responsibilities with a clear definition, the freedom in the operation without inspection and strictly control, for example, the appropriateness of work proportion, gaining the creditability and trustworthy, being assigned to do important task, etc.

1.5 Advancement could be defined as the promotion to higher position in their working section, earning opportunities to seek for supplementary knowledge, or having a training course and being able to apply knowledge from the training to make their own career advancement.

1.6 Growth is the assignment to gain the higher responsibilities in working section as well as the situation that employee could earn the advancement in professional skills.

2. Factors related to environment at workplace are called hygiene factors. They are eight factors as follows:

2.1 Salary means wages earning from work and the salary promotion in working section or other benefits from their operation.

2.2 Inter personal relations with superior subordinate peers means the verbal or non-verbal communication to express the good relationship between each other, the ability to work together, to understand each other with prestige and the feeling that they are important to the organization, etc.

2.4 Company policy and administration could be defined the management and the administration and the internal communication within organization such as the policy to control working procedure within the working section, regulation, working method, management and administration method in the organization.

2.5 Working conditions means physical environment of the workplace such as light, sound, air as well as other equipment or devices such as working atmosphere, working hours including environmental features, equipment or devices that could impact to the employees and their work satisfaction.

2.6 Personal life means good or bad feeling affecting from assigned work that could lead the employees to be happy or not such as living conditions, convenience to commute to their workplace

2.7 Security can be defined as the feeling toward the work security, the work sustainability and the sustainability of the organization.

2.8 Supervision-technical means the capacity of the superior peers to operate their work and to maintain the justice in their administration.

Data Collection Method

The research has divided the method to access to and to collect the data into two parts: Data Review and Field Data.

1. Review data

The researcher has studied and collected the academic data from sources, printing media such as academic document, magazine, meeting document, journal, newspaper, articles from Internet and other related research papers.

2. Field data

2.1 The data were collected from in-depth interviews

2.2 From the interview, the researcher has noted briefly in the important issues.

2.3 The data were recorded and transcribed to evaluate the data. The researcher has transcribed every word and sentence and then recheck the accuracy of the data.

Conclusion

Part 1 : General Information

General information of the informants

In this research article, the informants were 15 employees at the Faculty of Geoinformatics, Burapha University. There were five males and ten females with diverse education background. When considering on their highest education, it was found that they had the education from vocational certificate to doctoral degree. When studying on the working period, it was found that they worked from one year to 11 years.

Management1: The informant was male, was the dean, obtained doctoral degree and, earned four years of work experience in administration.

Management2: The informant was male, was the vice dean, obtained master degree, earned four years of work experience in administration.

Management3: The informant was female, was the vice dean in student affairs, obtained master degree, had one year of work experience in administration.

Teacher1: The informant was male, was a teacher, obtained doctoral degree and, earned four years of work experience in teaching.

Teacher2: The informant was female, was a teacher,

obtained master degree and, earned seven years of work experience in teaching.

Teacher3: The informant was female, was a teacher, obtained master degree and, earned one year of work experience in teaching.

Teacher4: The informant was female, was a teacher, obtained master degree and, earned six years of work experience in teaching.

Staff1: The informant was female, was an educator, obtained master degree and, earned eleven years of work experience in academic support.

Staff 2: The informant was female, was an financial and accounting staff, obtained master degree and, earned six years of work experience in academic support.

Staff 3: The informant was female, was a policy and plan analysis staff, obtained bachelor degree and, earned three years of work experience in academic support.

Staff 4: The informant was female, was a general administrator, obtained master degree and, earned three years of work experience in academic support.

Staff 5: The informant was male, was a general administrator, obtained bachelor degree and, earned three years of work experience in academic support.

Staff 6: The informant was female, was a researcher, obtained master degree and, earned one year of work experience in academic support.

Staff 7: The informant was male, was a research, obtained bachelor degree and, earned five years of work experience in academic support.

