



The Relationship between Motivational Factors and Work  
Performance of employees in the Sales Department of  
Ayudhya Allianz C.P. in Bangkok

By

Mr. Krid Yoovithaya

A Survey Research Report for  
MS 7000 Research Project

Submitted in Partial Fulfillment of the Requirement for the Degree  
of  
Master of Science in Management

August 2008

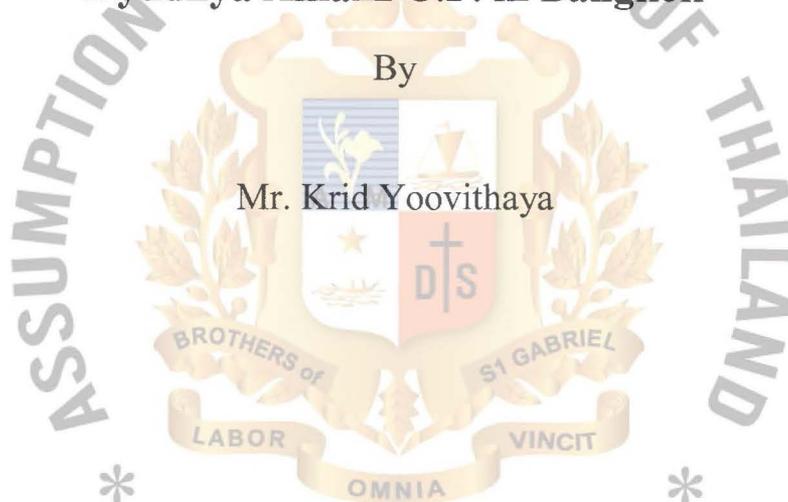


**Assumption University**  
**COLLEGE OF INTERNET DISTANCE EDUCATION**  
**School of Business Administration**

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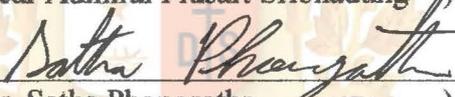
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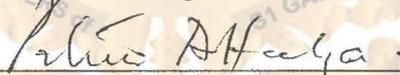
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## ABSTRACT

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The goal of this research is to examine motivational factors related to the work performance of employees of the sales department of Ayudhya Allianz C.P. Because the company operates as a Multi-level Marketing business, motivation plays a big role in the company's performance outcomes. The major research question posed in the study is : "What are the motivational factors that are related to work performance of employees in the Sales Department of Ayudhya Allianz C.P. in Bangkok area?"

This research is limited to the MLM business (Sales Department) only at Ayudhya Allianz C.P., it cannot be generalized to other companies using MLM. The employees in the company may not give the researcher enough information due to time constraints; moreover, some confidential information may not be provided. The researcher only gathers information as per the study's objectives and all of the data is collected from employees in Bangkok, hence, the findings may not be generalized to employees in other regions of Thailand. This research is conducted under certain period (July, 2008), therefore the results may vary in other periods reflecting changes in employee behavior.

The study can concluded that all seven motivational factors are positive correlated to work performance of Ayudhya Allianz C.P. employees in the sales department in Bangkok area. The highest correlated attribute in this case is responsibility. The next factor is power. The third factor is recognition, with the fourth factor being achievement. The fifth factor is growth, the sixth factor is work itself, and the last factor is advancement which is correlated with the work performance of Ayudhya Allianz C.P. employees in the sales department in Bangkok.

It would be beneficial to use this research paper as reference on a larger scale of study. It would be beneficial if research was conducted in other provinces of Thailand to check whether the results are still similar to Bangkok area.

**Keywords:** Motivation, Work Performance, Ayudhya Allianz C.P

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## CHAPTER 1

INTRODUCTION

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**1.1 Background of the Study**

Since the early 1900's, organizations and behavioral scientists have studied how to improve the productivity of employees. During the Industrial Era of the early 1900's, Frederick Taylor became famous for his work on improving employee performance through time and motion studies. This proved to increase worker efficiency, but it had the disadvantages of lower motivation and morale. Employees felt like machines which were required to leave their thinking and ideas outside the workplace.

Later on it was discovered, somewhat by accident (Hawthorne studies) that increased management attention to employees appeared to increase employee performance. This launched a revived era of employee motivation through what was called human relations. Better communication and open dialogue from managers accompanied by increased attention to the personal interests and needs of employees were thought to improve motivation and performance. These human based approaches did improve how employees felt about the workplace, but in the long run did little to sustain improved performance.

Employee motivation in the workplace is a combination of workplace culture, organizational strategy and management style. The right balance is essential. Employees have common basic needs that must be addressed by the plant or corporate culture. These include: physical, safety, social, esteem and self-actualization. Bored employees have a substantially negative impact on the level of motivation of other employees.

A de-motivated workforce will ultimately result in high absenteeism and employee turnover rates usually accompanied by poor customer service. Motivation is not for hire. Rather, it needs to be created, encouraged and supported by the organization.

The real challenge is to sustain this employee motivation in the long-term. In the workplace, workforce motivation means getting employees to exert a high degree of effort. The key is to get them to do a good job consistently. In this light, motivation is something that must come from within an employee. However, management can help create an environment that encourages employee motivation. Motivation can best be understood by using the following sequence of events: needs, drives or motives, and goal obtainment. In this sequence, needs produce motives, which leads to goal obtainment.

Needs are caused by deficiencies, which can be either physical or emotional. For instance, a physical need exists when a person is hungry. By comparison, an emotional need exists when a person has no friends or meaningful relationships with other people. Motives produce action. Hunger pains (the need) activates the desire to find food (the motive), which leads to eating (the accomplishment). Achieving the goal satisfies the need and reduces the motive. When the goal is reached, balance is restored.

Many companies have put the motivation factor in to the focus for many years especially in MLM [Multi-level marketing] business. In the business world without motivation there will be no drive toward achievement, similar to a car without gasoline.

## **1.2 Overview of the Company**

Ayudhya Allianz C.P. Life Pcl has a proud history, with more than 55 years experience in the provision of life and health insurance in Thailand and a customer base of 1,000,000 policyholders. Ayudhya Allianz C.P. Life Pcl. is built on the strengths of three powerful and reputable business groups - the Bank of Ayudhya Group, Allianz and Charoen Pokphand (C.P.).

- **The Bank of Ayudhya Group**

The Bank of Ayudhya is a core shareholder, or affiliated with, leading companies in several industries :

- Financial Services, including Ayudhya Insurance, Ayudhya Investment and Trust, Ayudhya JF Asset Management, Ayudhya Securities Company Limited, Ayudhya Development Leasing and Krungsri Ayudhya Card.
- Broadcasting and Television, including Thailand's top rating station and entertainment production house, Channel 7.
- Industrial Corporations, including Thailand's only dividend generating cement company during 2001, the Siam City Cement Pcl.

- **The Allianz Group**

The Allianz Group is one of the world's leading insurers and asset managers. Established in 1890 in Germany, the Group operates in more than 70 countries worldwide, with a presence in 17 countries throughout the Asia Pacific region. Its core businesses are life and health insurance, general insurance and asset management.

- **The C.P. Group's**

The C.P. Group's mission is to raise the standard of living of Thai people. Established over 80 years ago, the group has built its reputation not only in the agro industry, but also in retail and communications. Supported by a countrywide network, it is one of Thailand's largest and most respected conglomerates.

Combining unquestionable financial security, international insurance expertise and extensive local market knowledge, Ayudhya Allianz C.P. Life is backed by a solid track record that speaks of stability, strength and trust. In particular, Ayudhya CMG recorded the highest premium income growth in the country over the past 6 years, while Allianz C.P. established itself in the market as a leading provider of innovative products.

Ayudhya Allianz C.P. Life is currently ranked third in terms of total market share in the Thai life insurance industry. It offers a comprehensive range of innovative products, tailored to serve the needs of both individual and corporate customers. Whether it is economic provision, retirement and education planning or health protection, Ayudhya Allianz C.P. Life strives to be the Thai people's Insurer of Choice.

The Thai insurance market is becoming increasingly complex as the needs of Thai people are changing with the times. More and more, we are aware of the need to be protected and provided for by insurance. Ayudhya Allianz C.P. Life is committed to serving these needs and helping all customers obtain the protection they deserve.

### **1.3 Multi-level Marketing**

Multi-level marketing (MLM), also known as Network Marketing is a business distribution model that allows a parent multi-level marketing company to market their products directly to consumers by means of relationship referral and direct selling (Kotler, 2000).

Independent unsalaried salespeople of multi-level marketing referred to as distributors (associates, independent business owners, franchise owners, sales consultants, consultants, independent agents, etc.), represent the parent company and are rewarded a commission relative to the volume of products sold through each of their independent businesses (organizations). Independent distributors develop their organization by either building an active customer base, who buy direct from the parent company and / or by recruiting a downline of independent distributors who also build a customer base, expanding the overall organization. Additionally, distributors can also earn a profit by retailing products which they purchased from the parent company at wholesale prices.

Distributors earn a commission based on the sales efforts of their organization, which includes their independent sales effort as well as the leveraged sales effort of their downline. This arrangement is similar to franchise arrangements where royalties are paid from the sales of individual franchise operations to the franchisor as well as to an area or region manager. Commissions are paid to multi-level marketing

distributors according to the company's compensation plan. There can be multiple levels of people receiving royalties from one person's sales. ([http://en.wikipedia.org/wiki/Multi-level\\_marketing](http://en.wikipedia.org/wiki/Multi-level_marketing), 2008).

#### **1.4 Research Problem**

The goal of this research is to examine motivational factors related to the work performance of employees of the sales department of Ayudhya Allianz C.P. Because the company operates as a MLM business, motivation plays a big role in the company's performance outcomes. The major research question posed in the study is : "What are the motivational factors that are related to work performance of employees in the Sales Department of Ayudhya Allianz C.P. in Bangkok area"?

#### **1.5 Research Objectives**

The main purpose of this research is to investigate the relationship between the motivational factors and work performance of employees of Ayudhya Allianz C.P. Therefore, the researcher set the objectives of this study as follows:

- To study the relationship between achievement and work performance of employees in the Sales Department of Ayudhya Allianz C.P.
- To study the relationship between recognition and work performance of employees in the Sales Department of Ayudhya Allianz C.P.
- To study the relationship between work itself and work performance of employees in the Sales Department of Ayudhya Allianz C.P.
- To study the relationship between responsibility and work performance of employees in the Sales Department of Ayudhya Allianz C.P.
- To study the relationship between advancement and work performance of employees in the Sales Department of Ayudhya Allianz C.P.
- To study the relationship between growth and work performance of employees in the Sales Department of Ayudhya Allianz C.P.
- To study the relationship between power and work performance of employees in the Sales Department of Ayudhya Allianz C.P.

## 1.6 Scope

According to research objectives, this study intends to examine the motivational factors and their relationship with work performance of employees of the Sales Department of Ayudhya Allianz C.P. Hence, important motivators are identified through literature review and from previous studies. The independent variables are achievement, recognition, work itself, responsibility, advancement, growth and power. The dependent variable is employees' work performance. This study focuses only on employees in one department of one company.

## 1.7 Limitations

This research is limited to the MLM business (Sales Department) only at Ayudhya Allianz C.P., it cannot be generalized to other companies using MLM. The employees in the company may not give the researcher enough information due to time constraints; moreover, some confidential information may not be provided. The researcher only gathers information as per the study's objectives and all of the data is collected from employees in Bangkok, hence, the findings may not be generalized to employees in other regions of Thailand. This research is conducted under certain period (July, 2008), therefore the results may vary in other periods reflecting changes in employee behavior.

## 1.8 Definition of Terms

**Achievement:** The act of accomplishing or finishing. Something accomplished successfully, especially by means of exertion, skill, practice, or perseverance (Terpsta, 1979).

**Recognition:** the state or quality of being recognized or acknowledged. To be given credit for one's work (Martin, 2005).

**Work Itself:** The design of a job which includes aspects related to its quality and quantity (Martin, A. (2005).

**Responsibility:** Duty; the social force that binds a person to the courses of action demanded by that force (Smith,1994).

**Advancement:** promotion: encouragement of the progress or growth or acceptance of something (Smith,1994).

**Growth:** Development from a lower or simpler to a higher or more complex form; evolution (Martin, 2005).

**Multi-level marketing (MLM),** also known as Network Marketing is a business distribution model that allows a parent multi-level marketing company to market their products directly to consumers by means of relationship referral and direct selling (Kotler, 2000)

**Power:** The ability or capacity to perform or act effectively. A specific capacity, faculty, or aptitude (Smith, 1994).

**Work Performance:** The ability or capacity to perform or act effectively. A specific capacity, faculty, or aptitude (Terpsta, 1979).

## CHAPTER 2

# LITERATURE REVIEW

---

In this literature review, the first section reviews the nature of motivation and the theories related to motivation, The second section covers the dependent variable, work performance. Finally, previous studies related to the topic are presented. All theories and concepts are necessary to develop the conceptual framework for this research.

