

# JOB MOTIVATION AFFECTING ON JOB EFFICIENCY THROUGH QUALITY OF WORK LIFE AND ORGANIZATIONAL COMMITMENT: A CASE STUDY OF WORKERS IN CONSTRUCTION INDUSTRY OF SAKON NAKON PROVINCE, THAILAND

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## ABSTRACT

The purposes of the research were to study; 1) The effects of job motivation on quality of worklife 2) The effects of job motivation on organizational commitment 3) The effects of job motivation on job efficiency 4) The effects of quality of work life on organizational commitment 5) The effects of quality of work life on job efficiency 6) The effects of organizational commitment on job efficiency 7) To test the relationship between job motivation and organizational commitment with quality of work life as an intervening variable and 8) To test the relationship between quality of work life and job efficiency with organizational commitment as an intervening variable. In this research the focus target population include, workers in construction industry of Sakon Nakhon province, for a total of 26,545 people. The instrument used within the study was a questionnaire. The statistical tools used included frequency, percentage, mean, standard deviation, Pearson's correlation, and multiple regression analysis.

The hypothesis testing found that motivation factors wasn't influence on quality of work life; hygiene Factors was statistically significant positive influence on quality of work life by the standardized coefficients ( $\beta$ ) was 0.436; motivation factors and hygiene factors wasn't influence on organizational commitment; motivation Factors was statistically significant positive influence on job efficiency by the standardized coefficients ( $\beta$ ) was .496; hygiene Factors wasn't influence on Job Efficiency; quality of work life was statistically significant positive influence on organizational commitment by the standardized coefficients ( $\beta$ ) was .876; quality of work life wasn't influence on Job Efficiency; organizational commitment was statistically significant positive influence on job efficiency by the standardized coefficients ( $\beta$ ) was .883; quality of work life was the mediating variable for the relationship between job motivation and organizational commitment by the standardized coefficients ( $\beta$ ) was .813 and organizational commitment was the mediating variable for the relationship between quality of work life and Job efficiency by the standardized coefficients ( $\beta$ ) was .686

In conclusion, hygiene factors had significantly influenced on quality of work life, motivation factors had significantly influenced on job efficiency, quality of work life had significantly influenced on organizational commitment, organizational commitment had significantly influenced on job efficiency, quality of work life was the mediating variable for the relationship between job motivation and organizational commitment, organizational commitment was the mediating variable for the relationship between quality of work life and job efficiency. Therefore, it can be concluded that motivation factors and hygiene factors had statistically significant positive influence on job efficiency through quality of work life and organizational commitment

**Keywords** - Job Motivation, Quality of Work life, Organizational Commitment and Job Efficiency

## INTRODUCTION

### *Background*

Nowadays organizational factors were including humans, money, tools and equipment and administration. Among many factors, human resources serve as the most essential one. Given that humans have a capacity to improve themselves infinitely and each individual possesses changing and distinct needs, administrative strategies ought to be developed and changed to propel organizations to competitive advantages. Job motivation serves as the vital element in operational efficiency which would help organizations drive towards success, any of which normally starts with job motivation. Consequently, job motivation plays an important role on organizational efficiency. Placing emphasis on job motivation and understanding elements affecting job motivation would enable organizations to operate effectively and achieve the goals. Apart from that, a quality of

work life serves as another essential element impacting upon organizational success; simply put, a good quality of work life will enable staff to work efficiently. In addition to its positive correlation with work satisfaction, the quality of work life is positively related to performance as well. Enhancement of the quality of work life can help stimulate staff's effective performance. Organizational commitment is also a key element to retain and commit staff to organizations; this commitment will gradually improve and become secure or long lasting. Organizational commitment will drive and motivate staff's dedication to organizations and will finally affect performance efficiency.

As discussed, it can be stated that organizations should place emphasis on developing and changing human resources management strategies. Sakon Nakhon is obligated to elevate labor's quality of work life, promote job security and enhance efficiency of organization labor management in the strategic plan on labor (2017-2021). Thus, the present study was to investigate job motivation, a quality of work life and organizational commitment for improvement of labor performance in the construction industry Sakon Nakhon.

The purposes of the research were to study; 1) The effects of job motivation on quality of work life 2) The effects of job motivation on organizational commitment 3) The effects of Job motivation on job efficiency 4) The effects of quality of work life on organizational commitment 5) The effects of quality of work life on job efficiency 6) The effects of organizational commitment on job efficiency 7) To test the relationship between job motivation and organizational commitment with quality of work life as an intervening variable and 8) To test the relationship between quality of work life and job efficiency with organizational commitment as an intervening variable.