Staff 8: The informant was female, was an administrator, obtained vocational certificate and, earned two years of work experience in academic support.

Part 2 : Key factor to enhance work motivation

1. Motivational Factors

According the data analysis from in-depth interviews with the subjects, it was found the issues as follows:

1.1 Achievement: The informants mentioned five work guidelines to achieve their work and successful at their work, namely; relationship between colleagues, knowledge and experience, teamwork, planning of work method, and the following to the regulation.

1.2 Recognition: The informants suggested the

guidelines to get acceptance from their superior peers, colleagues, visitors who needs their suggestions, and other staff in their working section. The guidelines could be divided into four dimensions: knowledge, sincerity, efficiency, and work accomplishment.

1.3 The work itself: The informants mentioned about challenges, interestedness, and the relationship with the competency.

1.4 Responsibility: The informants mentioned that there was the clarity in assigning responsibility and freedom to operate their work without inspection and strict control, however, there was no clear-cut in assigning responsibility including the freedom in the operation with the inspection and close control.

1.5 Advancement: The informants said that there were two guidelines to implement knowledge from the classroom to their operation in order to advance their career path: the knowledge transfer and the management.

1.6 Possibility of growth: The informants mentioned about the opportunities for their future career advancement in the similar direction that no matter section or position they were in, they had an opportunity to grow in their work.

2. Hygiene factors

The analysis on the data from the interview found that:

2.1 Salary: The informants informed that their wages from work and the promotion according to their responsibilities in the Faculty of Geoinformatics, Burapha University could be divided into three main issues: the regulation to evaluate the performance of the staff, the salary that should increase, the other benefit the could increase.

2.2 Inter personal relations with superior subordinate peers: The informants said that there should be a guideline to establish good relationship among staff in order to be able to work together and understand each other. These guideline were sincerity, cooperation and teamwork.

2.3 Status: The informants mentioned about the acceptance of their career in the university that no matter their position are in the university, they were paid respect from the society.

2.4 Company policy and administration: The

informants concerned about the guideline to manage and administrate their section, to communicate within their section that there should be a patterned policy plan to be applied in their work.

2.5 Working conditions: The informant said that the physical environment in their workplace including other equipment and devices could be divided into two issues: the appropriateness of the internal work environment and the appropriateness of the equipment and devices to meet the environment of the workplace.

2.6 Personal life: The informants mentioned about the distance from their family and there were two issues on this topics: the impact to their personal life and no impact to their personal life.

2.7 Security: The informants believed that the work security, work sustainability and organization sustainability could be divided into two issues: the security in their career and the security of their section.

2.8 Supervision-technical: The informants said that the appropriateness of their supervisors could be divided into three characteristics: work-based, idea-base, manpower-base.

Discussion

1. Key factors to enhance motivation for employees
The analysis according to the conceptual framework reveals that he key factors to enhance motivation for employees to perform their work at the Faculty of Geoinformatics, Burapha University comprised of two parts: motivational factors and hygiene factors.

Part 1: Motivational factors – It could be concluded into six sub-factors as follows:

Achievement - Achievement factor consists of relationship between colleagues, knowledge and experience, teamwork, planning of work method, and the following to the regulation. The study reveal that the informants had the opinions in the similar direction that there should be a plan of work method which was important to the operation in the Faculty of Geoinformatics. This was agreed with the study of Siriboon (2011) as it was found that the motivation level in the operation of employees

in Mae Hong Son Community College in overall was at high level and when considering in each aspect, it showed that they could operate the assigned work successfully.

Recognition - Recognition in this study was the knowledge on the sincerity, having public relation, efficiency and accomplishment of the work. The informants expressed their thought in the similar direction that efficiency and accomplishment of the work mean to operate the work successfully and efficiently with accuracy, precise, and punctuality. This was agreed with the study of Treesuthiwongsa (2009) that the employee satisfied with the work in overall at the high level and when considering in each aspect, earning the acceptance was at the high level as well.