### 2.1 The Definition of Motivation

Many contemporary authors have defined the concept of motivation. Motivation has been defined as: the psychological process that gives behavior purpose and direction (Kreitner, 1995); a predisposition to behave in a purposive manner to achieve specific, unmet needs (Buford, Bedeian, & Lindner, 1995); an internal drive to satisfy an unsatisfied need (Higgins, 1994); and the will to achieve (Bedeian, 1993). For this paper, motivation is operationally defined as the inner force that drives individuals to accomplish personal and organizational goals.

### 2.2 The Importance of Motivation

The job of a manager in the workplace is to get things done through employees. To do this, the manager should be able to motivate employees. Motivation practice and theory are different subjects, touching on several disciplines.

In spite of enormous research, basic as well as applied, the subject of motivation is not clearly understood and more often than not poorly practiced. To understand motivation, one needs to understand human nature and humans can be simple yet very complex. An understanding and appreciation of this is a prerequisite to effective employee motivation in the workplace and therefore effective management and work performance.

Quite apart from the benefit and moral value of treating colleagues as human beings and respecting people, research shows that well motivated employees are more productive and creative.

At one time, employees were considered just another input into the production of goods and services. What perhaps changed this way of thinking about employees was research, referred to as the Hawthorne Studies, conducted by Elton Mayo from 1924 to 1932 (Dickson, 1973). This study found employees are not motivated solely by money and employee behavior is linked to their attitudes (Dickson, 1973). The Hawthorne Studies began the human relations approach to management, whereby the needs and motivation of employees become the primary focus of managers (Bedeian, 1993).

We need motivated workers for organizational survival (Smith, 1994). Motivated employees are needed in our rapidly changing workplaces.. Motivated employees are more productive. To be effective, managers need to understand what motivates employees within the context of the roles they perform. Of all the functions a manager performs, motivating employees is arguably the most complex. This is due, in part, to the fact that what motivates employees changes constantly (Bowen & Radhakrishna, 1991). For example, research suggests that as employees' income increases, money becomes less of a motivator (Kovach, 1987). Also, as employees get older, interesting work becomes more of a motivator.

### 2.3 Motivational Theories

Understanding what motivated employees and how they were motivated was the focus of many researchers following the publication of the Hawthorne Study results (Terpstra, 1979). Seven major approaches that have led to our understanding of motivation are Maslow's need-hierarchy theory, Herzberg's two-factor theory, Vroom's expectancy theory, Porter and Lawler's expectancy model and Cognitive Evaluation Theory.

## 2.4 Hierarchy of Needs - Abraham Maslow

According to Maslow, employees have five levels of needs (Maslow, 1943): physiological, safety, social, ego, and self-actualizing. Maslow argued that lower level needs had to be satisfied before the next higher level need would motivate employees. Maslow's theory argues that individuals are motivated to satisfy a number of different kinds of needs, some of which are more powerful than others. The term prepotency refers to the idea that some needs are felt as being more pressing than others. Maslow argues that until these most pressing needs are satisfied, other needs have little effect on an individual's behavior. In other words, satisfy the most prepotent needs first and then progress to the less pressing ones. As one need becomes satisfied, and therefore less important to us, other needs loom up and become motivators of behavior.

Maslow represents this prepotency of needs as a hierarchy. The most prepotent needs are shown at the bottom of the ladder, with prepotency decreasing as one progresses upwards.

- SELF-ACTUALISATION - reaching your maximum potential, doing your own best thing
- ESTEEM - respect from others, self-respect, recognition
- BELONGING - affiliation, acceptance, being part of something
- SAFETY - physical safety, psychological security
- PHYSIOLOGICAL - hunger, thirst, sex, rest

The first needs that anyone must satisfy are physiological. As Maslow says:

"Undoubtedly these physiological needs are the most prepotent of all needs. What this means specifically is that in the human being who is missing everything in life in an extreme fashion, it is most likely that the major motivation would be the physiological needs rather than any others. A person who is lacking food, safety, love and esteem would probably hunger for food more strongly than anything else".

Once the first level needs are largely satisfied, Maslow maintains, the next level of needs emerges. Individuals become concerned with the need for safety and

security - protection from physical harm, disaster, illness and security of income, life-style and relationships.

Similarly, once these safety needs have become largely satisfied, individuals become concerned with belonging - a sense of membership in some group or groups, a need for affiliation and a feeling of acceptance by others.

When there is a feeling that the individual belongs somewhere, he or she is next motivated by a desire to be held in esteem. People need to be thought of as worthwhile by others, to be recognized as people with some value. They also have a strong need to see themselves as worthwhile people. Without this type of self-concept, one sees oneself as drifting, cut off, pointless. Much of this dissatisfaction with certain types of job centers around the fact that they are perceived, by the people performing them, as demeaning and therefore damaging to their self-concept.

Finally, Maslow says, when all these needs have been satisfied at least to some extent, people are motivated by a desire to self-actualize, to achieve whatever they define as their maximum potential, to do their thing to the best of their ability.

There are points must be made concerning Maslow's model of motivation. First, it should be made clear that he does not mean that individuals experience only one type of need at a time. In fact, probably experience all levels of needs all the time, only to varying degrees. In many parts of the world, hunger is a genuine reality but we have all experienced the phenomenon of not being able to concentrate upon a job because of a hungry stomach. Productivity drops prior to lunch as people transfer their thoughts from their jobs to the upcoming meal. After lunch, food it not uppermost in people's minds but perhaps rest is, as a sense of drowsiness sets in.

Similarly, in almost all organizational settings, individuals juggle their needs for security ("Can I keep this job?") with needs for esteem ("If I do what is demanded by the job, how will my peers see me, and how will I see myself?") Given a situation where management is demanding a certain level of performance, but where group norms are to produce below these levels, all these issues are experienced.

If the individual does not produce to the level demanded by management, he or she may lose the job (security). But if he or she conforms to management's norms rather than those of the group, it may ostracize him or her (belonging) while the individual may see him or herself as a turncoat (esteem) and may have a feeling of having let the side down (self-esteem.) it do not progress simply from one level in the hierarchy to another in a straightforward, orderly manner; there is a constant, but ever-changing pull from all levels and types of needs.

A second point that must be made about Maslow's hierarchy is that the order in which he has set up the needs does not necessarily reflect their prepotence for every individual. Some people may have such a high need for esteem that they are able to subordinate their needs for safety, or their physiological or belonging needs to these. The war hero springs to mind. There is little concern for safety or physical comfort as the seeker of glory rushes forward into the muzzle of destruction.

A third, and very important point to be made about Maslow's hierarchical model is the assertion that once a need is satisfied it is no longer a motivator - until it re-emerges. Food is a poor motivator after a meal. The point in this is clear for management. Unfortunately, many organizations and individuals still fail to get the message. Most incentive schemes are based upon needs that have already been largely satisfied. If management placed emphasis on needs that have not been satisfied, employees would be more likely to be motivated towards achieving the goals of the organization. Human behavior is primarily directed towards unsatisfied needs.

Finally, an important aspect of Maslow's model is that it provides for constant growth of the individual. There is no point at which everything has been achieved. Having satisfied the lower needs, one is always striving to do things to the best of one's ability, and best is always defined as being slightly better than before.

There has been a great deal of debate over Maslow's hierarchical concept of motivation. It has a basic attraction to most people because it seems to be logical, to make sense. (<http://www.goal-setting-guide.com/motivation-theory.html>, 2008)

## 2.5 Frederick Herzberg's Motivation and Hygiene Factors

Frederick Herzberg and his associates began their research into motivation during the 1950's, examining the models and assumptions of Maslow and others (Herzberg, Mausner, & Snyderman, 1959). The result of this work was the formulation of what Herzberg termed the Motivation-Hygiene Theory (M-H). The basic hypotheses of this theory are that:

There are two types of motivators, one type which results in satisfaction with the job, and the other which merely prevents dissatisfaction. The two types are quite separate and distinct from one another. Herzberg called the factors which result in job satisfaction motivators and those that simply prevented dissatisfaction hygiene.

The factors that lead to job satisfaction (the motivators) are:

- achievement
- recognition
- work itself
- responsibility
- advancement

The factors which may prevent dissatisfaction (the hygiene) are:

- company policy and administration
- working conditions
- supervision
- interpersonal relations
- money
- status
- security

Hygienes, if applied effectively, can at best prevent dissatisfaction: if applied poorly, they can result in negative feelings about the job.

Motivators are those things that allow for psychological growth and development on the job. They are closely related to the concept of self-actualization,

involving a challenge, an opportunity to extend oneself to the fullest, to taste the pleasure of accomplishment, and to be recognized as having done something worthwhile.

Hygienes are simply factors that describe the conditions of work rather than the work itself. Herzberg's point is that if you want to motivate people, you have to be concerned with the job itself and not simply with the surroundings.

Herzberg goes further than Maslow, cutting the hierarchy off near the top and maintaining that motivation results only from some elements of esteem needs and self-actualization. (<http://www.goal-setting-guide.com/motivation-theory.html>, 2008)

## 2.6 Money in Herzberg's View

This term commonly arises when considering Herzberg's research and theories, so it's appropriate to include it here.

Herzberg addressed money particularly (referring specifically to 'salary' in his study and analysis). Herzberg acknowledged the complexity of the salary issue (money, earnings, etc), and concluded that money is not a motivator in the way that the primary motivators are, such as achievement and recognition.

Many people argue nevertheless that money is a primary motivator. For most people money is not a motivator - despite what they might think and say. For all people there are bigger more sustaining motivators than money.

Surveys and research studies repeatedly show that other factors motivate more than money. Examples appear in the newspapers and in other information resources every week.

For instance, a survey by Development Dimensions International published in the UK Times newspaper in 2004 interviewed 1,000 staff from companies employing more than 500 workers, and found many to be bored, lacking commitment and looking for a new job. Pay actually came fifth in the reasons people gave for leaving their jobs.

The main reasons were lack of stimulus jobs and no opportunity for advancement - classic Herzberg motivators - 43% left for better promotion chances, 28% for more challenging work; 23% for a more exciting place to work; and 21% and more varied work.

## 2.7 Expectancy Theory of motivation - Victor Vroom

The expectancy theory of motivation is suggested by Vroom (1964). Unlike Maslow and Herzberg, Vroom does not concentrate on needs, but rather focuses on outcomes. Figure 2.1 below shows the Vroom Model:



**Figure 2.1 Vroom's Expectancy Model**

Source: Vroom, V. H. (1964). Work and motivation. New York: Wiley

Whereas Maslow and Herzberg look at the relationship between internal needs and the resulting effort expended to fulfill them, Vroom separates effort (which arises from motivation), performance, and outcomes.

Vroom, hypothesizes that in order for a person to be motivated that effort, performance and motivation must be linked. He proposes three variables to account for this, which he calls Valence, Expectancy and Instrumentality.

Expectancy is the belief that increased effort will lead to increased performance i.e. if I work harder then this will be better. This is affected by such things as:

- Having the right resources available (e.g. raw materials, time)
- Having the right skills to do the job

- Having the necessary support to get the job done (e.g. supervisor support, or correct information on the job)

Instrumentality is the belief that if you perform well that a valued outcome will be received i.e. if I do a good job, there is something in it for me. This is affected by such things as:

- Clear understanding of the relationship between performance and outcomes – e.g. the rules of the reward ‘game’
- Trust in the people who will take the decisions on who gets what outcome
- Transparency of the process that decides who gets what outcome

Valence is the importance that the individual places upon the expected outcome. For example, if I am mainly motivated by money, I might not value offers of additional time off.

Having examined these links, the idea is that the individual then changes their level of effort according to the value they place on the outcomes they receive from the process and on their perception of the strength of the links between effort and outcome.

So, if perceive that any one of these is true:

1. My increased effort will not increase my performance
2. My increased performance will not increase my rewards
3. I don't value the rewards on offer

...then Vroom's expectancy theory suggests that this individual will not be motivated. This means that even if an organization achieves two out of three, that employees would still not be motivated, all three are required for positive motivation.

## 2.8 Porter and Lawler's Expectancy Model

Building on Vroom's (1964) expectancy–valence theory of motivation, Porter and Lawler (1968) proposed a model of intrinsic and extrinsic work motivation. Intrinsic motivation involves people doing an activity because they find it interesting and derive spontaneous satisfaction from the activity itself. Extrinsic motivation, in contrast, requires an instrumentality between the activity and some separable consequences such as tangible or verbal rewards, so satisfaction comes not from the activity itself but rather from the extrinsic consequences to which the activity leads.

Porter and Lawler (1968) advocated structuring the work environment so that effective performance would lead to both intrinsic and extrinsic rewards, which would in turn produce total job satisfaction. This was to be accomplished by enlarging jobs to make them more interesting, and thus more intrinsically rewarding, and by making extrinsic rewards such as higher pay and promotions clearly contingent upon effective performance. Implicit in this model is the assumption that intrinsic and extrinsic rewards are additive, yielding total job satisfaction.