## LITERATURE REVIEW

### *Job Motivation*

Herzberg [2] classified these job factors into two categories

1. Hygiene factors-Hygiene factors include: Pay - The pay or salary structure should be appropriate and reasonable. It must be equal and competitive to those in the same industry in the same domain. Company Policies and administrative policies - The company policies should not be too rigid. They should be fair and clear. It should include flexible working hours, dress code, breaks, vacation, etc. Fringe benefits - The employees should be offered health care plans (mediclaime), benefits for the family members, help programs, etc. Physical Working conditions - The working conditions should be safe, clean and hygienic. The work equipments should be updated and well-maintained. Status - The employees' status within the organization should be familiar and retained. The relationship of the employees with his peers, superiors and subordinates should be appropriate and acceptable. There should be no conflict or humiliation element present. The organization must provide job security to the employees.

2. Motivational factors- Motivational factors include: Recognition - The employees should be praised and recognized for their accomplishments by the managers. Sense of achievement - The employees must have a sense of achievement. This depends on the job. There must be a fruit of some sort in the job. Growth and promotional opportunities - There must be growth and advancement opportunities in an organization to motivate the employees to perform well. Responsibility - The employees must hold themselves responsible for the work. The managers should give them ownership of the work. They should minimize control but retain accountability. Meaningfulness of the work - The work itself should be meaningful, interesting and challenging for the employee to perform and to get motivated.

### *Quality of Work life*

Some of the important scopes of the quality of work life, according to Walton [4], are:

1. Adequate and Fair Compensation: The salary structure of employees should be just, fair and equitable. It should ensure reasonable wages to employees so that they can keep a desirable standard of life. It should be clearly understood that for quality of work life, cash payment is not the only answer. However, hefty salaries are being paid to the knowledge workers so as to meet their basic and higher level needs for improving their quality of work life.

2. Safe and Healthy Working Conditions: Employers are increasingly trying to provide better working conditions to their workers as compared to their competitors. Flexi-hours of work, zero risk physical conditions of work and safety against noise, pollution, fume, gases etc. go a long way in effecting the quality of work life.

3. Opportunity to use and Develop Human Capacities: The quality of work life will be better if the jobs allow sufficient autonomy and control to its employees. The workers must be given an opportunity to use their skills, abilities and initiative in planning and implementing the work. The senior persons can keep a watch and a

constant control and also provide immediate feedback to the workers. Corrective measures can be taken immediately in the light of this feedback.

4. Opportunity to Growth and Security: When employees are offered opportunities to grow in an organization by providing promotion ladder, it helps in improving the quality of work life. There is an inner desire in every employee for career progression. If the job is dead-end, it must be made clear to the employee at the outset.

5. Social Integration in the work organization: An employee develops a sense of belongingness to the organization where he works. Discrimination among the employees on the basis of age, gender, cast, creed, religion etc. can act as a hindrance in the way of social integration. Workers develop self-respect as a result of social integration and it improves the quality of work life.

6. Constitution in the Work Organization: Every employee should be entitled to some privileges such as personal privacy, right to expression, right to equitable treatment etc. These should be governed by certain rules and regulations. In short, there should be the 'Rule of Law' as per the constitution of the enterprise.

7. Work and Total Life Span: Certain employees are required to work for late hours or are frequently transferred or have to do a lot of travelling as a part of their duty. This definitely affects their quality of work life as they remain away from their families for a long period of time.

8. Social Relevance of Work Life: Those business enterprises which are engaged in discharging their social responsibilities contribute to quality of work life. If a concern does not care for social obligations, the employees of such organization cannot expect a better quality of work life. Low quality products, no control on pollution, bad employment practices are indicators of low quality of work life.

### ***Organizational Commitment***

Studies have highlighted that commitment has a great impact on the successful performance of an organization. In this respect, many researchers found significant relationships between organizational commitment, attitudes and behaviors in the workplace as specified by Batemen and Strasser[7] Koch and Steers [6] Perry [8] Porter, Steers, Mowday and Boulian[5]. This is because a highly committed employee will identify himself/herself with the goals and values of the organization and has a stronger desire to belong to the organization as well as greater organizational citizenship behaviors.

