Motivation in Duty Performing of the Employees at the Agricultural Cooperatives in Sisaket Province

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Abstract

The purposes of this research was to investigate the motivation in duty performing of the employees of Agricultural Cooperatives in Sisaket province. The population for the study was a total of 344 employees working at the Agricultural Cooperatives in 21 districts, Sisaket province in the year 2020. The samples consisted of 200 employees calculated by Yamane's formula and selected by a systematic cluster sampling using the District Offices for Agricultural Cooperatives as the sampling units. The research instrument was a questionnaire and the statistics for data analysis was stepwise multiple regression.

The research findings were as follows: The variables that could predict the performance efficiency of the Agricultural Cooperatives' employees in Sisaket province consisted of four aspects, ranking from high significance to low, namely: progress opportunity, work success, responsibility, and nature of work. All of the four variables together could explain variance of work efficiency of the Agricultural Cooperatives' employees in Sisaket province with 81% accuracy.

Keywords: Motivation, Duty Performing, Employees, Agricultural Cooperatives Sisaket Province

Introduction

Agricultural cooperatives conduct business in a multipurpose style in order to promote members to jointly do their business, help one another and the public by applying fine moral and ethical principles according to the human base for the benefits of the members and the public to have a better quality of life both economically and socially as stipulated in the cooperative rules and regulations to help agriculturalists facing problems, namely : (1) lack of capital, insufficient capital and have to loan money from local merchants or capitalists by paying high interest; (2) lack of arable land, some agriculturalists have only a small piece of land or have no land at all, thus having to rent it and pay high rental with being exploited; (3) production problem, agriculturalists lack knowledge on appropriate and modern production such as using fertilizer, pesticide, plant seeds, and animal species, thus having low production and not being worth the investment. Besides, the production output has low quality, not meeting

the requirement of the market, and lack of necessary basic factors such as an irrigation system; (4) marketing problems, agriculturalists are exploited in weighing the products and are to sell the product on the season since they have no storage. Thus, the price of the product is undersold by the merchant, causing their economic problem because they do not have enough income for the family expenses. This situation affects the society in the community, making their life quality and status lower than people in other occupations, such as lack of good education, hygiene, and property security.

For this reason, the Provincial Office of Agricultural Cooperatives of Sisaket province which has the duty responsible for monitoring the Agricultural Cooperatives in the Sisaket province has to search for a strategy in motivating to push the Agricultural Cooperatives' employees to have work satisfaction, happiness, motivation, and creativity which will result in achieving their organizations' objectives. If motivation building among employees is neglected, they would lack working motivation and may express their behaviors in various forms, such as often being absent from work, underwork, making less output or not meeting the set goal, cheating the organization, all of which cause damages to the organization. Therefore, creating working motivation is one of the methods the organization can respond to the employees' want and need. Appropriate motivation will help bind the employees with the organization and help them to have intention, and pay more attention to work. If the organization wishes the employees to have working motivation, the organization has to understand the employees' want and need and find working incentives in order to create their motivation. This is because if the organization lacks employees who have knowledge, skills, ability and appropriate attitude, it may affect the organization to be inefficient in working operation, lack of competitive potential and development, and may result in failure in organization operation in the long term (Manarutaya Prasopsin, 2014).

Based on the above mentioned, the researcher is interested to investigate motivation that affects working efficiency of the employees of the Agricultural Cooperatives in Sisaket province in order to know and learn the motivation that affects the working efficiency and help administrators to stipulate strategies and policies that are responsive to the employees' want and need in order to build working motivation so as to create efficient work output and be supplementary information and suggestions which will be useful for quality personnel development, enabling of doing efficient work, resulting in competitive potential, and keeping the quality human resources to stay with the organization forever.

Objective

To investigate the motivation that affects duty performing of Agricultural Cooperatives' employees in Sisaket province.

Literature Review

Suchada Sukbamrungsilp (2010: 25) states that motivation is something within a person being his or her driving force and power to do something until it is a success through a process by which every person expects and needs. The goal of life originates the drive in order to reach the goal, thus motivation will influence and motivate people to behave in one way or another and keep that behavior so that they can receive their expectation or need.

Orapin Chuchom (2012: 52) states that motivation is one of the factors that will help us understand people's behavior in working, why they are diligent, having perseverance and working well. Motivation has the following important roles.

1.Motivation can help explain the cause of behavior and can also predict people's behavior. Motivation is one of the factors which enables us to understand why people have a particular behavior, what is a motivation that determines people to commit that behavior. Besides, motivation also helps explain endurance enthusiastically, committing that behavior or activity to the fullest ability. Therefore, knowing the thing that motivates or drives people to express their behaviors will highly be beneficial for management of searching for the way people want to behave.

2. Motivation helps explain individual differences, for instance why some people have perseverance to behave or do activities to meet the goal while someone does not attempt to fight against an obstacle in order to meet the goal, as well as understand why we behave in such a way or do this activity, but sometime this behavior does not exist.