However, one strand of research concerning intrinsic and extrinsic motivation was potentially problematic and controversial. Specifically, early studies found that tangible extrinsic rewards undermined intrinsic motivation whereas verbal rewards enhanced it (Deci, 1971), thus implying that intrinsic and extrinsic motivation can be both positively and negatively interactive rather than additive. Based on several early experiments, cognitive evaluation theory (CET; Deci, 1975; Deci & Ryan, 1980) was proposed to explain the effects of extrinsic motivators on intrinsic motivation.

## 2.9 Cognitive Evaluation Theory

Cognitive evaluation theory suggested that feelings of competence as well as feelings of autonomy are important for intrinsic motivation. Studies showed that optimally challenging activities were highly intrinsically motivating (e.g., Danner & Lonky, 1981) and that positive feedback (Deci, 1971) facilitated intrinsic motivation by promoting a sense of competence when people felt responsible for their successful performance (Fisher, 1978; Ryan, 1982). Further, negative feedback which decreased

perceived competence was found to undermine both intrinsic and extrinsic motivation, leaving people demotivated (Deci, 1975).

Underlying these CET propositions was the assumption that people need to feel autonomous and competent, so social-contextual factors that promote feelings of autonomy and competence enhance intrinsic motivation, whereas factors that diminish these feelings undermine intrinsic motivation, leaving people either controlled by contingencies or demotivated.

Activities that are not interesting (i.e., that are not intrinsically motivating) require extrinsic motivation, so their initial enactment depends upon the perception of a contingency between the behavior and a desired consequence such as tangible rewards. When externally regulated, people act with the intention of obtaining a desired consequence or avoiding an undesired one, so they are energized into action only when the action is instrumental to those ends (e.g., I work when the boss is watching). External regulation is the type of extrinsic motivation that was considered when extrinsic motivation was contrasted with intrinsic motivation. Other types of extrinsic motivation result when a behavioral regulation and the value associated with it have been internalized. Internalization is defined as people taking in values, attitudes, or regulatory structures, such that the external regulation of a behavior is transformed into an internal regulation and thus no longer requires the presence of an external contingency (thus, I work even when the boss is not watching).

### **2.10 David McClelland's Needs-based Motivational Model**

American David Clarence McClelland is chiefly known for his work on achievement motivation, but his research interests extended to personality and consciousness. David McClelland pioneered workplace motivational thinking, developing achievement-based motivational theory and models, and promoted improvements in employee assessment methods, advocating competency-based assessments and tests, arguing them to be better than traditional IQ and personality-based tests. His ideas have since been widely adopted in many organizations.

David McClelland is most noted for describing three types of motivational need, which he identified in his 1961 book, *The Achieving Society*:

- achievement motivation (n-ach)
- authority/power motivation (n-pow)
- affiliation motivation (n-affil)

These needs are found to varying degrees in all workers and managers, and this mix of motivational needs characterizes a person's or manager's style and behavior, both in terms of being motivated and in the management and motivation others.

- **The need for achievement (n-ach)**

The n-ach person is 'achievement motivated' and therefore seeks achievement, attainment of realistic but challenging goals, and advancement in the job. There is a strong need for feedback as to achievement and progress, and a need for a sense of accomplishment.

- **The need for authority and power (n-pow)**

The n-pow person is 'authority motivated'. This driver produces a need to be influential, effective and to make an impact. There is a strong need to lead and for their ideas to prevail. There is also motivation and need towards increasing personal status and prestige.

- **The need for affiliation (n-affil)**

The n-affil person is 'affiliation motivated', and has a need for friendly relationships and is motivated towards interaction with other people. The affiliation driver produces motivation and need to be liked and held in popular regard. These people are team players.

McClelland said that most people possess and exhibit a combination of these characteristics. Some people exhibit a strong bias to a particular motivational need, and this motivational or needs 'mix' consequently affects their behaviour and working/managing style. McClelland suggested that a strong n-affil 'affiliation-motivation' undermines a manager's objectivity, because of their need to be liked, and

that this affects a manager's decision-making capability. A strong n-pow 'authority-motivation' will produce a determined work ethic and commitment to the organisation, and while n-pow people are attracted to the leadership role, they may not possess the required flexibility and people-centred skills. McClelland argues that n-ach people with strong 'achievement motivation' make the best leaders, although there can be a tendency to demand too much of their staff in the belief that they are all similarly and highly achievement-focused and results driven, which of course most people are not.

McClelland's particular fascination was for achievement motivation, and this laboratory experiment illustrates one aspect of his theory about the affect of achievement on people's motivation. McClelland asserted via this experiment that while most people do not possess a strong achievement-based motivation, those who do, display a consistent behaviour in setting goals.

McClelland contrasted achievement-motivated people with gamblers, and dispelled a common pre-conception that n-ach 'achievement-motivated' people are big risk takers. On the contrary - typically, achievement-motivated individuals set goals which they can influence with their effort and ability, and as such the goal is considered to be achievable. This determined results-driven approach is almost invariably present in the character make-up of all successful business people and entrepreneurs.

McClelland suggested other characteristics and attitudes of achievement-motivated people:

- Achievement is more important than material or financial reward.
- Chieving the aim or task gives greater personal satisfaction than receiving praise or recognition.
- Financial reward is regarded as a measurement of success, not an end in itself.
- Security is not prime motivator, nor is status.
- Feedback is essential, because it enables measurement of success, not for reasons of praise or recognition (the implication here is that feedback must be reliable, quantifiable and factual).

- Achievement-motivated people constantly seek improvements and ways of doing things better.
- Achievement-motivated people will logically favor jobs and responsibilities that naturally satisfy their needs, ie offer flexibility and opportunity to set and achieve goals, eg., sales and business management, and entrepreneurial roles.

McClelland firmly believed that achievement-motivated people are generally the ones who make things happen and get results, and that this extends to getting results through the organization of other people and resources, although as stated earlier, they often demand too much of their staff because they prioritize achieving the goal above the many varied interests and needs of their people

### 2.11 Alderfer's ERG Theory

Alderfer classifies needs into three categories, also ordered hierarchically:

- growth needs (development of competence and realization of potential)
- relatedness needs (satisfactory relations with others)
- existence needs (physical well-being)

This is very similar to Maslow can be seen as just collapsing into three tiers. But maybe a bit more rational. For example, in Alderfer's model, sex does not need to be in the bottom category as it is in Maslow's model, since it is not crucial to (the individual's) existence. (Remember, this about individual motivation, not species' survival.) So by moving sex, this theory does not predict that people have to have sex before they can think about going to school, like Maslow's theory does.

Alderfer believed that as you start satisfying higher needs, they become more intense (e.g., the power you get the more you want power), like an addiction.

Do any of these theories have anything useful to say for managing businesses? Well, if true, they suggest that

- Not everyone is motivated by the same things. It depends where you are in the hierarchy (think of it as a kind of personal development scale)

- The needs hierarchy probably mirrors the organizational hierarchy to a certain extent: top managers are more likely to be motivated by self-actualization/growth needs than existence needs.

## 2.12 Definition of Employees' Work Performance

Performance is the individual capability of the employee to accomplish the work assigned. It is the given competence of the employee to get things done (Shermerhorn et al., 1996). The authors described the individual performance for the employee performance appraisal: openness to influence; constructive initiative; priority setting; work accomplishment; thoroughness & accuracy; formal communications; organizational perspective; credibility; cooperation; decisiveness, and flexibility.

Baldrige (1997), also indicates about the performance profile of the employee: quality, ability to produce reliable work that is accurate; attitude, ability to work with others; productivity, amount of satisfactory work; initiative, knowledge and comprehension of fundamental responsibility; dependability and integrity; and effective communication, the ability to deal with supervisor and subordinates in work.

Duncan (1997), indicated that the individual performance can be improved by the experiences or length of services, as well as his research, employee experience relates to employee performance, managerial performance and overall performance of the organization.

Performance concerns those behaviors directed towards the organization's mission or goals, or the products and services resulting from those behaviors. Thus, performance is synonymous with behavior. Performance differs from effectiveness, which generally involves making judgment about the adequacy of behavior with respect to certain criteria such work-group or organizational goals. (Campbell et al., 1993).

Work Performance is what measures of the work results in determining an individual's attributes such as ability and experience, organization support such as resource and technology and work effort, the point at which an individual's level of

motivation comes directly to bear. William (1998) described the individual performance profile for the employee which is now used for performance appraisal; thoroughness and accuracy; formal communications; organizational perspective; credibility; cooperation; decisiveness; and flexibility.

### **2.13 Factors Affecting Work Performance**

Many researchers argued that there are several factors affecting the individual performances which include :

- Work situation and environment which includes detrimental condition of work, negative factors associated with geographic location, and excessive danger as indicated by Miner (1970).
- Organizational policies that includes job placement, training and practicing, evaluation system and employment contract (Lussier, 2000).
- Management Style. Behavior will influence the people in the work place, the supervisor can improve the employee's performance by focusing attention on the achievement of assigned duties; relating the findings of present and future needs of the organization; challenging the employees to strive for continual improvement; allowing the employee to be a part of the planning of his/her own success and control his/her own progress (Baldrige, 1997)
- Self-concept. The person's expectations affect the performance of a person. Therefore, he/she will be successful, but if the person thinks he/she will fail, he will. The self-concept also has a bearing on future behavior through the personal attribution (Lussier, 2000).

### **2.14 Strategies of Employee Motivation**

Understanding the dynamics of employee motivation theories is important. Once people work hard, they become able to develop working conditions that will maximize performance. Besides creating and maintaining supportive relationships, the manager has other categories of motivational strategies to incorporate into his/her program to ensure success and maximum performance.

Four such categories include: personal regard, communication, participation, and recognition (Lehman, 1989). By blending these elements, into his programs an administrator can develop a successful working environment. Personal regard is a function of trust, time, and empathy. Trust can be established in many ways, but the easiest way is by being predictable. This is accomplished by creating an organizational vision, publishing clear expectations, and making decisions consistent with the parameters of the vision.

It is also important for the manager to make himself visible and available to his staff--building staff morale by showing that he/she is interested and supportive (Lehman, 1989). Another method of demonstrating administrative interest and support is through the creation of employee wellness programs. Such programs can increase morale, job performance, and job satisfaction (Rudman & Steinhardt, 1988); Sloan & Grumen, 1988); Satler & Doniek, Panepento, 2004).

Contributing factors: employees decreasing stress and improving overall health, thus decreasing absenteeism making the employees feel better and thus increasing their physical motivation to perform, and letting the employees understand that the administration cares about them, everyone will likely work harder at their jobs.

One of the key concepts that managers must realize is that motivation is individual. Each employee will respond to a different mix of internal and external stimuli, and the manager cannot assume that what is motivating to them will also motivate their employees. They should strive to develop a personal knowledge of employees that will enable them to create a climate that fits the employees' rather than the manager's needs and desires.

What is motivating to a person cannot be directly observed, but the manager should understand that it can be based on their actions and conversations with their employees (Lussier & Achua, 2001). Constant communication can also boost staff morale. One of the first steps in communication involves the development and publication of clearly stated goals. This will eliminate any uncertainty the staff may have of the manager's expectations. The goals should be set high, but remain attainable by both employee and manager (Martin, 2005).

Motivation is also closely related to the worth one attaches to the organizational mission. Managers can help employees identify the importance and meaning of the employee's work by assisting the employee in creating goals that are meaningful to the organization's mission.

Communication involves providing regular feedback, positive or negative, at the appropriate and specific time of action. And finally, one of the most important aspects of successful communication involves the art of listening, which can be of the utmost importance and the most effective motivator (Lehman, 1989). Open two-way communication goes hand in hand with participation and the idea of shared decision-making. For some, participation will fulfill what Maslow describes as the need to belong.

Employees who perceive themselves as decision-makers tend to have a higher level of job satisfaction and professional growth (Lehman, 1989). Organizational climates that emphasize cooperation over competition are also recognized as more motivating for employees.

The final category in developing a motivational strategy is recognition. It is one of the most available tools that managers can use in bolstering staff self-image. As discussed earlier in Maslow's hierarchy of needs, self-esteem is one of the higher needs to fulfill. To be most effective, it must be face to face and directed toward a specific achievement. A manager need not wait for a major accomplishment. Even the simplest of virtues are worthy of recognition (Lehman, 1989).

Recognition from a manager is not always sufficient. It can also be drawn from coworkers, clients, students, parents, or community members, and can have a galvanizing effect on the employees' feelings of motivation. It is important to keep in mind that it's not the manager's job to motivate his/her staff, rather, to refrain from diminishing employee motivation and to provide the means by which employees can become self-motivating (Table 2.1).