According to Porter, Steers, Mowday and Boulian [5] commitment involves willingness of employees to exert higher efforts on behalf of the organization, a strong desire to stay in the organization, and accept major goals and values of the organization. The willingness of doing something on own accord without being instructed, on behalf of the management reflects the attitude of commitment among the workers. This will also motivate them to remain in the organization and be ready to accept higher goals and synchronize with the values of the organization. Kanter[3] viewed commitment as the willingness of social actors to give energy and loyalty to the organization. The attitude of showing willingness will result in doing a job with full energy and being loyal to the organization even in times where the management is undergoing any sort of financial crisis. Porter, Steers, Mowday and Boulian [5] says the organizational commitment is believing and accepting the goals and values of organization and possessing and showing desire to be part of the organization which has three major components:

1. a strong belief in and acceptance of the organization's goals,
2. a willingness to exert considerable effort on behalf of the organization, and
3. a definite desire to maintain organizational membership.

The components highlights the attitudes of believing and accepting the goals of the organization, which is to be achieved by willingly exerting extra effort and a desire to have a strong relationship with the organization

### ***Job Efficiency***

Peterson and Plowman [1] gave the definition of "work efficiency" in 4 ways

1. Quality is refer to quality of work, between sellers and buyers should get .benefit both and product satisfaction

2. Quantity is refer to the amount of work which is right to the expectation

3. Time is refer to how long do we need to finish work in the right time and - modernize

4. Cost should be matched to work. Totally, should produce much and down the cost.

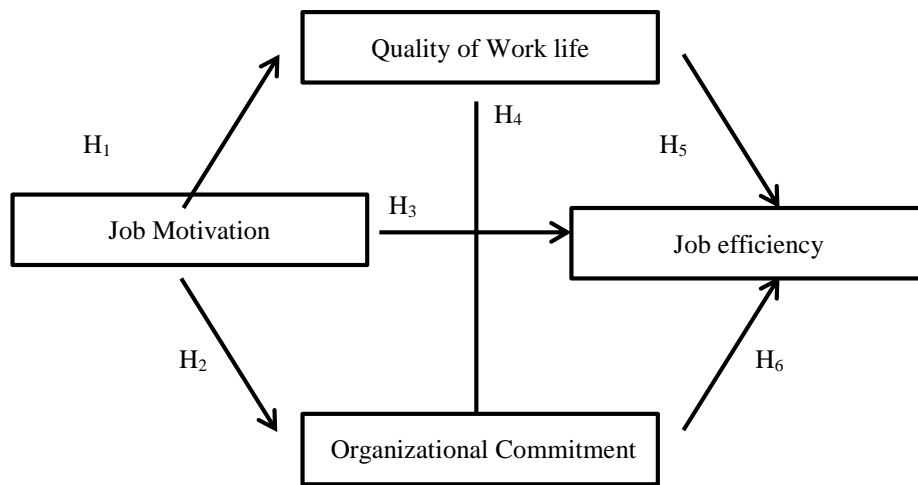
Peterson and Plowman [1] gave the definition of "work efficiency" is the business management and deeply to the business investment to produce one production with "quality of Effectiveness and "Competence and work should get the good result and achieve goal.

## CONCEPTUAL MODEL AND HYPOTHESES

The research was mainly aimed to investigate the influence of job motivation affecting on job efficiency through quality of work life and organizational commitment. Hypotheses are:

- H<sub>1</sub>: Job motivation had a significantly positive influenced on quality of work life.
- H<sub>2</sub>: Job motivation had a significantly positive influenced on organizational commitment.
- H<sub>3</sub>: Job motivation had a significantly positive influenced on Job efficiency.
- H<sub>4</sub>: Quality of work life had a significantly positive influenced on organizational commitment.
- H<sub>5</sub>: Quality of work life had a significantly positive influenced on Job efficiency.
- H<sub>6</sub>: Organizational commitment had a significantly positive influenced on Job efficiency.

