

**A Proposed HR Plan to Enhance Employee Motivation:
A Case of MTA State Enterprise, Thailand**

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Abstract

Nowadays, with the reality of competitiveness, every organization is struggling to obtain competitive benefits as well as better performance and attain productivity plus effectiveness. Companies throughout the world, therefore, take human resources into account as the essence for business as they constantly escalate employee motivation as the force in letting employees achieve goals and organizational objectives towards more effective organizational performance. The purpose of the study was to determine the effect of intrinsic and extrinsic motivational factors among operational-level officers affecting organizational performance of MTA state enterprise, Thailand and recommend plans to enhance their motivation for better company performance. Quantitative data was obtained through distributed online and paper questionnaires from 260 officers at operational level used as sample size. The results revealed that there was significant effect between recognition, empowerment, performance appraisal, and training and career development toward organizational performance ; whereas as for demographic factors, there was significant difference among only genders and performance. Among all of these five independent antecedents, recognition possessed the strongest effect on organizational performance. It could be concluded that it is imperative for the HR department of MTA state enterprise to implement plans on enhancing their motivation through relevant workshops, activities and set-up new criteria or regulations within the company in exchange for higher organizational performance.

Keywords: recognition, empowerment, performance appraisal, compensation, promotion, leadership, training and career development, organizational performance

Introduction

With global competitiveness, every organization, irrespective of size, technology and markets is struggling to obtain competitive benefits, possess better performance and attain not only productivity but also effectiveness. It is required to succeed and acquire consistent progress.

Human resource is regarded as capacity for providing process to achievement. Officers are considered as supporters with competencies and expertise in response to goal attainment (Nguyen, 2017).

The accomplishment of organizations relies on their employees as to how well they get driven to their given tasks and how much dedication they put for performance. Motivation plays a basic role in optimizing employee productivity as well as performance (Nizam et al., 2015) and is the key to the establishment of an enabling environment . (Sarpong, 2016) . Employee performance in any organization is important as it contributes to organizational and individual growth (Emeka et al., 2015).

Statement of the Problem

So far, employee motivation has been significant because employees are inclined to change their jobs or organizations unless they are motivated adequately and affects organizational performance. For the case of this organization, despite the organization's benefits, salaries, promotional opportunities and strategies for increased employee motivation through activities, training, and so on, it remains unclear how much they impact on operational-level employees' motivation conducive to higher performance of the state enterprise because officers at operational level. The employees of the MTA state enterprise were found to possess low motivation, thereby affecting organizational performance and generating fear of turnover. The research is, therefore, truly aimed at determining factors of employee motivation which paves the way for higher organizational performance.

Research Objectives

1. To determine motivational factors affecting organizational performance
2. To determine the most influential motivational factor affecting organizational performance
3. To offer designed plans on enhancing employee motivation for higher organizational performance

Research Questions

1. What motivational factors do affect organizational performance?
2. What is the most influential motivational factors affecting organizational performance?
3. What is the designed recommendation plan on enhancing operational-level employees' motivation for higher organizational performance?

Research Hypotheses

- H1_{a0}: There is no significant effect between recognition and organizational performance.
- H1_{a_a}: There is significant effect between recognition and organizational performance.
- H1_{b₀}: There is no significant effect between empowerment and organizational performance.

- H1b_a: There is significant effect between empowerment and organizational performance.
- H1c_o: There is no significant effect between performance appraisal and organizational performance.
- H1c_a: There is significant effect between performance appraisal and organizational performance.
- H1d_o: There is no significant effect between compensation and organizational performance.
- H1d_a: There is significant effect between compensation and organizational performance.
- H1e_o: There is no significant effect between promotion and organizational performance.
- H1e_a: There is significant effect between promotion and organizational performance.
- H1f_o: There is no significant effect between leadership and organizational performance.
- H1f_a: There is significant effect between leadership and organizational performance.
- H1g_o: There is no significant effect between training and career development and organizational performance.
- H1g_a: There is significant effect between training and career development and organizational performance.
- H2_o: There is no significant difference among genders and organizational performance.
- H2_a: There is significant difference among genders and organizational performance.
- H3_o: There is no significant difference among age groups and organizational performance.
- H3_a: There is significant difference among age groups and organizational performance.
- H4_o: There is no significant difference among level of education and organizational performance.
- H4_a: There is significant difference among level of education and organizational performance.
- H5_o: There is no significant difference among work experience and organizational performance.
- H5_a: There is significant difference among work experience and organizational performance.
- H6_o: There is no significant difference among position and organizational performance.
- H6_a: There is significant difference among position and organizational performance.
- H7_o: There is no significant difference among employee rank and organizational performance.
- H7_a: There is significant difference among employee rank and organizational performance.

Review of Literature

Definition of Motivation

Kreitner and Kinicki (1998) and Ramlall (2004) stated that motivation is from Latin vocabulary called, “movere” – meaning that movement. Butkus and Green (1999) explained as well that motivate is the origin of motivation interpreted, “to move, push or convince” to behave to fulfill a need. In addition, Daft provided definition of motivation meaning that indigenous or exogenous forces which stimulated personal eagerness and persistence to try to attain course of action.