**Table 2.1: 15 Motivation Tips for the Administrator**

1. Be available for employees. Initiate communication and listen to employees.
2. Learn about your employees as individuals. Have one-on-one conversations and respect their differences.
3. Know what motivates you and model your personal motivation.
4. Treat employees fairly and consistently. Don't play favorites.
5. Work with employees to set challenging but realistic goals.
6. Help employees to align personal goals with organizational mission.
7. Make your expectations clear to employees.
8. Provide your employees with the resources, freedom, and authority to meet those expectations.
9. Provide regular and meaningful feedback.
10. Show appreciation for employees publicly and often.
11. Create opportunities for employees to receive positive feedback from customers and co-workers.
12. Emphasize collaboration and information sharing over competition.
13. Provide employees with opportunities to further professional development and education.
14. Create a sense of community and provide opportunities for social interaction among employees.
15. Demonstrate the organization's commitment to employees by creating employee wellness programs.

Source: Rudman & Steinhardt, 1988; Sloan & Grumen, 1988; Satler & Doniek, 1995; Young, 1991; Tillman et. al., 1996; Panepento, 2004.

### **2.15 Previous Studies**

Linder (1998) described the importance of certain factors in motivating employees at the Piketon Research and Extension Center and Enterprise Center.

Specifically, the study sought to describe the ranked importance of the following ten motivating factors: (a) job security, (b) sympathetic help with personal problems, (c) personal loyalty to employees, (d) interesting work, (e) good working conditions, (f) tactful discipline, (g) good wages, (h) promotions and growth in the organization, (i) feeling of being in on things, and (j) full appreciation of work done. A secondary purpose of the study was to compare the results of this study with the study results from other populations.

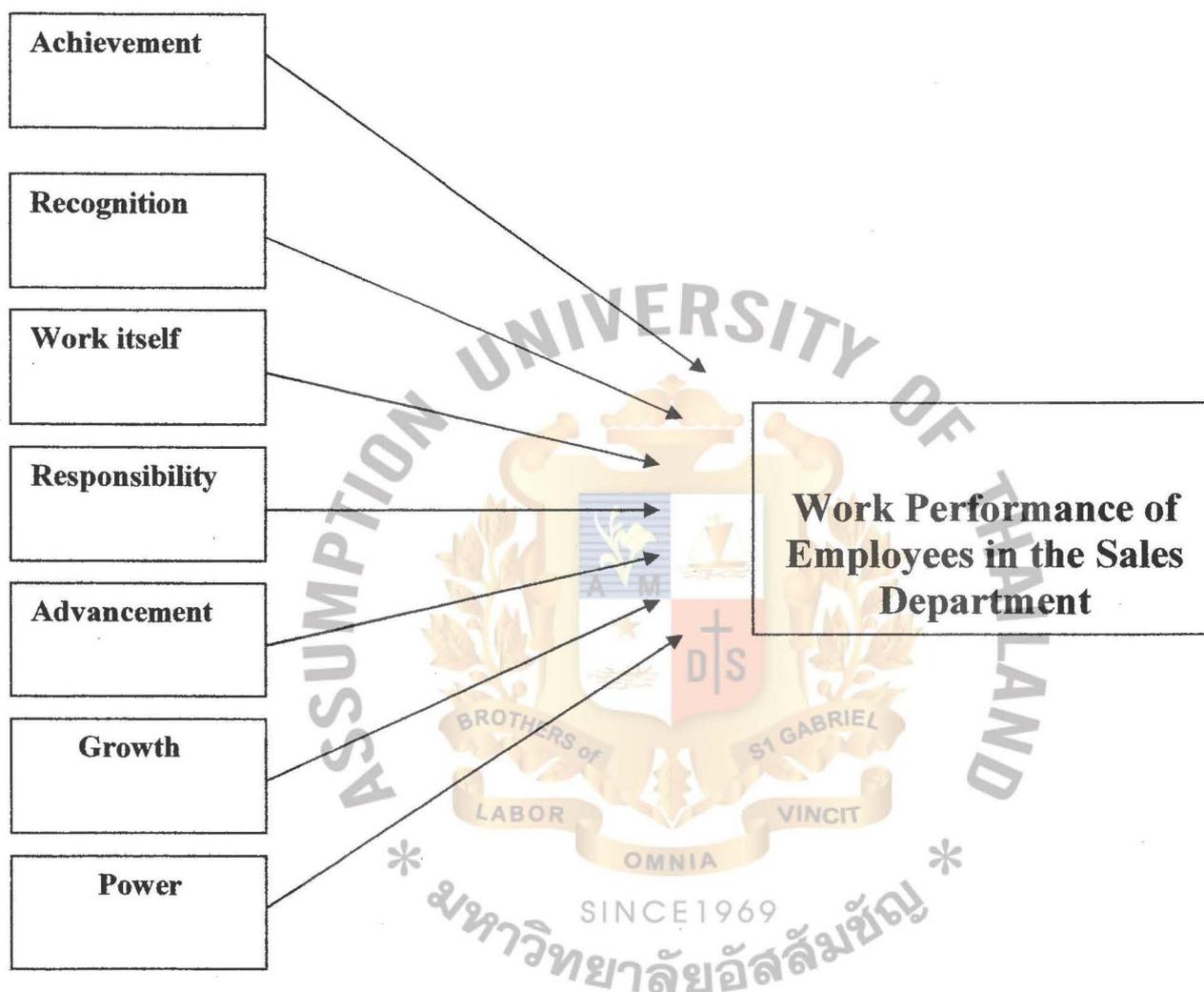
The ranked order of motivating factors were: (a) interesting work, (b) good wages, (c) full appreciation of work done, (d) job security, (e) good working conditions, (f) promotions and growth in the organization, (g) feeling of being in on things, (h) personal loyalty to employees, (i) tactful discipline, and (j) sympathetic help with personal problems.

Another of industrial employees, conducted by Kovach (1987), yielded the following ranked order of motivational factors: (a) interesting work, (b) full appreciation of work done, and (c) feeling of being in on things. Another study of employees, conducted by Harpaz (1990), yielded the following ranked order of motivational factors: (a) interesting work, (b) good wages, and (c) job security.

In this study and the two cited above, interesting work ranked as the most important motivational factor. Pay was not ranked as one of the most important motivational factors by Kovach (1987), but was ranked second in this research and by Harpaz (1990). Full appreciation of work done was not ranked as one of the most important motivational factors by Harpaz (1990), but was ranked second in this research and by Kovach (1987). The discrepancies in these research findings supports the idea that what motivates employees differs given the context in which the employee works. What is clear, however, is that employees rank interesting work as the most important motivational factor.

There are seven factors that will be tested in this study for the relationship between the motivational factors and the work performance of work performance of employees in the Sales Department at Ayudhya Allianz C.P. in Bangkok area. The seven factors are achievement, recognition, work itself, responsibility, advancement, growth, and power. These seven factors are very important in this study because all of

the factor base on the inner force to drive the employees to increasing in work performance not base on the need of the prevent dissatisfaction, reward, outcome of the task, and the evaluation feedback.



**Figure 2.2 Conceptual Framework**

- The independent variables are Achievement, Recognition, Work itself, Responsibility, Advancement, Growth, and Power
- The dependent variable is work performance

## 2.16 Hypotheses Statements

Ha1: There is a relationship between achievement factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P. in Bangkok area

Ha2: There is a relationship between recognition factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P. in Bangkok area

Ha3: There is a relationship between work itself factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P. in Bangkok area

Ha4: There is a relationship between responsibility factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P. in Bangkok area

Ha5: There is a relationship between advancement factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P. in Bangkok area

Ha6: There is a relationship between growth factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P. in Bangkok area

Ha7: There is a relationship between power factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P. in Bangkok area

## CHAPTER 3

# RESEARCH METHODOLOGY

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This chapter contains a description of research design, methodology, sampling design, questionnaire design, data collection, and statistical treatment used to test hypotheses. The purpose of this chapter is to explain which method will be used for each process of the research.

### 3.1 Research Method

Descriptive research is used in this research, which is designed to describe the characteristics of a population. Descriptive research seeks to determine the answer to who, what, when, where, and how questions (Zikmund, 2003). Therefore, descriptive research is used when the objective is to provide a systematic description that is as factual and accurate as possible. It provides the number of times something occurs or frequency, and lends itself to statistical calculations such as determining the average number of occurrences or central tendencies. The research technique used in this study is the survey method. The survey will be conducted by using self-administered questionnaires to collect the data from employees working in the Sales Department of Ayudhya Allianz C.P. This technique provides quick, inexpensive, efficient and accurate means of assessing information about a population (Zikmund, 2003).

### 3.2 Target Population

The target population for this research is persons who are employees of Ayudhya Allianz C.P. Only employees working in the Sales Department in Bangkok will be surveyed.

### 3.3 Sampling Element

Sampling element is the individual member of a specific population (Zikmund, 2003). In this study, the sampling element is an employee working in the Sales Department of Ayudhya Allianz C.P. in Bangkok.

### 3.4 Sample Size

The largest department of Ayudhya Allianz C.P. is the sales department which has approximately 7000 sales staff (AACP HR Data, 2007). In this research, non-probability sampling will be used for selecting the respondents. In non-probability sampling the probability of any particular member of the population being selected is unknown (Zikmund, 2003). Using a population of 7800 sales personnel, the researcher requires the sample size at 5% for tolerable error, therefore the appropriate number of sample size should be 381 as per the Anderson Table shown below:

**Table 3.1 Theoretical Sample Sizes for Different Sizes of Population and 95 Percent Level of Certainty**

Population / Sampling Frame	Required Sample for Tolerable Error			
	5%	4%	3%	2%
100	79	85	91	96
500	217	272	340	413
1,000	277	375	516	705
5,000	356	535	897	1,622
50,000	381	593	1,044	2,290
100,000	382	596	1,055	2,344
1,000,000	384	599	1,065	2,344
25,000,000	384	600	1,067	2,400

Source: Gary Anderson, Fundamentals of Educational Research, 1996, p. 202.

The researcher will request assistance from the senior sale officer of the company in order to distribute the questionnaires to approximately 400 respondents. Data collection is expected to begin on the 20 July and end on the 28<sup>th</sup> July, 2008. Given that the research topic is related to the motivation and work performance of employees, and has personal relevance for them.

### **3.5 Research Instrument**

The mode of data collection in this study is a self-administered questionnaire. Self-administered questionnaire is a survey delivered to the respondent via personal (intercept) or non-personal (computer-delivered, mail-delivered) means that is completed by the respondent without intervention from the interviewer (Cooper and Schindler, 2001). From a review of literature, a survey questionnaire was developed to collect data for the study (Bowen & Radhakrishna, 1991; Harpaz, 1990; Kovach, 1987). The researcher used the Likert five point scale ranging from 1 to 5 where 1 (Strongly Disagree), 2 (Disagree), 3 (Neutral), 4 (Agree), 5 (Strongly Agree), to measure the respondent's opinion. Likert scale is a widely accepted and adopted technique. Using Likert scale, the respondents indicate the amount of agreement and disagreement with a variety of statements about some attitude or object. The scale is highly reliable when it comes to the ordering of people with regard to a particular attitude (Zikmund, 2003).

### **3.6 Statistical Treatment of Data**

The researcher will use the Statistical Package for Social Science (SPSS) program in calculating data from the questionnaire. Pearson correlation coefficient will be used to measure the relationship between motivational factors and work performance of sales department employees of Ayudhya Allianz C.P. The statistics to be used in this research will be as follows:

### 3.7 Pearson's Product Moment Correlation Coefficient

Pearson Correlation Coefficient will be used to find the relationships between the seven motivational factors (achievement, recognition, work itself, responsibility, advancement, growth, power) and employees' work performance. The Pearson (product moment) correlation coefficient varies over a range of +1 through 0 to -1 (Cooper and Schindler, 2003). The designation  $r$  symbolizes the coefficient's estimate of linear association based on sampling data. The correlation between two variables reflects the degree to which the variables are related. The most common measure of correlation is the Pearson Product Moment Correlation or Pearson's correlation. When measured in a population the Pearson Product Moment correlation is designated by the Greek letter rho ( $\rho$ ). When computed in a sample, it is designed by the letter " $r$ " and is sometimes called "*Pearson's r*". Since the researcher is going to compute in sample "*Pearson's (r)*" will be used (Hussey, 1997).

Pearson's product moment correlation coefficient ( $r$ ) is a parametric technique, which measures relationships in variables that are linearly related. Pearson correlation is used to determine the relationship between any two variables among the variables tapped in this study. A Pearson correlation matrix will provide the information that will indicate the direction, strength, and significance of the bivariate relationships of all the variables in the study (Sekaran, 1992). The data must be interval or ratio status and normally distributed. The data must be bivariate and the two sets must have similar variances.