The work itself - The work itself could be defined as the challenge and interest as well as the relationship of the competency of the informants. The informants said in the same direction that there was a challenge to work. In fact, the characteristic of operation in every work group had challenged the ability to operate their work as stated in Monwiset (2007) which was found that employees from academic support area in Burapha University had the motivation to operate their work in overall at the high level.

Responsibility - Responsibility included the clear definition of responsibility and freedom to operate work without inspection and strictly control as well as no freedom in the operation with inspection and strict control. The informants had expressed their opinions and they could be divided into two groups: the first group agreed with the clear definition of responsibility and freedom to operate work without inspection and strictly control as they would be willing to work and show their full competency without the limit whilst the second group preferred no clear assignment and no freedom in the operation with inspection and strict control as they thought they were commanded to do their work, then they should work in team. Also, they should arrange a meeting and find new knowledge for their work.

Advancement - Advancement means the transfer of learned knowledge and the arrange of the operation.

All informants agreed in the similar direction that they should arrange this kind of operation until it was a guideline to apply their work systematically.

Possibility of growth - Possibility of growth included the future growth. As the informants expressed in the same direction that there were high opportunities to grow when they worked in the Faculty of Geoinformatics in all work groups: administration, teaching and academic support.

Part 2: Hygiene factors - It could be concluded into eight factors as follows:

Salary: The study of salary factors could be divided into three issues: the possibility to follow evaluation regulation, salary should be increase, other benefits should be increase. The informants expressed that the salary should be increased according to their workload as well as other benefits such as overload of teaching staff and the overtime work of academic support staff. In addition, the salary should be increased according to evaluation regulation. Pongprasertsri found (2007) that the incentives and salary should be paid attention to and they should balance to the current economic as well as there should be other expense for staff in other welfares.

Inter personal relations with superior subordinate peers - The study on inter personal relations with superior subordinate peers could be separated into three issues: sincerity, cooperation and teamwork. The majority of the informants mentioned that the cooperation as well as expression of sincerity could initiate the good relationship between superiors and subordinates.

Status - Status means the acceptance. The informants revealed that they were respect more as they worked at the Faculty of Geoinformatics, Burapha University. No matter position they were in, no matter what they did, no matter what knowledge and experience they earned, they were respect from others.

Company policy and administration - The examples of company policy and administration were the adjustment of current operation structure. The policy guideline and the management of the informants were to implement the current operation structure as it was systematic and this agreed with the findings of Hompinkaw (2007) that employees

should participate in planning the policy and the administration in each group should be clear to reach the staff satisfaction and to operate the performance easily.

Working conditions - The study on working conditions could be divided into two issues: the appropriateness of internal working environment and the appropriateness of equipment and devices.

The informants expressed that the internal working environment and the equipment and devices were appropriate for the operation. However, there should be the maintenance and inspection of equipment and device in operation such as teaching equipment.

Personal life - Personal life could be divided into two issues: impact on the personal life and no impact on the personal life. The informants said that the factors that impact on their personal life were overtime or the operation out of working hours. This agreed with Kositkan (2008) that there were happy in their current workplace and they satisfied working in the section as they could finish their work within regular working hour. They did not need to work overtime.

Security - The study in the security could be divided into two issues: the security in the career, and the security in their workplace. The informants thought that the work at the Faculty of Geoinformatics, Burapha University were secured both in their career and workplace.

Supervision-technical - Supervision-technical could be divided into three issues: work base, idea base and manpower base. The informant thought that the appropriate administration method should focus on work and manpower. If they focused on the work, they would need the right person with the right knowledge and competency with the understanding in academic and administration to reach the work accomplishment. If they focused on manpower, they should find respectful person who is generous, honest, and fair in his administration.