Types of Motivation

Motivation is capable of resulting in two cases. Firstly, a person is able to provoke him/herself through work seek, search and implementation (provided work) which fulfill their desires or result in expectation in which achievement of his/her goal will happen. Secondly, a person gets capably motivated by management with various means like salaries, promotion and appreciation, etc. (Armstrong, 2006).

Lin (2007) stated that motivation has ability to be either intrinsic or extrinsic. In the context of organization and others, motivation gets categorized as spontaneous extrinsic or intrinsic (Martocchio, 2006). Lin, 2007; Deci and Ryan (2000) explained as well about classes of motivation: intrinsic and extrinsic motivation.

Intrinsic Motivation

Intrinsic motivation is indigenous or self-aroused factors which affect a person either to act in specific way or to have especial directional movement. The determinants encompass accountability (the sense of importance of work controlled by self), independence (act freely), and work that is intriguing and challenging, etc. Furthermore, it includes accomplishment sense, praise, and optimistic recognition, and so on (Armstrong, 2006), and it is taken from a person him/herself or task nature which have positive effect on behaviors, well-being and productivity (Deci and Ryan, 2000).

Extrinsic Motivation

Extrinsic motivation is contributors for a person to get provoked. They encompass external rewards: escalated wages, promotion, and punishment, for example payment suspension, and criticism, etc. This type of motivation possesses prompt and powerful impact even though not appearing in the long run (Armstrong, 2006). Results extrinsically made, thus, are circumstances stemmed from employees' attempts themselves, together with other determinants or from employees who do not get involvement with the task itself (Gibson. et al, 2011).

Employee Motivation

Griffin and Moorhead (2014) stated that employee motivation is defined as creativity, responsibility and energy degree of workers doing their jobs in their companies. The companies leverage distinct means of motivating them in exchange for economic optimization, and improvement of organizational performance.

Employee motivation is one of schemes which managers are required to implement for increase in effectual job management among workers within their corporations (Shadare et al, 2009). Provoked workers respond to certain aims and objectives which they desire to attain; consequently, they intend to attempt to achieve the direction. Rutherford (1990) argued that motivation let companies have more success as motivated employees are seeking

for enhanced work performance; it is imperative for organizations to provoke their employees (Kalimullah et al, 2010).

Recognition

Regarding Daniel and Metcalf (2009), recognition refers to things given back to employees due to their endeavor, outcomes and devotion for work. Recognition-related program – ability to be morale-constructing tool for any corporations – paves the way for subordinates about innovation, escalated productivity, and increased job contentment (Beer and Walton, 2014). Recognition is supposed to get given to people whose hopes are excessive (Steers and Porter, 2011) – which is considered to be motivational determinants. Also, recognition is one of the strong motivational determinants because employees have feeling of comfort when given appreciation and being memorized (Armstrong, 2007).

Empowerment

Empowerment gives advantages towards companies and contributes to sense of belonging and pride for personnel, establishing a win-win relation among corporations and workers – which gets contemplated as an ideal environment belonged to many firms and the workforce (Yazdani, et al 2011).

Empowerment can prosper virtual individual abilities. Workers empowered possess concentration on their job and work life with supplementary significance, which paves the way for consistent advancement of work procedures plus coordination. They deal with the best novelties and notions loaded with the sense of belonging, eagerness, and pleasure, and work on their jobs with a sense of accountability (Yazdani, et al 2011). Empowerment drives workers feel that they are given admiration and that there is importance for constant and optimistic feedback towards their performance (Bryan, 1997). Employees gain independence and authority for decision making process, advocating to leverage and ascertain their supreme potential (Bennis, 1989).

Performance Appraisal

Performance appraisal refers to a constant, different, and official management function which evaluates performance of workers at a time (Spears and Gregoire, 2007). The assessment is a process engaging in formally-made-out performance appraisal, verbal interview, and unofficial, uncertain feedback around the assessing time (Painter, 2003). Major objectives of the evaluation are to give staff their own feedbacks, to gauge performance of organization, thriving tracks, indication of further-enhancing areas of them, and to recommend meeting operational purposes and criteria. Outcomes which are stemmed from performance assessment contribute to a foundation of workforce decisions: task assignments, wage suggestion, elevations, disciplinary conducts, and given rewards (Chandra, 2006).

Compensation

Sopiah (2013) argued that the only way which management use for enhancing performance, motivating and escalating employee's job contentment is to give compensation. Compensation is defined as monetary factors provided by company to employees in return for their commitment to the corporation (Hamidi et al, 2014). This practically creates satisfaction in psychological, social, and material requirements belonging to employees (Altinoz et al, 2012,). The compensation is connected to prevalent pay contentment (Lumley et.al, 2011).

Promotion

Promotion is contemplated as the major advocating determinants for the development of workers' performance and of satisfaction degree belonging to them. This leads to fulfillment of their psychological obligations (Pinder, 2014). It becomes one of the most efficacious things carrying on making workers motivated by given career opportunities and accountabilities as well as increased authority. The promotion is probably utilized through providing opportunity of compensation escalation, assisting personnel in getting jobs more suitable for their capacities (Gibbons, 1997).