Zikmund (2003) mentioned the formula for calculating the correlation coefficient ( $r$ ) for two variables X and Y is

$$r_{xy} = r_{yx} = \frac{\sum_{i=1}^n (X_i - \bar{X})(Y_i - \bar{Y})}{\sqrt{\sum_{i=1}^n (X_i - \bar{X})^2 \sum_{i=1}^n (Y_i - \bar{Y})^2}}$$

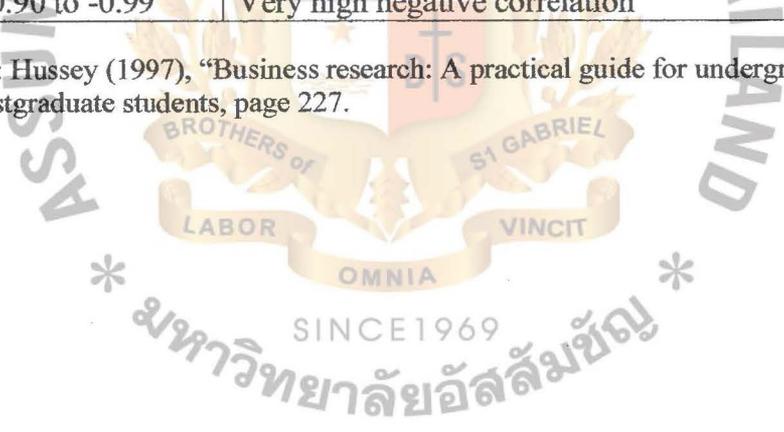
The symbols  $\bar{X}$  and  $\bar{Y}$  represent the sample means of X and Y, respectively. The correlation coefficient ( $r$ ) ranges from +1.0 to -1.0. If the value of  $r$  is 1.0, there is a perfect positive linear relationship. If the value of  $r$  is -1.0, there is a perfect negative linear relationship, or perfect inverse relationship.

To measure the level of correlation of each variable, a range of confidence level was set at 95 percent, and the interpretation of the correlation results were as the Table 3.2 below:

**Table 3.2: R-value and Measure the Strength of Association.**

<b>Correlation (r)</b>	<b>Interpret</b>
1	Perfect positive linear association
0	No linear association
-1	Perfect negative linear association
0.90 to 0.99	Very high positive correlation
0.70 to 0.89	High positive correlation
0.4 to 0.69	Medium positive correlation
0 to 0.39	Low positive correlation
0 to -0.39	Low negative correlation
-0.40 to -0.69	Medium negative correlation
-0.70 to -0.89	High negative correlation
-0.90 to -0.99	Very high negative correlation

Source: Hussey (1997), "Business research: A practical guide for undergraduate and postgraduate students, page 227.



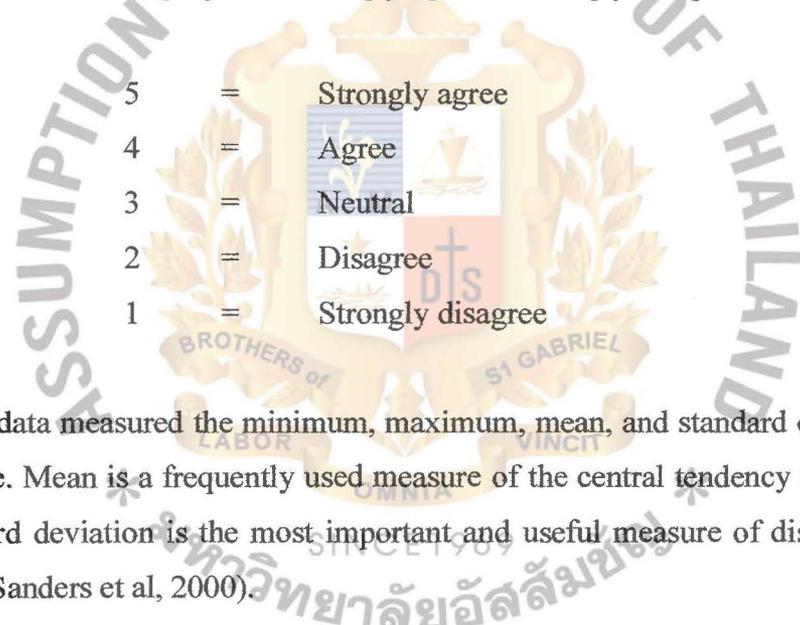
## CHAPTER 4

### DATA ANALYSIS

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This chapter contains the summaries of the data collected from questionnaires. The data was interpreted by using SPSS program, derived from 400 respondents. The data analysis is divided into 2 parts: descriptive analysis and hypotheses testing.

The research questionnaires used the Likert scale to measure all of the independent and dependent variables. The respondents were asked to rate each variable using the Likert scale ranging from strongly agree to strongly disagree.



5	=	Strongly agree
4	=	Agree
3	=	Neutral
2	=	Disagree
1	=	Strongly disagree

This data measured the minimum, maximum, mean, and standard deviation of each variable. Mean is a frequently used measure of the central tendency for grouped data. Standard deviation is the most important and useful measure of dispersion for group data (Sanders et al, 2000).

#### 4.1 Pretest Questionnaires Data Analysis

Pre-testing is an established practice for discovering errors in questions, question sequencing, instructions, skipped directions (Cooper and Schindle, 2001). To conduct a pilot survey, the number of respondents should be at least 25 (Vanichbuncha, 2001). Therefore the number of pre-test questionnaires for this research was 30 sets of questionnaires. The data were coded and processed by SPSS program to find the reliability by using the Cronbach's Coefficient Alpha test.

Malhotra (2000) pointed out that if the reliability value is more than 0.6, it is considered reliable.

In order to verify the quality of the questionnaire, the pretest has been conducted by distributing 30 trial questionnaires to the working in the Sales Department of Ayudhya Allianz C.P.. The pretest used SPSS program to analysis the reliability of the questionnaire by using Cronbach's alpha.

The result of reliability of the pre-test is shown below:

**Table4.1: Reliability Analysis**

Variables	No of items	No of cases	Cronbach's Alpha
Achievement	3	30	0.810
Recognition	3	30	0.704
Work itself	3	30	0.735
Responsibility	3	30	0.710
Advancement	3	30	0.850
Growth	3	30	0.809
Power	3	30	0.785
Work Performance	6	30	0.763

#### 4.2 Demographic Analysis

The questionnaire been distributed to 400 respondents working at sales department of Ayudhya Allianz C.P. in Bangkok area during July 2008. The results of the gender analysis are 33.5% male respondents and 66.5% female respondents. The result of respondents in age section are 5.75% age between 18-24 year old, 20.5% age between 25-32 year old, 42.25% age between 33-40 year old, and 31.5% age over 40 year old. The last section is education level of the respondents the result are 10.25% are high school level or lower, 21.25% are college level, 59.75% are bachelor degree level, and 8.75% are master degree or higher level.

### 4.3 Descriptive Analysis

**Table 4.2 Descriptive Statistics of Achievement**

	N	Minimum	Maximum	Mean	Std. Deviation
I take great pride in the work I do	400	2.00	5.00	4.2925	.77034
My job allows me to develop my knowledge	400	2.00	5.00	4.3625	.71229
My job helps me to gain a higher status in social life	400	2.00	5.00	4.1225	.79943
Valid N (listwise)	400				

Table 4.2 shows that “My job allows me to develop my knowledge” has the highest mean score of 4.3625 and “I take great pride in the work I do” has a mean score of 4.2925. The table shows “My job helps me to gain a higher status in social life” mean score of 4.1225 has the lowest mean score in the table.

**Table 4.3 Descriptive Statistics of Recognition**

	N	Minimum	Maximum	Mean	Std. Deviation
My job allows me to be important in my community	400	1.00	5.00	3.7575	.89761
I am rewarded whenever I perform tasks well	400	1.00	5.00	4.3300	.85318
My job earns me respect among my peers	400	2.00	5.00	4.1775	.82322
Valid N (listwise)	400				

Table 4.3 shows that “I am rewarded whenever I perform tasks well” has the highest mean score of 4.3300 and “My job earns me respect among my peers” at 4.1775. The table shows “My job allows me to be important in my community” mean score of 3.7575 is the lowest mean score in the table.

**Table 4.4 Descriptive Statistics of Work itself**

	N	Minimum	Maximum	Mean	Std. Deviation
My job allows me to use skills that I possess	400	2.00	5.00	4.2825	.76430
My job is challenging	400	2.00	5.00	4.4375	.71930
My job helps me develop new skills and knowledge	400	2.00	5.00	4.3550	.80036
Valid N (listwise)	400				

Table 4.4 shows that “My job is challenging” has the highest mean score of 4.4375 and “My job helps me develop new skills and knowledge” at 4.3550. The table shows “My job allows me to use skills that I possess”, the mean score of which is 4.2825 is the lowest mean score in the table.

**Table 4.5 Descriptive Statistics of Responsibility**

	N	Minimum	Maximum	Mean	Std. Deviation
My job allows me to use my full judgment	400	1.00	5.00	4.1525	.73525
My job allows me to try my own methods of work	400	2.00	5.00	4.3550	.68932
My job keeps me busy all the time	400	1.00	5.00	3.5400	.98785
Valid N (listwise)	400				

Table 4.5 shows that “My job allows me to try my own methods of work” has the highest mean score of 4.3550 and “My job allows me to use my full judgment” at 4.1525. The table shows “My job keeps me busy all the time” mean score of 3.5400 is the lowest mean score in the table.

**Table 4.6 Descriptive Statistics of Advancement**

	N	Minimum	Maximum	Mean	Std. Deviation
If I reach my goals, I will get promoted	400	1.00	5.00	4.2800	.85641
Rewards in my company are based on merit	400	2.00	5.00	4.5675	.61350
I have the chance for advancement in this company	400	1.00	5.00	4.2625	.89476
Valid N (listwise)	400				

Table 4.6 shows that “Rewards in my company are based on merit” has the highest mean score of 4.5675 and “If I reach my goals, I will get promoted” at 4.2800. The table shows “I have the chance for advancement in this company” mean score of 4.2625 is the lowest mean score in the table.

**Table 4.7 Descriptive Statistics of Growth****Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
Training is provided by the company for employees to perform better	400	1.00	5.00	4.1925	.90415
There are opportunities for personal growth and development	400	1.00	5.00	4.3875	.75083
Seminars provide me with new ways in which I can do my job	400	3.00	5.00	4.4425	.69129
Valid N (listwise)	400				

Table 4.7 shows that “Seminars provide me with new ways in which I can do my job” has the highest mean score of 4.4425 and “There are opportunities for personal growth and development” at 4.3875. The table shows “Training is provided

by the company for employees to perform better” mean score of 4.1925 is the lowest mean score in the table.

**Table 4.8 Descriptive Statistics of Power**

	N	Minimum	Maximum	Mean	Std. Deviation
My job allows me the chance to do things for other people	400	2.00	5.00	4.2425	.79390
I can significantly influence other peoples' lives through my work	400	2.00	5.00	4.0175	.82395
I know a lot of important people through my work	400	2.00	5.00	4.2000	.83471
Valid N (listwise)	400				

Table 4.8 shows that “My job allows me the chance to do things for other people” has the highest mean score of 4.2425 and “I know a lot of important people through my work” of 4.2000. The table shows “I can significantly influence other peoples' lives through my work” mean score of 4.0175 is the lowest mean score in the table.

**Table 4.9 Descriptive Statistics of Work Performance**

	N	Minimum	Maximum	Mean	Std. Deviation
I accept responsibility and risk appropriate to each of my job assignments	400	2.00	5.00	4.0625	.80325
I follow through to meet schedules and finish assignment on time by avoiding doing any mistake.	400	1.00	5.00	3.5200	.82541
I am good at communication both speaking and writing required for my task.	400	2.00	5.00	4.0025	.70976
I can manage my own working schedule and follow up on progress effectively.	400	2.00	5.00	3.7950	.72408
I can correct problems in an effective manner	400	2.00	5.00	3.9625	.66874
I can best utilize all my resources including cost, time constraints, equipment, or physical facilities.	400	2.00	5.00	3.9275	.69531
Valid N (listwise)	400				

Table 4.9 Descriptive Statistic of Work Performance shows that “I accept responsibility and risk appropriate to each of my job assignments” has the highest mean score of 4.0625 and “I am good at communication both speaking and writing required for my task.”, “I can correct problems in an effective manner”, “I can best utilize all my resources including cost, time constraints, equipment, or physical facilities”, “I can manage my own working schedule and follow up on progress effectively” have mean scores of 4.0025, 3.9625, 3.9275, and 3.7950, respectively.

The table shows “I follow through to meet schedules and finish assignment on time by avoiding doing any mistake” mean score of 3.5200 is rated as the lowest mean score in the table.

#### 4.4 Hypotheses Testing

There are a total of 7 hypotheses tested in this research. Pearson product moment correlation coefficient is used to test the relationship between motivational factors and work performance of employees in the Sales Department at Ayudhya Allianz C.P. in Bangkok area

- **Achievement**

Ho1: There is no relationship between achievement factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P.

Ha1: There is a relationship between achievement factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P.

**Table 4.10 Hypotheses Testing Achievement**

		Achievement	Work Performance
Achievement	Pearson Correlation	1	.369(**)
	Sig. (2-tailed)	.	.000
	N	400	400
Work Performance	Pearson Correlation	.369(**)	1
	Sig. (2-tailed)	.000	.
	N	400	400

\*\* Correlation is significant at the 0.01 level (2-tailed).

