ABSTRACT

Motivation is one of the most complex functions a manager faces due to the dynamic nature of human needs. This study examined the differences in the ranked preferences of motivational factors among the employees working in Thai Epoxy and Allied Products Company Ltd. sub-grouped as managers and operational level workers.

A census survey was conducted and a self-administered questionnaire was used as the research instrument. The respondents were 160 employees of the Thai Epoxy and Allied Products Company Ltd. who provided the data regarding the ranked preference of the motivation factors. Descriptive statistics were used to analyze the demographic factors and for finding the mean ranks of the motivational factors for the sub-group of employees, managers and operational workers which were the independent variables under the research conducted. Ten hypotheses statements were proved and statistical technique used for this purpose was Mann-Whitney test.

The analysis of the hypothesis test showed that there was no difference in the preference for each of the motivation factors among employees of Thai Epoxy and Allied Products Company Ltd. classified as managers and operational level workers, except the sympathetic help with personal problems factor. Descriptive statistics revealed job security and good wages as the most important motivation factors for the employees of the company while sympathetic help with personal problems is the least motivating factor. The most important motivation factor for the managerial group was job security followed by good wages, appreciation for work done, interesting work, good working conditions, promotion and growth in the organization, feeling of being in on things, tactful discipline, personal loyalty to employees and sympathetic help with personal
problems while the most important motivation factor for operational level employees was job security followed by good wages, interesting work, appreciation for work done, good working conditions, promotion and growth in the organization, feeling of being in on things, personal loyalty to employees, tactful discipline and sympathetic help with personal problems.

The ranking of the motivation factors by the two groups of employees was identical for job security, good wages, good working conditions, promotion and growth in the organization, feeling of being in on things and sympathetic help with personal problems factors. Managers placed more importance on appreciation for work done and tactful discipline compare to the operational level workers while the operational level workers placed more value on interesting work and personal loyalty to employees.