Leadership

Leadership is an impact connection among leaders and subordinates or followers to act in a way that attains defined goals (Bennis and Nanus 1985; Burns 1978). Bass and Avolio (1999) argued that leadership is contemplated as extremely complicated tasks because the relevant studies get varied with result of no typically accepted definition.

The leadership defined by Nel et al. (2004) is the process in which a person influences other to let them willingly and eagerly focus on their attempts plus capacity for attaining shared batch or company goals. A few leadership styles: transformational leadership and transactional leadership are focused in the study. Transformational leadership refers to leaders interacts more with followers or subordinates and associates than leaders do (Avolio et al. 1991). The leader gives a vision, and a mission-related sense, and inspires pride, and obtains respect as well as trust by charisma (Bass and Avolio, 1990). The transformational headers act in diverse way: 1) Idealized Influence (Attribute behaviors): the leaders gains trust plus esteem and sustain high moral patterns – which allows followers or subordinates to regard them as their role model. 2) Inspirational motivation: the leaders possess focus on the requirement for supreme performance belonging to subordinates and assist them in achieving company goals. 3) Intellectual stimulation: the leaders arouse subordinates' comprehension of issues and indication of their beliefs and standards, and 4) Individualized Consideration: the leaders take care of subordinates as persons equally, and delegate tasks to them in purpose of offering learning opportunities.

Transactional leadership refers to leaders conversing with their followers in order to illustrate how work is required to be successful and to make them conceive that rewards for

well-dealt tasks are provided (Avolio et al.1991). Various kinds of conducts inherent to this kind of leadership are: 1) Contingent reward: rewards provided for followers for the sake of their excellent performance 2) Management by Exception (Active): monitoring and deal with followers (if essential) in exchange for their effective performance, and 3) Management by exception (Passive): followers obtain accidental punishment due to accurate unstandardized performance.

Training and Career Development

In facet of management, training and career improvement is the zone in charge of structured activities which are intentionally aimed at optimizing performance plus productivity degrees among workers inside a company. The two are the employees' conducts of getting expertise about relevant abilities and qualifications – necessity for thriving and organizational accomplishment (Bassanini, 2004).

Graham and Bennett (2005) stated that career enhancement encompassed higher status plus accountabilities that could occur either within a single organization or through movement between companies. Workers were entitled to move from one institution to another despite different careers or seemingly move from one field to another (Robbins, 2010).

Training refers to determinant for improvement of present and future performance of workers through developing their capacity for performing via learning or switching their perspectives conducive to escalation of their skills and knowledge (Conti, 2005). Training is as well relevant to rising in organizational performance (Shipton et al, 2005). It is imperative for increasing performance work system (Pfeffer, 1998). Becker and Gerhart (1996) suggested that definite kinds of training are advantageous towards not only organizations but also their rivals. For this reason, company gives training sessions to hired employees (Chen and Huang, 2009).

Organizational Performance

Organizational performance is considered to become an open question stemmed from a few researches leveraging definitions (Kirby, 2005). The performance of organization is composed of the virtual output or outcomes belonging to a company as gauged against its intentional productions – or objectives and goals. The performance constitutes three types of organizational results in the following: (Richard, 2009)

- 1) Financial performance including profits, assets return, investment return and so on
- 2) Product market performance encompassing market share, sales, and so on
- 3) Shareholder return, such as overall return on shareholder, increase in value belonging to economy, etc.

Performance is defined as performing the work and accomplishment of outcomes; therefore, it can represent as work-related results since giving the strongest connection with company strategic goals, contentment belonging to customers and contributions for economy (Salem, 2003).

Previous Studies Related to Impact of Employee Motivation on Organizational Performance

Sadq (2015) conducted research on The Impact of Employee Motivation on Organisational Performance: An Empirical Study at Hayat University-Erbil/Iraq. The study was purposed to discuss about the factors belonging to employee motivation towards high degrees of organizational performance. The questionnaires were allocated to 45 teachers from diverse scientific fields in the faculty of science and technology of the university by the means of the determinants of empowerment, job enrichment, rewards, and leadership as well as promotional opportunities as independent variables. The compiled data was analyzed by statistical program. The results of the finding were that the variables had significant relationship with organizational performance.

As for research on effect of rewards on organizational performance among telecom sector of Pakistan conducted by Yasmeen et al (2013), the researchers had the focus on determining effect of extrinsic rewards: salary, bonus, promotion, and intrinsic rewards: appreciation and recognition on performance of telecom sector of Pakistan. The findings unveiled that appreciation, recognition, and promotion significantly affected organizational performance whereas salary and bonus had no significant effect on organizational performance.

