



## **GUIDELINES TO MOTIVATE SUPPORTING STAFF TO WORK EFFECTIVELY A CASE STUDY: OFFICE OF THE DEAN, FACULTY OF TECHNOLOGY, KK UNIVERSITY**

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### **Abstract**

The purposes of this study were to study the factors which affected the working life of supporting staff and finding guidelines to motivate supporting staff to work effectively at Office of the Dean, Faculty of Technology, KK University. The methodology of this study was referred to Herzberg's Two-factors Theory (1959) and divided into two parts; questionnaires and in-depth interview. Data were collected by questionnaires from 30 specific populations and analyzed by SPSS program to calculate mean, standard deviation, frequency, and percentage. On the other hand, data from in-depth interview were collected by qualitative method using content analysis. The result of the study found that motivation factors which were achievement, recognition, advancement, and hygiene factors which were policy, work conditions, salary and welfare, relationship with co-workers, were ranked highly. The results from two research instruments were later matched to analyze those mentioned factors and other factors from in-depth interviewing. The study finally found that motivation factor which was achievement and hygiene factors which were working conditions, salary and welfare, relationship with co-workers were the factors that could motivate supporting staff to work effectively. Herzberg's Two-factors Theory (1959) was used to apply to conduct 4 projects which were One-stop-service Project, Enhancing Working Life by 5S (sort, set in order, shine, standardize, sustain), Sufficient and Sustainable Family, and Healthy Buddy.

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**Keywords:** Motivation, Supporting Staff, Working life

## Introduction

In the competitive world, human resource is the most important gearwheel in both private and government sector to driven the organization to achieve its goal. Human resource is very important toward the effectiveness and successfulness of the organization. The quality of human resource is the factor to indicate the chance of organization's future. What's more, the successful of the organization has to lean on the high quality of human resource. The high quality of human resource is depending on the ability of organization can motivate their human resource to work. The motivation can motivate the human resource to work effectively, make good behavior and attitude, and support their employee to add more value to themselves. The motivation is part of abstract working environment which can affect to employee in the positive way, the employee can feel happy, satisfy, creativity, faithful, they can devote their heart, power, knowledge for their work and the organization can motivate their employee to work responsibly to achieve the organization's goal. [1]

Nevertheless, supporting staff at Office of the Dean, Faculty of Technology, KK University formerly were public servants but now officially changed to university staff which caused the organization' transformation for example the university staff have to work harder and under higher pressure of the rapid step milestone of the organization meanwhile the manpower of the organization is limited. Even the change of the human resource system is necessary to driven the organization to achieve its goal among the competitive world, yet the organization human resource system was a public servant since its establishment, the change definitely destroy "familiarity" of supporting staff. Referring to the result of the changing organization investigation by The Conference Board in 2005, which was published in HR Magazine Journal of December 2007, specifies that the organization resistance is a factor that caused the successfulness or failure of the organization [2], thus, to achieve the organization's goal, the organization has to reduce the organization resistance from the supporting staff which caused by "objection" or "no satisfaction". The riddance of "no satisfaction" is the principle to motivate employee to work in an organization [4] As a supporting staff at Office of the Dean, Faculty of Technology, KK University, to maintain the quality and specialized supporting staff to continue working for the organization, the motivation for supporting staff to work in the organization happily and feeling secure is very significant.

From studying and collecting the data about factors that affect the motivation of supporting staff to work, found that there are many organization, both private and government sector, had studied about this topic, yet there has no any organization in KK University have studied or conducted research about factors that can motivate supporting staff to work effectively. Thus, it is very interesting to study about factors which can motivate supporting staff at Office of the Dean, Faculty of Technology, KK University to be a guideline to motivate supporting staff to work for the Administrators of Faculty and University level in the future.

However, to motivate employee in each organization has different factor depending on many variables i.e. gender, age, education, working experience, and salary. Thus, Herzberg's two-factor theory (1959) [3] was used to be a conceptual framework for this study.



## Objectives

- To study the factors which affected the working life of supporting staff and finding guidelines to motivate supporting staff at Office of the Dean, Faculty of Technology, KK University to work.
- To set guidelines to motivate supporting staff at Office of the Dean, Faculty of Technology, KK University to work.

## Methodology

This study titled guidelines to motivate supporting staff to work effectively at Office of the Dean, Faculty of Technology, KK University is a survey study. This study was analyzed according to two objectives, methods and instruments to analyze are as follow.