Table 4.10 shows the result which indicates that hypothesis related to relationship between achievement motivational factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P. show significance at .000, which is less than 0.05, therefore the null hypothesis is rejected.

From the data it can be concluded that there is a relationship between achievement motivational factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P. which the low positive correlation relationship of 0.369 between these two variables.

- **Recognition**

Ha2: There is no relationship between recognition factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P.

Ha2: There is a relationship between recognition factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P.

**Table 4.11 Hypotheses Testing Recognition**

**Correlations**

		WorkPerformance	Recognition
WorkPerformance	Pearson Correlation	1	.422(**)
	Sig. (2-tailed)	.	.000
	N	400	400
Recognition	Pearson Correlation	.422(**)	1
	Sig. (2-tailed)	.000	.
	N	400	400

\*\* Correlation is significant at the 0.01 level (2-tailed).

Table 4.11 shows the result which indicates that hypothesis related to relationship between recognition motivational factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P. show significance at .000, which is less than 0.05, therefore the null hypothesis is rejected.

From the data it can be concluded that there is a relationship between recognition motivational factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P. which the medium positive correlation relationship of 0.422 between these two variables.

- **Work itself**

Ho3: There is no relationship between work itself factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P.

Ha3: There is a relationship between work itself factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P.

**Table 4.12 Hypotheses Testing Work itself**

**Correlations**

		WorkPerformance	WorkItself
WorkPerformance	Pearson Correlation	1	.340(**)
	Sig. (2-tailed)	.	.000
	N	400	400
WorkItself	Pearson Correlation	.340(**)	1
	Sig. (2-tailed)	.000	.
	N	400	400

\*\* Correlation is significant at the 0.01 level (2-tailed).

Table 4.12 shows the result which indicates that hypothesis related to relationship between work itself motivational factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P. show significance at .000, which is less than 0.05, therefore the null hypothesis is rejected.

From the data it can be concluded that there is a relationship between recognition motivational factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P. which the low positive correlation relationship of 0.340 between these two variables.

- **Responsibility**

Ho4: There is no relationship between responsibility factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P.

Ha4: There is a relationship between responsibility factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P.

**Table 4.13 Hypotheses Testing Responsibility**

**Correlations**

		WorkPerformance	Responsibility
WorkPerformance	Pearson Correlation	1	.620(**)
	Sig. (2-tailed)		.000
	N	400	400
Responsibility	Pearson Correlation	.620(**)	1
	Sig. (2-tailed)	.000	.
	N	400	400

\*\* Correlation is significant at the 0.01 level (2-tailed).

Table 4.13 shows the result which indicates that hypothesis related to relationship between responsibility motivational factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P. show significance at .000, which is less than 0.05, therefore the null hypothesis is rejected.

From the data it can be concluded that there is a relationship between responsibility motivational factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P. which the medium positive correlation relationship of 0.620 between these two variables.

- **Advancement**

Ho5: There is no relationship between advancement factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P.

Ha5: There is a relationship between advancement factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P.

**Table 4.14 Hypotheses Testing Advancement**

**Correlations**

		WorkPerformance	Advancement
WorkPerformance	Pearson Correlation	1	.268(**)
	Sig. (2-tailed)	.	.000
	N	400	400
Advancement	Pearson Correlation	.268(**)	1
	Sig. (2-tailed)	.000	.
	N	400	400

\*\* Correlation is significant at the 0.01 level (2-tailed).

Table 4.14 shows the result which indicates that hypothesis related to relationship between advancement motivational factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P. show significance at .000, which is less than 0.05, therefore the null hypothesis is rejected.

From the data it can be concluded that there is a relationship between advancement motivational factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P. which the low positive correlation relationship of 0.268 between these two variables.

- **Growth**

Ho6: There is no relationship between growth factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P.

Ha6: There is a relationship between growth factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P.

**Table 4.15 Hypotheses Testing Growth**

**Correlations**

		WorkPerformance	Growth
WorkPerformance	Pearson Correlation	1	.342(**)
	Sig. (2-tailed)	.	.000
	N	400	400
Growth	Pearson Correlation	.342(**)	1
	Sig. (2-tailed)	.000	.
	N	400	400

\*\* Correlation is significant at the 0.01 level (2-tailed).

Table 4.15 shows the result which indicates that hypothesis related to relationship between growth motivational factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P. show significance at .000, which is less than 0.05, therefore the null hypothesis is rejected.

From the data it can be concluded that there is a relationship between growth motivational factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P. which the low positive correlation relationship of 0.342 between these two variables.

- Power

Ho7: There is no relationship between power factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P.

Ha7: There is a relationship between power factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P.

**Table 4.16 Hypotheses Testing Power**

**Correlations**

		WorkPerformance	Power
WorkPerformance	Pearson Correlation	1	.458(**)
	Sig. (2-tailed)	.	.000
	N	400	400
Power	Pearson Correlation	.458(**)	1
	Sig. (2-tailed)	.000	.
	N	400	400

\*\* Correlation is significant at the 0.01 level (2-tailed).

Table 4.16 shows the result which indicates that hypothesis related to relationship between power motivational factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P. show significance at .000, which is less than 0.05, therefore the null hypothesis is rejected.

From the data it can be concluded that there is a relationship between power motivational factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P. which the low positive correlation relationship of 0.458 between these two variables.

## CHAPTER 5

# CONCLUSION DISCUSSION AND RECOMMENDATION

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This chapter consists of three sub-topics which are summary of data finding, conclusion and the recommendations based on the analyzed data. Summary of the data findings present the outcomes of the analysis of data. The conclusion section will discuss the results of the study. The final section offers recommendations based on the data analysis.

### 5.1 Summary of finding

The hypothesis 1- 7 used the Pearson's correlation coefficient test to determine whether there are relationship between motivation factors and work performance of employees in the Sales Department at Ayudhya Allianz C.P. in Bangkok area or not. The entire null hypotheses are rejected and these are the hypotheses test results:

The data analysis of H1 has indicated that there is weak but positive relationship between achievement motivation factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P. in Bangkok area.

The data analysis of H2 has indicated that there is a moderate positive relationship between recognition motivation factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P. in Bangkok area.

The data analysis of H3 has indicated that there is a weak positive relationship between work itself motivation factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P. in Bangkok area.

The data analysis of H4 has indicated that there is a moderate positive relationship between responsibility motivation factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P. in Bangkok area.

The data analysis of H5 has indicated that there is a weak positive relationship between advancement motivation factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P. in Bangkok area.

The data analysis of H6 has indicated that there is a low positive relationship between growth motivation factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P. in Bangkok area.

The data analysis of H7 has indicated that there is a moderate positive relationship between power motivation factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P. in Bangkok area.

The hypothesis testing summary is shown in the following table.

**Table 5.1 Table of hypotheses testing results**

Hypotheses	Test Statistic	Level of Significance	Correlation Coefficient	Result
Ha1: There is a relationship between achievement factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P.	Pearson's Correlation Coefficient analysis	.000	.369	Reject Null hypothesis
Ha2: There is a relationship between recognition factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P.	Pearson's Correlation Coefficient analysis	.000	.422	Reject Null hypothesis
Ha3: There is a relationship between work itself factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P.	Pearson's Correlation Coefficient analysis	.000	.340	Reject Null hypothesis

Ha4: There is a relationship between responsibility factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P.	Pearson's Correlation Coefficient analysis	.000	.620	Reject Null hypothesis
Ha5: There is a relationship between advancement factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P.	Pearson's Correlation Coefficient analysis	.000	.268	Reject Null hypothesis
Ha6: There is a relationship between growth factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P.	Pearson's Correlation Coefficient analysis	.000	.342	Reject Null hypothesis
Ha7: There is a relationship between power factor and work performance of employees in the Sales Department at Ayudhya Allianz C.P.	Pearson's Correlation Coefficient analysis	.000	.458	Reject Null hypothesis

It can be concluded that all seven motivational factors are positive correlated to work performance of Ayudhya Allianz C.P. employees in the sales department in Bangkok area. The highest correlated attribute in this case is responsibility. The next factor is power. The third factor is recognition, with the fourth factor being achievement. The fifth factor is growth, the sixth factor is work itself, and the last factor is advancement which is correlated with the work performance of Ayudhya Allianz C.P. employees in the sales department in Bangkok.

## 5.2 Conclusions

All seven independent variables: achievement, recognition, work itself, responsibility, advancement, growth, and power are positively correlated with the work performance of Ayudhya Allianz C.P. employees in the sales department in Bangkok area [dependent variable].

The descriptive analysis and the hypotheses result of this study are very interested, when compare them side by side. The summary of the descriptive analysis will show as following table.

**Table 5.2 Summary of Descriptive Analysis**

Motivation Questions	Minimum	Maximum	Mean	Standard Deviations
1	2	5	4.2925	.77034
2	2	5	4.3625	.71229
3	2	5	4.1225	.79943
4	1	5	3.7575	.89761
5	1	5	4.3300	.85318
6	2	5	4.1775	.82322
7	2	5	4.2825	.76430
8	2	5	4.4375	.71930
9	2	5	4.3550	.80036
10	1	5	4.1525	.73525
11	2	5	4.3550	.68932
12	1	5	3.5400	.98785
13	1	5	4.2800	.85641
14	2	5	4.5675	.61350
15	1	5	4.2625	.89476
16	1	5	4.1925	.90415
17	1	5	4.3875	.75083
18	1	5	4.4425	.69129
19	2	5	4.2425	.79390

20	2	5	4.0175	.82395
21	2	5	4.2000	.83471
Work Performance Questions	Minimum	Maximum	Mean	Standard Deviation
1	2	5	4.0625	.80325
2	1	5	3.5200	.82541
3	2	5	4.0025	.70976
4	2	5	3.7950	.72408
5	2	5	3.9625	.66874
6	2	5	3.9275	.69531

From all 7 hypotheses, the researcher found that achievement, recognition, work itself, responsibility, advancement, growth, and power as a internal drive motivators to fulfill the an unsatisfied need of work performance. This finding is supported by many researches such as Higgins (1994) who argued that motivation is an internal drive to satisfy an unsatisfied need.

From hypotheses 1 the research showed that there is a positive correlation between achievement and working performance of Ayudhya Allianz C.P. employees in the sales department in Bangkok area. Fisher (1978) and Ryan (1982) said that intrinsic motivation is enhanced by promoting a sense of competence when people felt responsible for their successful performance.

From hypotheses 2 the research showed that there is a positive correlation between recognition and working performance of Ayudhya Allianz C.P. employees in sales department in Bangkok area. To ensure the maximum work performance, a supervisor can input communication, participation, and recognition (Lehman, 1989) and by blending these elements into his programs h/she can develop a successful working environment.

From hypotheses 3 the research showed that there is a positive correlation between work itself and working performance of Ayudhya Allianz C.P. employees in sales department in Bangkok area. The design of the work itself is one of the most available tools that managers can use in bolstering staff self-image. As discussed earlier in Maslow's hierarchy of needs, self-esteem is one of the higher needs to fulfill. To be most effective, it must be face to face and directed toward a specific achievement. A manager need not wait for a major accomplishment. Even the simplest of virtues are worthy of recognition (Lehman, 1989).

From hypotheses 3, 4, 5 the research showed that there is a positive correlation between motivation factors(work itself, responsibility, and advancement) and working performance of Ayudhya Allianz C.P. employees in sale department in Bangkok area. It implied that if the condition of work is good, than the work performance will increase. Kovach (1987) argued that interesting work becomes more of a motivator. Lussier (2000) also argued that organizational policies that include job placement, training and practicing, evaluation system and employment contract affected the work performance. Baldrige (1997) said management style behavior will influence the people in the work place, the supervisor can improve the employee's performance by focusing attention on the achievement of assigned duties; relating the findings of present and future needs of the organization; challenging the employees to strive for continual improvement; allowing the employee to be a part of the planning of his/her own success and control his/her own progress to improve work performance.

From hypotheses 4 the research showed that there is a positive correlation between responsibility motivation factor and working performance of Ayudhya Allianz C.P. employees in sale department in Bangkok area. Baldrige 1997 say work performance need comprehension of fundamental responsibility to work effectively.

From hypotheses 6 the research showed that there is a positive correlation between growth motivation factor and working performance of Ayudhya Allianz C.P. employees in sale department in Bangkok area. Employees who perceive themselves as decision-makers tend to have a higher level of job satisfaction and professional growth (Lehman, 1989). Organizational climates that emphasize cooperation over competition are also recognized as more motivating for employees. Growth needs (development of competence and realization of potential) Alderfer believed that as

you start satisfying higher needs, they become more intense (e.g., the power you get the more you want power), like an addiction.