Mumbi and Makori (2015) conducted research on impact of employee motivation on organizational performance among 150 technical officers working at the ministry of agriculture, livestock and fisheries in Kenya. Both researchers chose to study influence of career development, training opportunities, and compensation and performance appraisal on Organizational performance. Not only close-ended but also open-ended questionnaires were used to the selected respondents – of which data was in analysis by statistical program. The finding of the study was that employee training possessed the most optimistic impact on organizational performance. Meanwhile, compensation, job improvement and performance assessment also had impact on organizational performance. This could be shed light on the fact that management belonging to the ministry embraced improper plan and management of career programs purposed for employees working in distinct job categories. The provided training did not enhance workers' commitment towards the governmental office and influence in their job performance.

Conceptual Framework

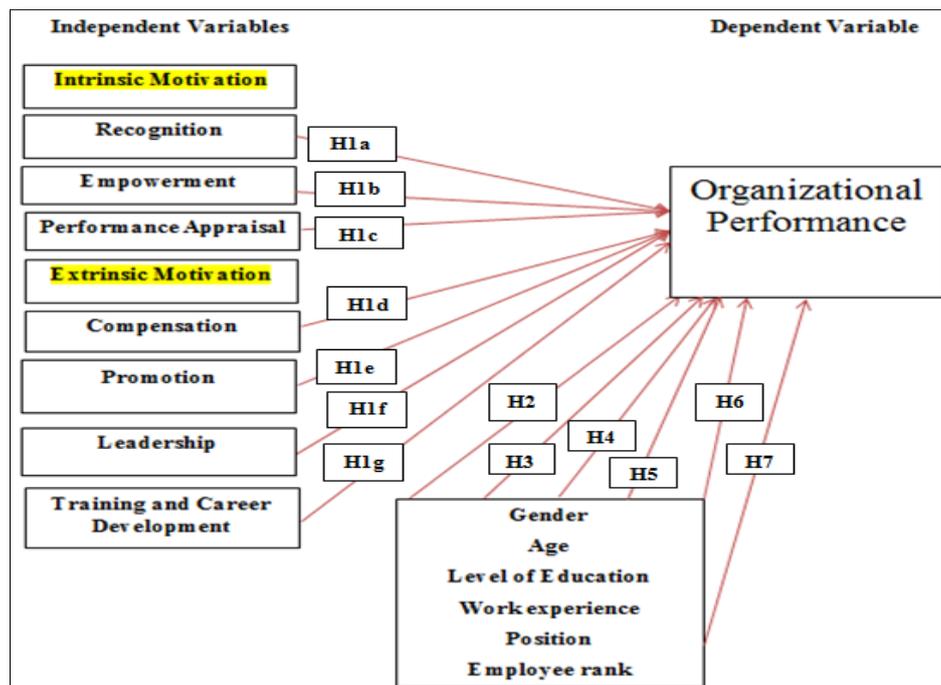


Figure 1. Conceptual Framework

Figure 1 shows the independent variables consisting of recognition, empowerment, performance appraisal, compensation, promotion, leadership, training and career development, gender, age, level of education, work experience, position, and employee rank. Meanwhile, the dependent variable is organizational performance.

Research Methodology

The questionnaires which featured five-point Likert scale – (1) strongly disagree (2) disagree (3) neutral (4) agree, and (5) strongly agree – were allocated online and in person to 260 total staff at operational level working in the MTA state enterprise, according to sampling formula by Krejcie and Morgan (1970). Convenience sampling got utilized. Every staff at operational level was entitled to take part in the study. Anyway, prior to the actual study on the 260 participants, test on IOC (Index Objective Congruence) and Validity and Reliability or Cronbach’s Alpha of the questionnaires for 30 respondents as the part of pilot study would be conducted.

The research design applied for this study featured only one method. Quantitative data which emanated from questionnaires handed over to the targeted respondents was analyzed through inferential statistics and descriptive statistics from statistical program. Both used Both used Multiple Linear Regression, One-way ANOVA, and Independent sample T-test.

The questionnaire was given to chosen three specialists in order to evaluate what questions were aligned with the objectives of the study and definitions of terms. The acceptable item must be rated up to 0.66 ($IOC \geq 0.66$). The results of the IOC are shown on Table 1.

Table 1.
Results of IOC

Variables	Before IOC	After IOC
Recognition	6	6
Empowerment	7	7
Performance Appraisal	7	6
Compensation	6	6
Promotion	7	7
Leadership	6	6
Training and Career Development	9	9
Organizational Performance	4	2
Total	52	49

After the IOC procedures, the validity and reliability test were carried out for 30 respondents. From the table 2, Cronbach’s Coefficient Alpha of every variable was up to 0.7, meaning that every variable was reliable.

Table 2.
Results of Validity and Reliability (Cronbach’s Coefficient Alpha)

Variables	Number of Items	Cronbach’s Coefficient Alpha	Reliability
Recognition	6	0.918	Reliable
Empowerment	7	0.901	Reliable
Performance Appraisal	6	0.909	Reliable
Compensation	6	0.866	Reliable
Promotion	7	0.894	Reliable
Leadership	6	0.914	Reliable
Training and Career Development	9	0.902	Reliable
Organizational Performance	2	0.706	Reliable

Results and Discussion

Regarding quantitative analysis data results with the use of statistical programs from 260 respondents, the Hypothesis H1 was analyzed by method of multiple linear regression.