**Figure 1**  
Research Conceptual Framework



The research hypotheses can be presented in the forms of structural equations in order to describe the relationship among variables and predict the dependent variable for hypotheses testing. The symbols used to represent the variables stated as follows:

- MF = Motivation Factors
- HF = Hygiene Factors
- QW = Quality of Work life
- OC = Organizational Commitment
- JE = Job Efficiency

The structural equation can be explained asfollows:

- QW =  $\beta_0 + \beta_1MF + \beta_2HF$  ----- (1)
- OC =  $\beta_0 + \beta_1MF + \beta_2HF$  ----- (2)
- JE =  $\beta_0 + \beta_1MF + \beta_2HF$  ----- (3)
- OC =  $\beta_0 + \beta_1QW$  ----- (4)
- JE =  $\beta_0 + \beta_1QW$  ----- (5)
- JE =  $\beta_0 + \beta_1OC$  ----- (6)

## CONCEPTUAL MODEL AND HYPOTHESES

This research is a quantitative study. The data was collected from a sample of 210 workers who have worked in construction industry of Sakon Nakhon province. Questionnaire was developed and checked for content validity and reliability. Reliability scale of Cronbach alpha is higher than 0.7 as show in table 1.

Data were analyzed by descriptive statistics including frequency, percentage, mean, standard deviation; and inferential statistics including the Pearson's Product-Moment Correlation and Multiple Regression Analysis. The research results can be significantly analyzed with 95%.

**Table 1**  
Cronbach's Alpha Coefficient of Variables

Items	Cronbach Alpha
Motivation Factors	0.781
Hygiene Factors	0.761
Quality of work life	0.954
Organizational commitment	0.946
Job Efficiency	0.899

## RESULTS

For description of the respondents, the research finding revealed that the survey data of workers in construction industry of Sakon Nakhon province were made up of 77.62% male. Mostly of them, which is 37.62%, age were between 40-49 years. In terms of the marital status were married of 68.57%. The highest % of education level is Primary (.9 %). Average income per month is 7,500 - 9,000 baht (45.5%), Average age of work is more than 8 years (38.10%) as stated in Table2.

**Table 2**  
Description of the Respondents

n = 210

\* TR denotes total respondents.

Demographic Information		Numbers of Respondents (NR)	Percentage of NR to Number of TR*
<b>Gender</b>	Male	161	77.62%
	Female	49	22.38%
<b>Age</b>	20-29 Years	46	21.90%
	30-29 Years	55	26.19%
	40-49 Years	79	37.62%
	50-59 Years	30	14.29%
<b>Status</b>	Single	53	25.24%
	Married	144	68.57%
	Divorced	13	6.19%
<b>Education</b>	Under Primary School	13	6.19%
	Primary School	132	62.86%
	Junior High School	52	24.76%
	Senior High School	13	6.19%
<b>Monthly Income</b>	Under 7,500Bath	50	23.81%
	7,500 - 9,000Bath	95	45.24%
	9,001 - 10,500Bath	34	16.19%
	10,501 - 12,000Bath	13	6.19%
	12,001 - 13,500Bath	7	3.33%
	13,501 - 15,000Bath	6	2.86%
	Above 15,000Bath	5	2.38%
<b>Experience</b>	Under 1Year	28	13.33%
	1 - 2Years	16	7.62%
	3 - 4Years	36	17.14%
	5 - 6Years	31	14.76%
	7 - 8Years	19	9.05%
	Above8Years	80	38.10%

**Table 3**  
Correlation analysis between independent variable

	MF	HF	QW	OC	JE
<b>Mean</b>	3.91	3.90	3.81	4.00	4.04
<b>S.D.</b>	0.68	0.59	0.67	0.76	0.87
<b>MF</b>	1				
<b>HF</b>	.710**	1			
<b>QW</b>	.675**	.695**	1		
<b>OC</b>	.638**	.635**	.776**	1	
<b>JE</b>	.669**	.595**	.726**	.783**	1

\*\* . Correlation is significant at the 0.01 level

Table 3 showed that the relationship between the variables that are related not exceed 0.80. Hair *et al.* [10] described the relationship between the variables must be less than 0.80, which is more than 0.80 may cause of multicollinearity. The research found the relationship between the independent variables the highest value was 0.783, it was not exceed 0.80 multicollinearity problem was not found. Therefore it can be tested by using multiple regression analysis to the next.

H<sub>1</sub>: Job motivation had a significantly positive influenced on quality of work life.

**Figure 2**  
A multiple regression analysis of the affect job motivation on quality of work life

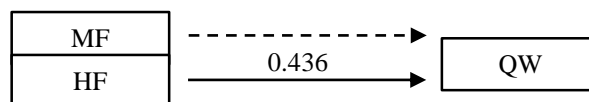


Figure 2 presented the result by using multiple regression method. It showed that quality of work life was statistically significant affected by Hygiene Factors ( $\beta = 0.436$ ,  $t = 0.206$ ,  $p < 0.05$ ). There is therefore, partial support for H<sub>1</sub>.