1. Study the factors which affected the working life of supporting staff and finding guidelines to motivate supporting staff at Office of the Dean, Faculty of Technology, KK University to work.

### 1.1 Population and sample

Populations of this study were the administrators and supporting staff at Office of the Dean, Faculty of Technology, KK University.

Samples of this study were 3 Administrators including Dean, Associate Dean for Planning and Information Technology, and Assistant to the Dean for Resources, and 30 Supporting Staff. Total samples were 33, calculated to 100 percent.

### 1.2 Instruments

Two tools were brought to study which were In-depth Interview and Questionnaire. In-depth Interview was used to collect data from 3 Administrators. It was a one-on-one interview, no checklist questions like questionnaires. The interviewer just only leaded a few questions thus the interviewee could answer and express their opinion freely. On the other hand, 30 specific questionnaires were used to collect data from supporting staff. The questionnaire was designed from Herzberg's two-factor theory (1959) [1], they were 6 Motivation Factors and 9 Hygiene Factors. The questionnaire was a checklist according to Likert Five Rating Scale. [5]

### 1.3 Inspection of instruments' quality

The questionnaire was tested to find out the reliability by 30 try outs which were similar to the samples of this study. After collecting all the try outs, Statistic Package for the Social Science (SPSS) for Windows Version 19.0 was used to analyze the Cronbrac's Alfa-Coefficient. The questionnaire's reliability was 0.936.

### 1.4 Analysis the data

#### 1.4.1 Data from questionnaire

All data from questionnaire was analyzed by SPSS (mean, standard deviation, frequency, and percentage) and sequenced from highest score to lowest score. This study set the criteria which affected the working life of supporting staff at Office of the Dean, Faculty of Technology, KK University to work as follow.

1.) Motivation Factors: to analyze and divide the motivation factor that affects the working life of supporting staff, this study had set two criteria. [6]

1.1) Mean was more than 75% or  $\geq 3.50$  was Motivation Factor to work

1.2) Mean was less than 75% or  $< 3.50$  was not Motivation Factor to work.

2.) Hygiene Factors: to analyze and divide the hygiene factor that affects the working life of supporting staff, this study had set two criteria.

1.1) Mean was more than 75% or  $\geq 3.50$  was Hygiene Factor that cause “satisfaction” to work.

1.2) Mean was less than 75% or  $< 3.50$  was Hygiene Factor that caused “no satisfaction” to work.

#### 1.4.2 Data from interview

The data was collected by qualitative method and analyzed by content analysis to quantitative method. Frequencies were counted in this method.

2. Set guidelines to motivate supporting staff at Office of the Dean, Faculty of Technology, KK University to work.

2.1 Results from questionnaire and in-depth interview were matched.

2.2 Results from matching were used to conduct projects which were applied from Herzberg’s Two-factor Theory.

## Results

From this study titled Guidelines to Motivate Supporting Staff to work A Case study: Office of the Dean, Faculty of Technology, KK University, found that most of samples were 53.30% of female, the current working status was 53.30% of university staff, 53.30% of age were between 51-60 years old, 46.70% graduated in Bachelor Degree, 83.30% were in operation level, 63.30% have been working for more than 25 years, and salary was ranged between 10,000-20,000 THB, the study found that Motivation Factors, which were Achievement, Recognition, and Advancement, were the factor which could motivate themselves consequently. In other word, supporting staff could done their works effectively, solve problems, had ability to apply the previous mistake to prevent the future problems. When they had done their works, they could feel satisfy and be proud to what work they had just done. Besides, when supporting staff felt satisfy and were proud to what work they had just done, to be received compliment and accepted by supervisors and co-workers, was factor which could motivate supporting staff as well. Furthermore, Advancement was also a factor which could motivate supporting staff to work. The Advancement could be a promotion or had a chance to pursue their study or attend a workshop to enhance their ability in the near future.

One thing that organization had to firstly concern before motivating their employee, according to Herzberg’s two-factor theory (1959) [3] stated that Hygiene Factors were not factors which could motivate employee to work effectively, but Hygiene Factors were the factors that could get rid of “no satisfaction”. Thus, referring to this study, Office of the Dean, Faculty of



Technology, KK University, found out that Hygiene Factors should firstly be removed were Work Condition, Salary and Welfare, and relationship with co-workers consequently.