Table 3.

R-Square Results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.749 ^a	.561	.549	.381089

a. Predictors: (Constant), m_training and career, m_recog, m_performapp, m_empower, m_leader, m_compensat, m_promotion

Table 3 shows R-square at .561, that explains the impact of the seven independent variables to the dependent variable.

Table 4.

ANOVA^a

Model	Sum of Square	df	Mean square	F	Sig.
1 Regression	46.802	7	6.686	46.038	.000 ^b
Residual	36.598	252	.145		
Total	83.400	259			

a. Dependent Variable: m_orgper

b. Predictors: (Constant), m_trainingandcareer, m_recog, m_performapp, m_empower, m_leader, m_compensat, m_promotion

Table 4 shows that all the independent determinants from the multiple linear regression analysis significantly affected organizational performance and could predict organizational performance as dependent variable due to the Sig. value less than significant level at 0.05.

Table 5.

Multiple Linear Regression Result for the Hypothesis 1

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Beta Rank
	B	Std. Error	Beta			
1 (Constant)	.416	.214		1.947	.053	
Recognition	.355	.055	.348	6.434	.000	Significant (1 st)
Empowerment	.196	.055	.193	3.552	.000	Significant (3 rd)
Performance Appraisal	.155	.055	.164	2.788	.006	Significant (4 th)
Compensation	.005	.058	.005	.092	.926	Not Significant
Promotion	.043	.060	.044	.719	.473	Not Significant

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Beta Rank
	B	Std. Error	Beta			
Leadership	.013	.057	.013	.225	.822	Not Significant
Training and Career Development	.221	.059	.204	3.733	.000	Significant (2 nd)

Table 5 shows that the Coefficients specified that 4 out of 7 independent variables possessed significant impact on organizational performance since each of their significant level (Sig.) was less than the significant level at 0.05 which signified that there was significance between an independent variable and a dependent variable. In other words, the significant levels of recognition, empowerment, performance appraisal, and training and career development were 0.000, 0.000, 0.006, and 0.000 respectively; therefore, they had significant effect on the company performance. Meanwhile, regarding beta value (Beta), recognition possessed the most influence on organizational performance because of its highest beta value at 0.348. The beta value of recognition got then followed by training and career development (0.204), empowerment (0.193), and performance appraisal (0.164).

As for the Hypothesis H2 tested by Independent sample T-test, the table 6 and 7 showed the results of the collected data using the independent sample t-test.

Table 6.

Results of Analysis on Means of Hypothesis H2 (Genders)

Dependent Variable	Gender	N	Mean	Std. Deviation
m_orgper	Male	83	3.99398	.673967
	Female	177	4.14972	.504426

Table 7.

T-Test Results of Analysis on Hypothesis H2

Dependent Variable		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
m_orgper	Equal variances assumed	.051	.821	-2.076	258	.039
	Equal variances no assumed			-1.874	126.665	.063

Gender

Table 7 shows that the 2-tailed level did not exceed the significant level at 0.05. Thus, organizational performance was significantly different among male and female.

Hypothesis H3-H7 were tested by one-way ANOVA and table 6 and 7 showed the results of the complied data using one-way ANOVA.

Table 8.

T-Test Result of One-way ANOVA of Hypothesis H3 (Age groups)

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.169	2	.085	.261	.770
Within Groups	83.231	257	.324		
Total	83.400	259			

Age Groups

Table 8 shows there is no significant difference among age groups toward organizational performance because of its significant level at .770 which was more than the significant level at 0.05.

Table 9.

T-Test Result of One-way ANOVA of Hypothesis H4 (Level of Education)

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.344	2	.172	.532	.588
Within Groups	83.056	257	.323		
Total	83.400	259			

Level of Education

Table 9 shows that there is no significant difference among level of education toward organizational performance due to its significant level at .588.

Table 10.

T-Test Result of One-Way ANOVA of Hypothesis H5 (Work Experience)

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.106	3	.035	.109	.955
Within Groups	83.294	256	.325		
Total	83.400	259			

Work Experience

Table 10 shows that there is no significant difference among work experiences toward organizational performance following its significant level at .955.

Table 11.

T-Test Result of One-Way ANOVA of Hypothesis H6 (Position)

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	5.966	16	.373	1.170	.293
Within Groups	77.434	243	.319		
Total	83.400	259			

Position

The outcomes as shown in Table 11 stemmed from the statistical calculation could be rendered as the presence of no significant difference among position toward organizational performance owing to its significant level at .293.

Table 12.

T-Test Result of One-Way ANOVA of Hypothesis H7 (Employee Rank)

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.132	3	.711	2.239	.084
Within Groups	81.268	256	.317		
Total	83.400	259			

Table 12 shows that there was no significant difference among employee rank toward organizational performance on account of its significant level at .084.