H<sub>2</sub>: Job motivation had a significantly positive influenced on organizational commitment.

**Figure 3**  
A multiple regression analysis of the affect of job motivation on organizational commitment

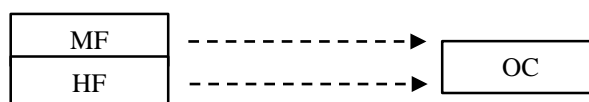


Figure 3 presented the result by using multiple regression method. It showed that quality of work life wasn't statistically significant affected by Job Motivation. Therefore, Hypothesis 6 isn't supported

H<sub>3</sub>: Job motivation had a significantly positive influenced on Job Efficiency.

**Figure 4**  
A multiple regression analysis of the affect of job motivation on Job Efficiency

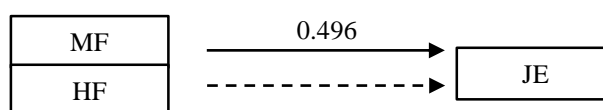


Figure 4 presented the result by using multiple regression method. It showed that job efficiency was statistically significant affected by Motivation Factors ( $\beta = 0.496$ ,  $t = 0.251$ ,  $p < 0.05$ ). There is therefore, partial support for H<sub>3</sub>.

H4: Quality of work life had a significantly positive influenced on organizational commitment.

**Figure 5**

A simple regression analysis of the affect of quality of work life on organizational commitment

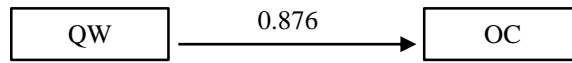


Figure 5 presented the result by using multiple regression method. It showed that organizational commitment was statistically significant affected by quality of work life ( $\beta = 0.876$ ,  $t = 0.105$ ,  $p < 0.01$ ). Therefore, Hypothesis 4 is supported

H5: Quality of work life had a significantly positive influenced on Job Efficiency.

**Figure 6**

A simple regression analysis of the affect of quality of work life on Job Efficiency

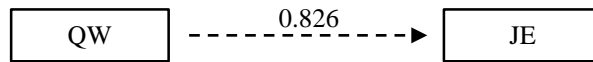


Figure 6 presented the result by using multiple regression method. It showed that job efficiency wasn't statistically significant affected by quality of work life ( $\beta = 0.826$ ,  $t = 0.139$ ,  $p < 0.01$ ). Therefore, Hypothesis 5 isn't supported

H6: Organizational commitment had a significantly positive influenced on Job Efficiency.

**Figure 7**

A simple regression analysis of the affect of organizational commitment on Job efficiency

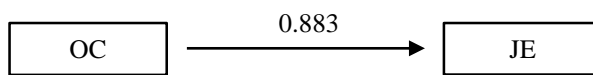


Figure 7 presented the result by using multiple regression method. It showed that job efficiency was statistically significant affected by organizational commitment ( $\beta = 0.883$ ,  $t = 0.101$ ,  $p < 0.01$ ). Therefore, Hypothesis 6 is supported

## CONCLUSIONS

In conclusion, job motivation is partially supported on the hypotheses, quality of work life is partially supported in the hypotheses and organizational commitment is fully supported on the hypotheses, quality of work life was the mediating variable for the relationship between job motivation and organizational commitment and organizational commitment was the mediating variable for the relationship between quality of work life and Job efficiency.

Based on the results, administrators could adopt the data as a guideline for to develop and revise organizational administrative strategies. In doing so, they should place emphasis on job motivation to promote staff's positive mental health at work as well as their devotion to organizations. In addition, they should focus on a quality of work life since a good quality of work life will promote enjoyment in work, honesty, organizational awareness and enhance performance. Organizational commitment also plays an important role; unless staffs are short of organizational commitment and loyalty, they will leave the organizations, resulting in delayed working, interruption and discontinuation. Hence, administrators' attention should be paid to aforementioned elements to enhance operational and performance efficiency. Since the present study adopted a quantitative approach, further studies should adopt other data collection methods; specifically, they may adopt a qualitative approach using in-depth interviews, enlarge a sampling size as well as include other variables potentially influencing performance efficiency.

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