Suggestions

Suggestions for Implementation

According to this study, the researcher proposed the guideline to enhance motivation among targeted

employees to perform their work at the Faculty of Geoinformatics, Burapha University as follows:

1. *Achievement* - The faculty should pay attention to plan, work progress, regulation, work procedures. There should be the preparation in work. There should arrange the sequence of the operation. The superior peer should focus on the consultants who provide suggestions and assistance as manpower is important in work process. This helps work to operate according to process and plan to attain the achievement.

2. *Recognition* - The faculty should pay attention to work efficiency and effectiveness. The staff should have knowledge, capacity and experience to operate their assigned task to complete with the efficiency and accuracy within the assigned period.

3. *The work itself* - The faculty should emphasize on employees in every group and every position as every position is required to obtain the knowledge and capacity in the operation. This would challenge them to apply their knowledge, capacity, and experience to their most successful work at the most benefit.

4. *Responsibility* - The faculty should concentrate on setting clear roles and responsibility without inspection or strict control as the employees were willing to do the job and could show their capacity to make an operation plan whilst there was no clear-cut in assigning responsibility including the freedom in the operation with the inspection and close control. The faculty should concentrate to assign employees to work in team. Also, they should arrange a meeting and find new knowledge for their work in order to complete the targeted operation.

5. *Advancement* - The faculty should highlight in the operation as well as apply the guideline to arrange the work systematically to operate efficiently and to provide the advancement for themselves and for their working sector.

6. *Possibility of growth* - The faculty should draw attention to career advancement in the future for its employees by supporting them to propose academic rank or expert rank or to further their higher education in order to adjust the salary base

or to make a job promotion. This would help employees acknowledge the work security.

7. *Salary* - The faculty should raise salary according to their increasing workload to motivate the employees to work. Moreover, there should be an extra income such as overload teaching period in a group of teaching staff and the overtime period in a group of academic support staff. In fact, the promotion in salary should conform to the evaluation regulation. This could increase the employees' motivation to perform their work for the faculty.

8. *Inter personal relations with superior subordinate peers* - The faculty should consider the essential role of sincerity, generosity, and teamwork. The employees should show their sincerity to each other and this should establish a good relationship between superior peers or inferior colleagues to operate their work in the similar direction to reach the target.

9. *Status* - The faculty recognized in every working position, and every work group. As every group should provide their knowledge and experience to receive acceptance from the society. In addition, employees was one of the factors to drive working operation.

10. *Company policy and administration* - The faculty should underlining the importance of work to the infrastructure, pattern in the operation. Also, it should allows the application to the structure, plan and policy of each task to meet the higher efficiency without making any impacts to the structure.

11. *Working conditions* - The faculty should concern about internal environment at the workplace as well as the equipment and devices within the workplace to be at the appropriate condition to facilitate the operation of the employees.

12. *Personal life* - The faculty should focus on the feeling of the employees about the extra-workload or overtime operation that there should be the arrangement of the wages on the overtime work to be the incentive for their extra work.

13. *Security* - The faculty should stress the importance to the security and the sustainability of the career and the workplace. Then, there should be a plan and the management for the operation.

14. *Supervision-technical* - The faculty should pay the attention to the appropriate management method focusing on work and manpower. It is necessary to use the employees who have knowledge, capacity, understanding in academic and administration work, leadership, as well as are respectful, fair, generous to assist their inferior peers to operate their work. They needs to listen to, trust, assist their inferior peers as well as see the benefits from the work of inferior peers. This will make their inferior workers trust, comfort and are happy at the workplace.

Suggestions for Further Research

1. Study problem and obstacles in the operation of the target employees that could be the obstacle to enhance the motivation in the operation of the people working the Faculty of Geoinformatics, Burapha University.
2. Study the requirement on the development of the target employee in order to enhance the motivation of the employees working at the Faculty of Geoinformatics, Burapha University.
3. Study the factors contributing to the motivation of the employees working at the Faculty of Geoinformatics, Burapha University.

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