Discussion

Recognition was the strongest variable towards organizational performance. Hence, the consequence was aligned with the study conducted by Nizam and Shah (2015), Peter et al (2016), Yasmeen et al (2013), and Manzoor (2012) regarding the fact that recognition significantly affected organizational performance. Recognition had imperativeness for organizational performance through providing employees with praises for their tasks done, which contributed to arousing them to deal with work with escalated energy as well as devotion to the organization (Manzoor, 2012); besides, recognition stimulated employees to use their best capacity and endeavors for organizational accomplishment through efficacious, swift, and quality service delivery (Peter et al, 2016), and recognition was of importance for organizational success because being recognized made personnel feel that they had indigenous motivation with their tasks and commitment to company success (Nizam and Shah, 2015). By the way, it could be explained that the officers from this company considered recognition – from colleagues and supervisors as their moral support to allow them to pay more attention to work for the sake of enhanced company performance – just only informal words had ability to raise their motivation towards work. When being appreciated by either bosses or associates for their potential in doing jobs, they seemingly had tendency towards the fully-embedded efforts to work on things at their best (Peter et al, 2016), and the recognized people probably hope that their co-workers with lower performance would try increasing their performance after they were aware of them. However, they tend to be uncertain whether their done tasks were given attention from the organization as their work were not adequately imperative for influencing perception from organization. Encouragement of boss-to-subordinate and worker-to-worker recognition as well as recognition from organization could, thus, help motivate employees to work in the long run.

The second most significant factor towards organizational performance was training and career development. This result aligns with the research carried out by Tahsildari and Shahnaei (2015) as well as Mumbi and Makori (2015) who found that employee training significantly affected organizational performance because the employees felt that the training from their governmental company allowed them to get essential skills for their jobs; therefore, training was considered to importantly enhance organizational performance (Ogbe et al, 2013; Dinah et al, 2016) while for career development, Mumbi and Makori (2015) discovered that career development programs could let the organization accomplish a balance between the personnel career requirements and needs of the organization's workforce, and enable productivity of employees to raise (Anam and Bajwa, 2015). Hence, in the study, seemingly, the respondents conceived that training (not every) they got fairly satisfy some of them due to that knowledge from the some training was not quite corresponding to their job performance, not capably leading to organizational goal accomplishment, company strategy, and appreciation from bosses (despite the fact that they support them to apply training expertise for their own work) whereas career programs for the staff moderately aid them to know how to improve their career ladders – which was in line with the result of Mumbi and Makori (2015) explaining that management in companies had inappropriate plans and administered career programs for personnel working in distinctive job types. Moreover, the

problem might rise in the area of job movement; in other words, they tend to conceive that there were slight opportunities for moving to other departments larger and more challenging, particularly about some positions, such as legal officers, technicians, human resource officers, accounting officers and so on, regardless of the fact that they could have chances to do so but had to get degrees in the fields they wanted to move. Therefore, training and career development of officers at MTA state enterprise were required to be reorganized in conformity with their direct performance paving the way for higher performance and for their openness to further improving career paths.

Meanwhile, the third most essential determinant of empowerment towards organizational performance was congruent with the previous research belonging to Sadq (2015), Nzuve et al (2012), Ndegwa (2015), and Ndan (2018) stating that empowerment possessed significant relationship with organizational performance, and was able to be proven by Manzoor (2012) who specified that the provision of autonomy in decision-executing for personnel culminated in their contentment with their jobs and company, and in optimization of work productivity, and expansion of self-efficacy among them in response to completion of work (Mani, 2010). Furthermore, the outcome aligned with the study from Reena et al (2009) who shed light on the fact that empowerment was considered to offer more devotion plus dependability towards firms, along with raised motivational degree (Reena et al, 2009). When staffs were advocated to enhance notions with creativity and innovation, they had increased commitment to their responsible tasks (Ndegwa, 2015). From the discussion as well as descriptive data in the study, it could be inferred that when the MTA officers got empowerment in terms of independence in designing their assigned tasks and gained delegation from supervisors to do something on their behalf, they would feel proud of what they were doing freely with their own decision, thereby being increasingly motivated to strengthen their job performances in response to higher organizational performance (Mani, 2010) although some tasks were required to follow standardized patterns due to rigid regulations from the government policies. They, besides, felt that their work or tasks were worthwhile for the corporation. Should they not be empowered, their motivation would tend to decrease since they were unable to fully use their accumulative expertise beneficial to the organization in exchange for increased organizational performance. Hence, personnel empowered could make corporations have not only more flexibility but also responsiveness, which led to optimizing both individual and organizational performance (Dainty et al., 2002). Empowerment was an essential thing required to be further developed in order to keep MTA officers motivated to work at the company as long as possible.