Besides the results from questionnaire, there also were results from administrators' point of view. This study found that the results from administrators' point of view were Achievement, Work itself, Growth, Work Condition, Salary and Welfare, and Relationship with Co-worker.

Finally, to set guidelines to motivate supporting staff to work effectively, this study use result from both questionnaire and in-depth interview to be matched.

## Conclusion

This study brought Herzberg's two-factor theory (1959) [3], they were motivation factor and hygiene factor. Motivation factor included achievement, recognition, work itself, responsibility, advancement, growth, and hygiene factor included policy, supervision, relationship with supervisor/ subordinate, work condition, salary and welfare, relationship with co-workers, personal life, status, and security. This study started from collecting data from questionnaire and in-depth interview Dean, Associate Dean for Planning and Information Technology, and Assistant to the Dean for Resources. The interview had no structure to get the deep information and opinion from administrators freely. Data from interview was analyzed by Content Analysis to get the frequencies.

The questionnaires were analyzed by SPSS and sequenced from highest score to lowest score to see which factor were the factor that could motivate supporting staff to work effectively. After that, this study brought two results, from questionnaire and interview, to be matched together. The result from matching could further set guidelines to motivate supporting staff to work.

This study found out that factors that could effect to supporting staff's motivation to work effectively were achievement, work condition, salary and welfare, and relationship with co-workers.

Finally, this study could set guidelines to motivate supporting staff to work using the Herzberg's Two-factors Theory (1959) [3] to apply to conduct 4 projects which were One-stop-service Project, Enhancing Working Life by 5S(sort, set in order, shine, standardize, sustain), Sufficient and Sustainable Family, and Healthy Buddy.

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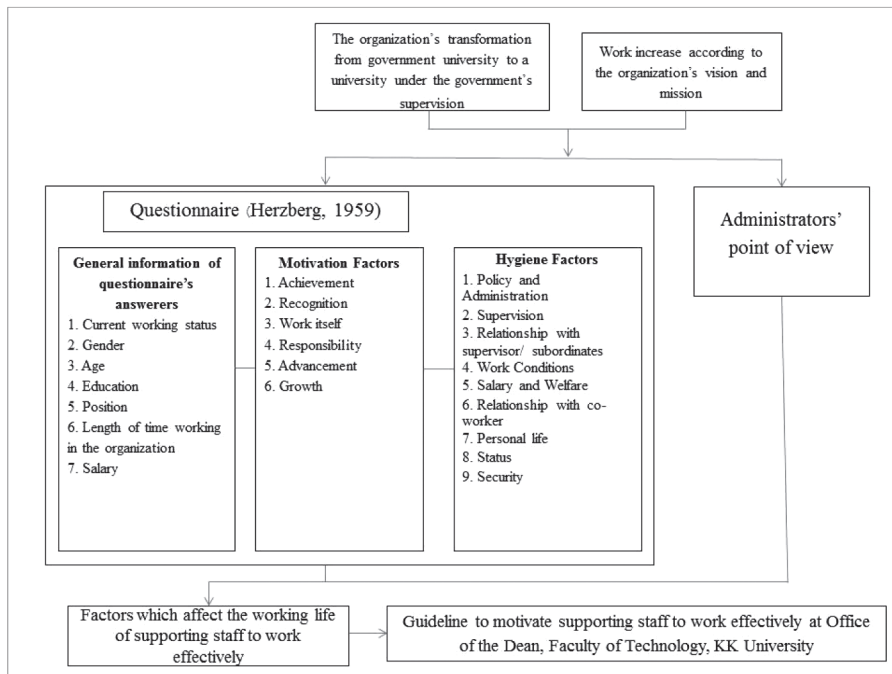
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Figure



Picture 1 Conceptual Framework

## Table

**Table 1** The analysis of matched results from questionnaire and in-depth interview

Questionnaire		In-depth interview	
Motivation factors	Hygiene factor	Motivation factors	Hygiene factor
Achievement <sup>1</sup>	Policy and Administration	Achievement <sup>1</sup>	Work Conditions <sup>2</sup>
Recognition	Work Conditions <sup>2</sup>	Work itself	Salary and Welfare <sup>3</sup>
Advancement	Salary and Welfare <sup>3</sup>	Growth	Relationship with co-worker <sup>4</sup>
	Relationship with co-worker <sup>4</sup>		