From hypotheses 7 the research showed that there is a positive correlation between power motivation factor and working performance of Ayudhya Allianz C.P. employees in sale department in Bangkok area. The n-pow person is 'authority motivated'. This driver produces a need to be influential, effective and to make an impact. There is a strong need to lead and for their ideas to prevail. There is also motivation and need towards increasing personal status and prestige. (McClelland 1961)

This research is limited to the MLM business (Sales Department) only at Ayudhya Allianz C.P., it cannot be generalized to other companies using MLM. The employees in the company may not give the researcher enough information due to time constraints; moreover, some confidential information may not be provided. The researcher only gathers information as per the study's objectives and all of the data is collected from employees in Bangkok, hence, the findings may not be generalized to employees in other regions of Thailand. This research is conducted under certain period (July, 2008), therefore the results may vary in other periods reflecting changes in employee behavior.

### 5.3 Recommendations

The sales department of Ayudhya Allianz C.P. can set up the strategies to build strong motivational environment by focusing on set clear direction of responsibility to each employee to push the objectives/goals of the department forward.

The interesting point show in this study the question "My job keeps me busy all the time", "I follow through to meet schedules and finish assignment on time by avoiding doing any mistake", and "I can manage my own working schedule and follow up on progress effectively" in the questionnaire show the very low mean score, but the finding of hypotheses show that "responsibility motivation factor" shows the highest positive correlation to the work performance of Ayudhya Allianz C.P.

employees in Bangkok area. It can be conclude that employees work for insurance firm work too independently the task deadline can be flexible and inconsistency these cause the unreliable work performance on the workforce to achieve the personal or the organization goal.

The analyzed data show responsibility motivational factor strongest positive correlated to the work performance of Ayudhya Allianz C.P. employees in Bangkok area in this study. The company management team need to come up with the plan to narrow the time frame so employees can work more concentrate to the design task and more consistency. Although the responsibility motivation factor have the highest positive correlation to the work performance of Ayudhya Allianz C.P. employees in Bangkok area management team still needs to focus to other six motivational factors because even though the data of the six other motivational factors show lower positive correlations these factors still important to use as tool to improve the work performance of employees.

The best way for the organization to increase the work performance of employees especially in MLM industry is to integrate all the motivation factors and put all of them into practice at the same time because each factor can affect each employee differently, so it means that the organization cannot depend on only one factor to be able to achieve positive changes in work performance. The practice needs consistency of intense of resource such as finance, management team, team leader performance, marketing team, clear organization structure and majority of the employees toward creating an enjoyable working environment. Good management of input resources into the organization system with applied motivational practices will achieve a positive working performance for employees and the organization.

#### **5.4 Future Research**

This study only focused on employees of one department in one company. It would be beneficial to this research paper as reference on a larger scale of study. It would be beneficial if research was conducted in other provinces of Thailand to check whether the results are still similar to Bangkok area.

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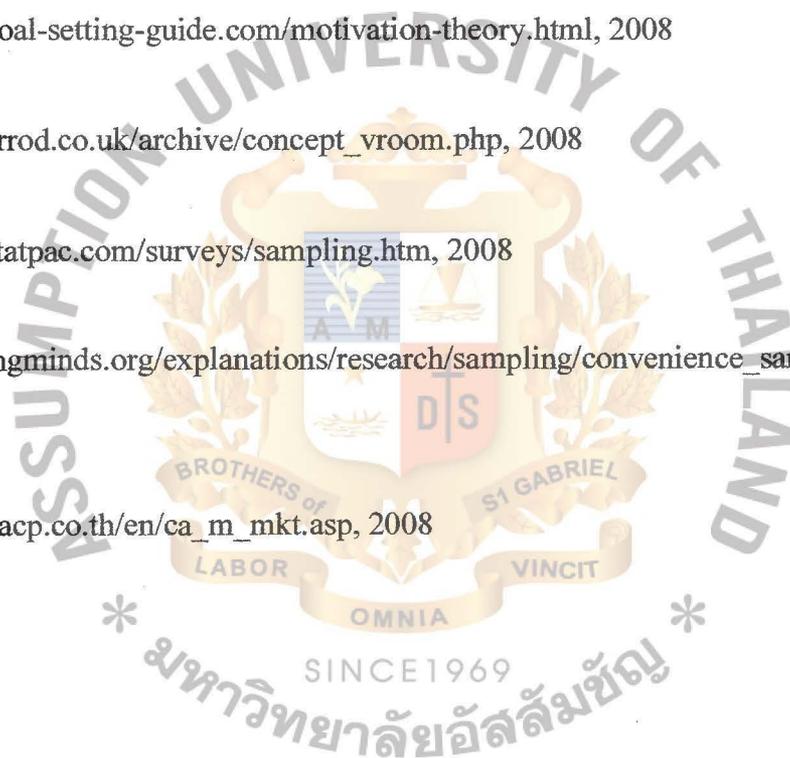
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## Appendix A

### QUESTIONNAIRE

#### QUESTIONNAIRE

The following questionnaire is designed to study motivational factors and their association with work performance. It is an important part of a project for accomplishment of a Master in Science in Management, Assumption University, Thailand.

This research will serve as a reference and for educational purpose only. The researcher seeks your cooperation by responding to the questions asked in the questionnaire. All your responses will be kept completely confidential

#### Part I: Motivational Factors

The following questions will be based on a 5-point Likert Scale. Please circle the number that represents the degree to which you agree with the following questions. The scale will be as follows:

1=Strongly Disagree 2=Disagree, 3=Neutral, 4= Agree and 5=Strongly Agree  
Please circle the rating that best describes you.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I take great pride in the work I do	1	2	3	4	5
2	My job allows me to develop my knowledge	1	2	3	4	5
3	My job helps me to gain a higher status in social life	1	2	3	4	5
4	My job allows me to be important in my community	1	2	3	4	5
5	I am rewarded whenever I perform tasks well	1	2	3	4	5
6	My job earns me respect among my peers	1	2	3	4	5

7	My job allows me to use skills that I possess	1	2	3	4	5
8	My job is challenging	1	2	3	4	5
9	My job helps me develop new skills and knowledge	1	2	3	4	5
10	My job allows me to use my full judgment	1	2	3	4	5
11	My job allows me to try my own methods of work	1	2	3	4	5
12	My job keeps me busy all the time					
13	If I reach my goals, I will get promoted	1	2	3	4	5
14	Rewards in my company are based on merit					
15	I have the chance for advancement in this company	1	2	3	4	5
16.	Training is provided by the company for employees to perform better	1	2	3	4	5
17	There are opportunities for personal growth and development	1	2	3	4	5
18	Seminars provide me with new ways in which I can do my job	1	2	3	4	5
19	My job allows me the chance to do things for other people	1	2	3	4	5
20	I can significantly influence other peoples' lives through my work	1	2	3	4	5
21	I know a lot of important people through my work	1	2	3	4	5

\

**Part II: Work Performance:** Please circle the number that represents the degree to which you agree with the following questions

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1 I accept responsibility and risk appropriate to each of my job assignments	1	2	3	4	5
2 I follow through to meet schedules and finish assignment on time by avoiding doing any mistake.	1	2	3	4	5
3 I am good at communication both speaking and writing required for my task.	1	2	3	4	5
4 I can manage my own working schedule and follow up on progress effectively.	1	2	3	4	5
5 I can correct problems in an effective manner.	1	2	3	4	5
6 I can best utilize all my resources including cost, time constraints, equipment, or physical facilities.	1	2	3	4	5

**Part III (Demographic Profile)**

1. Gender

Male

Female

2. Age

18-24 years old

25-32 years old

33-40 years old

Above 40 years old

3. Education level (including the current study)

High School or Below

Diploma/Occupational Certificate

Bachelor Degree

Master Degree or Above

## แบบสอบถาม

แบบสอบถามต่อไปนี้ได้ออกแบบมาเพื่อศึกษาปัจจัยที่เป็นแรงจูงใจในการทำงานซึ่งเป็นส่วนสำคัญของ การทำวิจัยสำหรับหลักสูตร วิทยาศาสตรมหาบัณฑิต สาขาการจัดการ มหาวิทยาลัยอัสสัมชัญ ประเทศไทย การทำ วิจัยนี้มีจุดประสงค์เพื่อการอ้างอิงและการศึกษาเท่านั้น ผู้ทำวิจัยขอความร่วมมือในการตอบแบบสอบถามนี้ โดย ข้อมูลทั้งหมดจะไม่ถูกนำออกมาเผยแพร่

### Part I: Motivational Factors

คำถามต่อไปนี้เป็นคำถาม (5-point Likertscale) กรุณาวงกลมตัวเลข ซึ่งแสดงถึงระดับความคิดเห็นต่อ คำถาม

1=ไม่เห็นด้วยอย่างมาก, 2=ไม่เห็นด้วย, 3=เฉยๆ, 4=เห็นด้วย และ 5=เห็นด้วยอย่างมาก

		ไม่เห็นด้วย		เฉยๆ	เห็นด้วย	เห็นด้วยอย่าง
		อย่างมาก	ไม่เห็นด้วย			มาก
1	ฉันรู้สึกภูมิใจในงานที่ฉันทำ	1	2	3	4	5
2	งานของฉันทำให้ฉันได้พัฒนา ความรู้	1	2	3	4	5
3	งานของฉันช่วยให้สถานะทาง สังคมดีขึ้น	1	2	3	4	5
4	งานของฉันทำให้ฉันกลายเป็น บุคคลสำคัญในสังคม	1	2	3	4	5
5	ฉันได้รับรางวัลตอบแทนเมื่อ ฉันทำงานได้ดี	1	2	3	4	5
6	งานของฉันทำให้ฉันได้รับความนับถือจากเพื่อนร่วมงาน	1	2	3	4	5
7	งานของฉันทำให้ได้ใช้ ความสามารถที่ฉันมี	1	2	3	4	5
8	งานของ ฉันเป็นงานที่ทำหาย	1	2	3	4	5
9	งานของฉันช่วยให้ได้พัฒนา ทักษะใหม่ๆ และความรู้	1	2	3	4	5
10	งานของฉันทำให้ได้ใช้อำนาจการ ตัดสินใจอย่างเต็มที่	1	2	3	4	5

11	งานของฉันของฉันทำให้ฉันสามารถใช้วิธีการของตนเองในการทำงาน	1	2	3	4	5
12	งานของฉันทำให้ยุ่งอยู่ตลอดเวลา	1	2	3	4	5
13	ถ้าฉันบรรลุเป้าหมายได้, ฉันจะได้การเลื่อนขั้น	1	2	3	4	5
14	การตอบแทนของบริษัทนี้ขึ้นอยู่กับความสามารถในการทำงาน	1	2	3	4	5
15	ฉันมีโอกาสเติบโตในบริษัทนี้	1	2	3	4	5
16.	บริษัทได้จัดการฝึกงานให้กับพนักงานเพื่อการปฏิบัติงานที่ดีขึ้น	1	2	3	4	5
17	มีโอกาสดำเนินการเติบโตและพัฒนา	1	2	3	4	5
18	การจัดสัมมนาทำให้ฉันมีแนวคิดใหม่ๆในการทำงาน	1	2	3	4	5
19	งานของฉันทำให้ฉันได้มีโอกาสได้ทำประโยชน์เพื่อผู้อื่น	1	2	3	4	5
20	งานของฉันสามารถสร้างอิทธิพลต่อผู้อื่น	1	2	3	4	5
21	ฉันได้มีโอกาสรู้จักบุคคลสำคัญจากการทำงานของฉัน	1	2	3	4	5

## Part II: Work Performance:

คำถามต่อไปนี้เป็นคำถาม (5-point Likertscale) กรุณาวางกลมตัวเลข ซึ่งแสดงถึงระดับความคิดเห็นต่อคำถาม

	ไม่เห็นด้วย			เห็นด้วย	
	อย่างมาก	ไม่เห็นด้วย	เฉยๆ	เห็นด้วย	อย่างมาก
1 ฉันยอมรับความรับผิดชอบและความเสี่ยงในงานที่ได้รับมอบหมาย	1	2	3	4	5
2 ฉันทำงานเสร็จตามเวลาและไม่มีเกิดความผิดพลาด	1	2	3	4	5
3 ฉันสามารถสื่อสารได้ดีทั้งการพูด, เขียน ซึ่งจำเป็นต่องานของฉัน	1	2	3	4	5
4 ฉันสามารถจัดการ ตารางงาน และคิดตามผลอย่างมีประสิทธิภาพ	1	2	3	4	5
5 ฉันสามารถแก้ไขปัญหาได้อย่างมีประสิทธิภาพ	1	2	3	4	5
6 ฉันสามารถใช้ทรัพยากรได้ดีที่สุด หมายถึง ต้นทุน, เวลา, เครื่องมือ, และ อุปกรณ์ อำนวยความสะดวกต่างๆ	1	2	3	4	5

### Part III (Demographic Profile)

#### 2. เพศ

- ชาย  หญิง

#### 2. อายุ

- 18-24 ปี  25-32 ปี  
 33-40 ปี  มากกว่า 40 ปี

#### 3. การศึกษา (รวมถึงปัจจุบัน)

- มัธยม หรือ ต่ำกว่า  ป.ว.ช. หรือ ป.ว.ส.  
ปริญญาตรี  ปริญญาโท หรือ สูงกว่า



## Appendix B

### LETTER

---

Subject: RE: ถึงคุณเบญญา เรื่องขอข้อมูลจำนวนพนักงานชายใน กทม.  
From: Communications@aacp.co.th  
To: bestkrid@hotmail.com  
CC: Supar.P@aacp.co.th; Umapon.S@aacp.co.th; Benya.A@aacp.co.th

เรียน คุณกฤติ

ตามที่ท่านได้ทำเรื่องขอข้อมูลจำนวน “จำนวนพนักงานชายใน เขต กทม.” มานั้น ฝ่ายการสื่อสาร  
องค์กร ขอเรียนให้ทราบว่า ตัวแทนของบริษัทฯ ในพื้นที่กรุงเทพฯ

มีจำนวน 7,800 คน (ข้อมูล ณ 30 มิถุนายน 2551)

จึงเรียนมาเพื่อโปรดทราบ

ฝ่ายการสื่อสารองค์กร

**From:** Krid Y. [mailto:bestkrid@hotmail.com]

**To:** Communications (Thailand)

**Subject:** ถึงคุณเบญญา เรื่องขอข้อมูลจำนวนพนักงานชายใน กทม.

เรียน คุณเบญญา

เรื่อง ข้อมูลจำนวนพนักงานชายใน กทม.