For the outcomes about the fourth most important factor related to performance appraisal towards organizational performance, Mumbi and Makori (2015), Brefo-Manuh et al (2017), Mwema (2014) and Tahsildari and Shahnai (2015) also had the same result. It could be interpreted that performance appraisal could provide employees with feedbacks letting them conceive of what was the weak point of them in exchange for optimization of that which was conducive to better performance; furthermore, performance appraisal could help employees with raised work performance (Saeed et al, 2013). Performance appraisal, as a motivation tool which improved performance of employees, was capable of getting applied for

optimizing effectiveness of organization because typically being oriented to assisting employees in conceiving of their shortfalls and to develop weak points in response to driving them face their own performance targets in the corporations (Mwema, 2014; Brefo-Manuh et al, 2017). Anyhow, the case of the study results, together with descriptive analysis could be conducive to implication that officers obtained feedbacks as advices based on their performance appraisal from their supervisors or bosses. They would, hence, seemingly realize about what was the weak point they must improve to create their standardized performance plus how advantageous the provided feedbacks were to develop themselves in conformity with operational goals due to that they saw performance appraisal as their motivational mode for them – allowing them to pay attention to work – which could be affirmed by the study belonging to Mwema (2014) describing the relevant evaluation as motivational tool. Nevertheless, with the drawback of performance evaluation in the organization which could not differ good-performance employees from bad-performance ones, the performance appraisal was essential thing to be improved in order to prevent them from being demotivated to work at the company since should the performance appraisal not meet standards, employees would embrace inclination of losing motivation to work.

According to the demographic factors, it could be concluded that there was significant difference among gender towards organizational performance. This possessed capacity to being confirmed by the previous study conducted by Ngao and Mwangi (2013), and Kotur and Anbazhagan (2014) describing that gender had different significance among organizational performance.

Recommendations

Based on the outcomes about significant motivational determinants affecting the performance, recommendation of each of them would be explained in the form of proposed plans for HR Department to enhance employee motivation for higher organizational performance as shown in the table 13:

Table 13.

Proposed HR Plan to Enhance Employee Motivation in the MTA state enterprise

Significant Independent Variables	Detailed Plans	Responsibility	Duration
<u>Recognition</u>	1. Designing policy or scheme pertaining to provision of recognition for officers at operational level with highest performance in each department in the form of provision certificates and rewards as well as appreciative		3 Months

	speeches from their own directors of departments, and to monthly informal meeting for operational-level staff	HR Department	
	2. Devising 3 recognition-related workshops for staff at managerial level (Rank of 8-10 or chiefs of sections), and at operational level		6 Months
	3. Invitation of staff at managerial level and operational level to participate in the 3 workshops		3 workshops per 3 weeks for staff at each level
	4. Informal meeting done by each department to say thank you to their subordinates for their work done	HR Department	Every Month
	5. Following the policy success, in the finalization of performance appraisal, the staff at operational level in each division or section of each department who had the highest scores of job performance would be given certificates or rewards, appreciative speeches		After performance appraisal interval
	6. Measuring effect of recognition on organizational performance based on results of performance appraisal of operational-level staff		-
<u>Training and Career Development</u>	1. Dealing with management of the organization to set up committee on career development in purpose of discussion about broaden qualifications for operational-level staff in every position in terms of chances of moving to other departments	HR Department & Management of the organization	6 Months
	2. Official announcement of regulations on career improvement chances in the form of official notice		-
	3. Holding Career Programs about how far operational-level could grow in the company and where they could move		-
	4. Allowance of operational-level employees to freely choose workshops or training congruent with their departments where they were working at or they wanted to move		-
	5. Measuring effect of training and career development on organizational performance based on results of performance appraisal of operational-level staff		-

<u>Empowerment</u>	1. Designing 5 empowerment-related workshops and 1 activity for staff at managerial level	HR Department	3 Months
	2. Invitation of staff at managerial level to participate in the workshops and the activity, with pre assessment about empowerment-related before their beginning		-
	3. Invitation of staff at operational level to attend 1-2 empowerment-related workshops for perceiving empowering behaviors of managerial-level ones		-
	4. Monitors to the participants for 6 months before the post assessment		-
	5. Measuring effect of training and career development on organizational performance based on results of performance appraisal of operational-level staff		-
<u>Performance Appraisal</u>	1. Designing workshops on discussion about how to make performance appraisal valuable for staff at operational level among staff at managerial level (chiefs of sections) whose main responsibility was to assess performance of operational-level officers	HR Department	6 Months
	2. Invitation of the managerial-level officers to join the workshops of which knowledge should be applied for treatment of operational-level employees		-
	3. Allowing the personnel at operational level to get to provide feedbacks after each time of performance appraisal in terms of how valuable performance appraisal is		After performance appraisal duration

According to the table, the proposed plan could be in the form of model as shown in the figure 2.

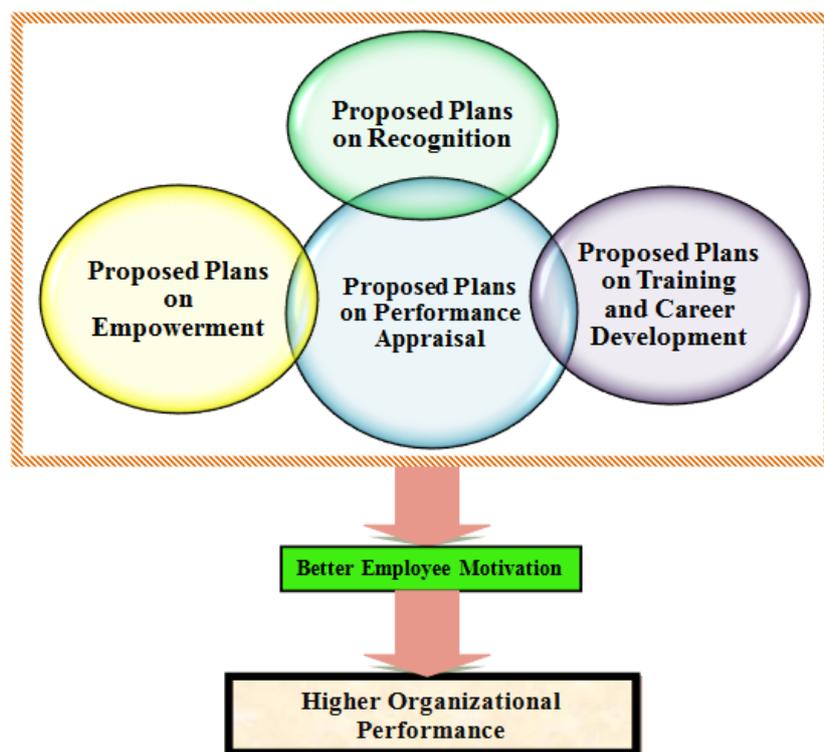


Figure 2. Model of Recommendation Based on Significant Variables for Enhancing Motivation of Employees at Operational Level for Higher Organizational Performance

Furthermore, the multiple Linear Regression was used to analyze the level (R Square value) of predictors of intrinsic motivation (recognition, empowerment, and performance appraisal) and of extrinsic motivation (compensation, promotion, leadership, and training and career development) to get compared to each other. From the results of analysis on the two kinds of motivation, intrinsic motivation had more R Square value at .527 than that of extrinsic motivation at .411 as seen in the table 14 and 15. It was implied that organizational performance could be explained at 52.7 percent by all independent variables for intrinsic motivation whereas the performance was able to get explained at 41.1 percent by every independent determinant for extrinsic motivation.

Table 14.

Model Summary of Intrinsic Motivation Variables

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.726 ^a	.527	.521	.392593

a. Predictors: (Constant), m_performapp, m_empower, m_recog

Table 15.

Model Summary of Extrinsic Motivation Variables

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.641 ^a	.411	.402	.438961

a. Predictors: (Constant), m_trainingandcareer, m_leader, m_compensat, m_promotion

Thus, the management of the company, and the HR department should prioritize intrinsic motivation so that every staff at operational level would have higher motivation for escalated organizational performance in the long term.

Moreover, the company should focus on gender part because of the significant difference among genders towards organizational performance. Furthermore, for the result of means on participants' gender proportion in the table 6 showing that male respondents were less than female ones in the study, it could be explained that the HR department should deliberately look at male officers because seemingly, female officers possessed higher performance than that of male ones. The women tended to create more effect on organizational performance than men did due to the larger number of female employees in the firm. The HR department should, accordingly, play a significant role in motivating male officers to obtain increased motivation for their work through relative motivational plans or strategies in response to escalated organizational performance.

Meanwhile, for compensation, although it did not have significant effect on organizational performance, some operational-level employees revealed that fringe benefits could replace them with salaries less than those in private organizations plus its stability due to state enterprise under supervision of the government. Anyway, the HR should negotiate with the management to adapt policies on monetary infrastructure obviously in compliance with job responsibilities belonged to each position, especially positions with requirement for the use of specific knowledge with profession certificate – e.g. legal officers, engineer and so on. They should, therefore, be concentrated by the HR because officers in every position earned identical amount of money. In the meantime, the HR was supposed to offers rewards to officers in every position whose performance became better so that they could possess more motivation.

For promotion, the HR department should discuss with the management about policies on promotion in order to reconsider the schemes in purpose of making them fair and clear, and of letting them have promotional regulations conforming to operational-level employees' performance and experience. With this method, the employees tend to conceive that the promotion would be their submit purpose for their jobs, and gain opportunities to be promoted to becoming chiefs of sections of which abilities were congruent with their jobs at operational level.

The HR department was supposed to investigate age groups of employees. That is, the HR should categorize age batches in accordance with generations – e.g. Generation X (those who were born in between 1965 and 1979), generation Y (people born in between 1980 and 1997), generation Z (citizens given birth since 1997), etc. – in an effort to create proper motivational plans or strategies on enhancing their motivation towards higher performance of the state enterprise in conformity with each generation on account of the fact that people in different generations possessed distinctive mindsets, perspectives, conducts, beliefs and so on. Also, more importantly, people from the Gen Y – the age of between 21 and 30 in the study – should be intensively emphasized by the HR department as regarding Bangkok Post report about people in gen Y in 2012, they loved freedom and did not want to get restricted within frameworks provided by companies, and to be ordered or forced to do something (Vanichkorn, 2012), so they tended to work within corporations in the short term and then resign to find out something new and more challenging. The HR were required to particularly find out motivational plans for them in order to prevent the organization from encountering the risks of high turnover amongst them.

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