ผมนายกฤติ อญวิทยา เป็นพนักงานของ บ. AACP ตำแหน่ง AL รหัส 805333 สังกัด Victory  
805 Dynamic

กำลังศึกษาปริญญาโทที่ มหาวิทยาลัยอัสสัมชัญ ประเทศไทย สาขา Msc. in Management และได้ทำวิทยานิพนธ์ เรื่อง

Motivational factors effect work performance of AACP employees at sale department in bangkok area

จึงเรียนขอความร่วมมือขอข้อมูลในส่วนของ 'จำนวนพนักงานขายใน เขต กทม.' เพื่อนำไปใช้เป็นส่วนอ้างอิงของรายงาน

เอกสารที่แนบมาเป็นหลักฐานการลงทะเบียนเรียนวิชา MS7000 RESEARCH PROJECT เพื่อแสดงว่าเป็นนักศึกษา มหาวิทยาลัยอัสสัมชัญจริง

ขอแสดงความนับถือ

กฤติ อยู่วิทยา

From: sa-nga.p@aacpagency.com

To: bestkrid@hotmail.com

Subject: เรื่อง อนุญาต ให้ทำการสำรวจ และตอบแบบสอบถาม

เรียน คุณกฤติ อยู่วิทยา

เรื่อง อนุญาต ให้ทำการสำรวจ และตอบแบบสอบถาม

ทาง บมจ. อซูธยา อลิอันซ์ ซี ที มีความยินดีเป็นอย่างยิ่งและ ยินดีสนับสนุนการวิจัยครั้งนี้ เพื่อเป็น

ประโยชน์ ต่อการศึกษา และเป็นประโยชน์ต่อธุรกิจประกัน

อย่างไรก็ตาม โปรดทำการนัดหมายที่ คุณศุภคราญรัตน์ ผู้ช่วยของผม ในการนัดหมายพนักงานฝ่ายขาย สถานที่

และเวลา ที่จะทำการตอบแบบสอบถาม ที่ หมายเลข

0 2291 0322 เพื่อความสะดวก ทั้งต่อพนักงานของเราและของคุณ

ขอแสดงความนับถือ

สง่า พิษณังกูร

EVP-Sales

From: bestkrid@hotmail.com

To: sa-nga.p@aacpagency.com

Subject: เรื่อง อนุญาต ให้ทำการสำรวจ และตอบแบบสอบถามเรียน คุณสง่า พิชญางกูร

ผมนายกฤติ อยู่วิทยา เป็นพนักงานของ บ. AACP ตำแหน่ง AL รหัส 805333 ตั้งกััด Victory

805 Dynamic กำลังศึกษาปริญญาโทที่ มหาวิทยาลัยอัสสัมชัญ ประเทศไทย สาขา Msc. in

Management และ ได้ทำวิทยานิพนธ์ เรื่อง Motivational factors effect work

performance of AACP employees at sale department in bangkok area

จึงเรียนมาเพื่อขออนุญาตแจกแบบสอบถามแก่พนักงานฝ่ายขาย AACP

เอกสารที่แนบมาเป็นตัวอย่างแบบสอบถามและหลักฐานการลงทะเบียนเรียนวิชา MS7000

RESEARCH PROJECT และตัวรายงานวิจัย เพื่อแสดงว่าเป็นนักศึกษามหาวิทยาลัยอัสสัมชัญจริง

ขอแสดงความนับถือ

กฤติ อยู่วิทยา



## Appendix C

### DATAOUTPUT

#### Achievement variable

##### Warnings

The space saver method is used. That is, the covariance matrix is not calculated or used in the analysis.

##### Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded <sup>a</sup>	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

##### Reliability Statistics

Cronbach's Alpha	N of Items
.810	3

##### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q1	7.8000	1.752	.759	.630
Q2	7.7000	2.079	.644	.756
Q3	7.9000	2.024	.584	.818

#### Recognition variable

##### Warnings

The space saver method is used. That is, the covariance matrix is not calculated or used in the analysis.

##### Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded <sup>a</sup>	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.704	3

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q4	7.7000	2.010	.660	.439
Q5	7.2000	1.959	.565	.556
Q6	7.1000	2.576	.364	.793

**Work itself variable**

**Warnings**

The space saver method is used. That is, the covariance matrix is not calculated or used in the analysis.

**Case Processing Summary**

		N	%
Cases	Valid	30	100.0
	Excluded <sup>a</sup>	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.735	3

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q7	7.9000	1.955	.515	.701
Q8	7.9333	2.133	.576	.644
Q9	7.9000	1.610	.608	.594

**Responsibility variable**

**Warnings**

The space saver method is used. That is, the covariance matrix is not calculated or used in the analysis.

### Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded <sup>a</sup>	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	N of Items
.710	3

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q10	8.0333	1.344	.497	.657
Q11	7.7000	1.183	.521	.630
Q12	7.9333	1.168	.569	.567

### Advancement variable

#### Warnings

The space saver method is used. That is, the covariance matrix is not calculated or used in the analysis.

### Case Processing Summary

		N	LABOR %
Cases	Valid	30	100.0
	Excluded <sup>a</sup>	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	N of Items
.850	3

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q13	8.0333	2.171	.723	.788
Q14	7.5333	2.533	.679	.838
Q15	7.9667	1.689	.798	.724

## Growth variable

### Warnings

The space saver method is used. That is, the covariance matrix is not calculated or used in the analysis.

### Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded <sup>a</sup>	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	N of Items
.809	3

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q16	8.0000	1.793	.657	.772
Q17	7.9667	2.240	.722	.681
Q18	7.9000	2.507	.640	.767

## Power variable

### Warnings

The space saver method is used. That is, the covariance matrix is not calculated or used in the analysis.

### Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded <sup>a</sup>	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	N of Items
.785	3

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q19	7.8000	1.752	.694	.630
Q20	7.7000	2.079	.580	.756
Q21	7.9000	1.886	.605	.731

**Work-performance variable**

**Warnings**

The space saver method is used. That is, the covariance matrix is not calculated or used in the analysis.

**Case Processing Summary**

		N	%
Cases	Valid	30	100.0
	Excluded <sup>a</sup>	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.763	6

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q22	18.8667	5.154	.314	.784
Q23	19.3000	4.493	.602	.702
Q24	19.0000	4.552	.498	.734
Q25	19.0667	4.961	.558	.718
Q26	18.9000	5.059	.583	.715
Q27	19.0333	4.999	.566	.717

## Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
I take great pride in the work I do	400	2.00	5.00	4.2925	.77034
My job allows me to develop my knowledge	400	2.00	5.00	4.3625	.71229
My job helps me to gain a higher status in social life	400	2.00	5.00	4.1225	.79943
Valid N (listwise)	400				

## Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
My job allows me to be important in my community	400	1.00	5.00	3.7575	.89761
I am rewarded whenever I perform tasks well	400	1.00	5.00	4.3300	.85318
My job earns me respect among my peers	400	2.00	5.00	4.1775	.82322
Valid N (listwise)	400				

## Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
My job allows me to use skills that I possess	400	2.00	5.00	4.2825	.76430
My job is challenging	400	2.00	5.00	4.4375	.71930
My job helps me develop new skills and knowledge	400	2.00	5.00	4.3550	.80036
Valid N (listwise)	400				

## Descriptives

### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
My job allows me to use my full judgment	400	1.00	5.00	4.1525	.73525
My job allows me to try my own methods of work	400	2.00	5.00	4.3550	.68932
My job keeps me busy all the time	400	1.00	5.00	3.5400	.98785
Valid N (listwise)	400				

### Descriptives

#### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
If I reach my goals, I will get promoted	400	1.00	5.00	4.2800	.85641
Rewards in my company are based on merit	400	2.00	5.00	4.5675	.61350
I have the chance for advancement in this company	400	1.00	5.00	4.2625	.89476
Valid N (listwise)	400				

### Descriptives

#### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Training is provided by the company for employees to perform better	400	1.00	5.00	4.1925	.90415
There are opportunities for personal growth and development	400	1.00	5.00	4.3875	.75083
Seminars provide me with new ways in which I can do my job	400	3.00	5.00	4.4425	.69129
Valid N (listwise)	400				

### Descriptives

### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
My job allows me the chance to do things for other people	400	2.00	5.00	4.2425	.79390
I can significantly influence other peoples' lives through my work	400	2.00	5.00	4.0175	.82395
I know a lot of important people through my work	400	2.00	5.00	4.2000	.83471
Valid N (listwise)	400				

### Descriptives



**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
I accept responsibility and risk appropriate to each of my job assignments	400	2.00	5.00	4.0625	.80325
I follow through to meet schedules and finish assignment on time by avoiding doing any mistake.	400	1.00	5.00	3.5200	.82541
I am good at communication both speaking and writing required for my task.	400	2.00	5.00	4.0025	.70976
I can manage my own working schedule and follow up on progress effectively.	400	2.00	5.00	3.7950	.72408
I can correct problems in an effective manner	400	2.00	5.00	3.9625	.66874
I can best utilize all my resources including cost, time constraints, equipment, or physical facilities.	400	2.00	5.00	3.9275	.69531
Valid N (listwise)	400				

## Achievement

Correlations

		Achievement	Work Performance
Achievement	Pearson Correlation	1	.369**
	Sig. (2-tailed)	.	.000
	N	400	400
WorkPerformance	Pearson Correlation	.369**	1
	Sig. (2-tailed)	.000	.
	N	400	400

\*\* . Correlation is significant at the 0.01 level (2-tailed).

## Recognition

Correlations

		Work Performance	Recognition
WorkPerformance	Pearson Correlation	1	.422**
	Sig. (2-tailed)	.	.000
	N	400	400
Recognition	Pearson Correlation	.422**	1
	Sig. (2-tailed)	.000	.
	N	400	400

\*\* . Correlation is significant at the 0.01 level (2-tailed).

## WorkItself

Correlations

		Work Performance	WorkItself
WorkPerformance	Pearson Correlation	1	.340**
	Sig. (2-tailed)	.	.000
	N	400	400
WorkItself	Pearson Correlation	.340**	1
	Sig. (2-tailed)	.000	.
	N	400	400

\*\* . Correlation is significant at the 0.01 level (2-tailed).

## Responsibility

### Correlations

		Work Performance	Responsibility
WorkPerformance	Pearson Correlation	1	.620**
	Sig. (2-tailed)	.	.000
	N	400	400
Responsibility	Pearson Correlation	.620**	1
	Sig. (2-tailed)	.000	.
	N	400	400

\*\* . Correlation is significant at the 0.01 level (2-tailed).

### Advancement

#### Correlations

		Work Performance	Advancement
WorkPerformance	Pearson Correlation	1	.268**
	Sig. (2-tailed)	.	.000
	N	400	400
Advancement	Pearson Correlation	.268**	1
	Sig. (2-tailed)	.000	.
	N	400	400

\*\* . Correlation is significant at the 0.01 level (2-tailed).

### Growth

#### Correlations

		Work Performance	Growth
WorkPerformance	Pearson Correlation	1	.342**
	Sig. (2-tailed)	.	.000
	N	400	400
Growth	Pearson Correlation	.342**	1
	Sig. (2-tailed)	.000	.
	N	400	400

\*\* . Correlation is significant at the 0.01 level (2-tailed).

### Power

#### Correlations

		Work Performance	Power
WorkPerformance	Pearson Correlation	1	.458**
	Sig. (2-tailed)	.	.000
	N	400	400
Power	Pearson Correlation	.458**	1
	Sig. (2-tailed)	.000	.
	N	400	400

\*\* . Correlation is significant at the 0.01 level (2-tailed).