3. Motivation helps people, offices or organizations manage people or group of people to have motivation to have desired behaviors via ideas on many kinds of motivation which may be used and mixed together or to choose a way for motivating suitable for the people, group, situation and opportunity such as establishing motivation in working in response to people's want and need in an appropriate manner. Using both positive and negative motivation to motivate people, who participate in, and are responsible for doing activities by setting the goal and giving justice to them.

Onanong Songsuporn (2016: 25) has summarized that efficiency refers to working with ability, intention, having expertise, having checking systems and having success with maximum benefits for the organization. The efficiency of work that is successful comes from working with willingness, happiness, and cooperation between organizations by having returns that are commensurate to abilities worthily and with satisfaction originated.

Conceptual Framework of the Research

The conceptual framework of the research is based on the two independent and dependent variables as shown in Figure 1 below.

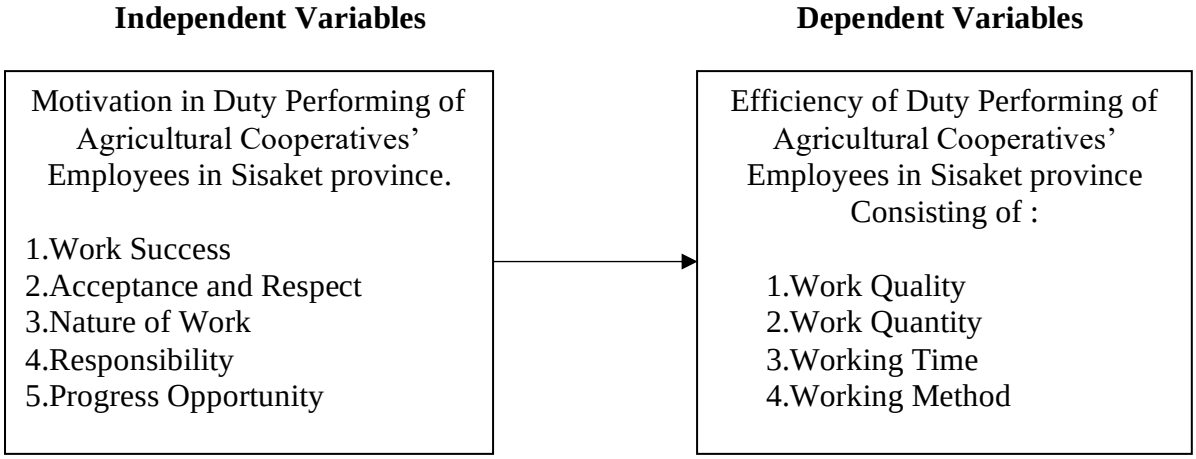


Figure 1: Conceptual framework

Research Methodology

Population and Samples

The population of the research was a total of 344 employees working at the Agricultural Cooperatives in 21 districts, Sisaket province in the year 2020 (Sisaket Provincial Cooperative Office, 2020, 3). The samples consisted of 185 employees calculated by Yamane's formula (Yamane, 1973 : 1089) with reliability level of 95% (α = .05) using the formula below.

$$n = \frac{N}{1 + Ne^2}$$

n refers to size of the sample
N refers to size of population
e refers to level of statistical significance

$$\text{Represent} = \frac{344}{1 + 344(0.05)^2}$$

$$= 185$$

That is the sample size is 185, but for better reliability, the researcher added up extra 15 samples making a total of 200 samples for the study.

Sampling Method

To achieve the set objective, the researcher employed multi–stage sampling by dividing the samples into proportional sizes according to the number of the personnel in the Offices for Agricultural Cooperatives in Sisaket province. Once the number of the samples in each district was derived, a systematic sampling was conducted and then the questionnaires were distributed to the total number of 200 samples altogether as shown in Table 1.

Table 1 Number of the Samples Classified by District Offices of Agricultural Cooperatives as the Sampling Units

Group	District Office	Number of Employees
1	HuaiThap Than	28
	UthumphonPhisai	29
	Kantharalak	36
2	Benjalak	17
	PraiBueng	25
	Khukhan	21
3	RasiSalai	15
	Wang Hin	3
	Sri Rattana	6
	Phayu	5
	Nam Kliang	5
	Non Koon	10
Total		**200**

Research Instrument

The research instrument for data collection was a questionnaire consisting of four parts:

Part 1 is a checklist about demographic data namely: gender, age, education level, monthly income, work experience, and position, all of which were measured using normal scale.

Part 2 is about motivation in duty performing of Agricultural Cooperatives' employees in Sisaket province on five aspects, namely: Work Success, Acceptance and Respect, Nature of Work, Responsibility and Opportunity for Progress.

Part 3 is about duty performing efficiency of Agricultural Cooperatives' employees in Sisaket province on four aspects, namely: Work Quality, Work Quantity, Working Time and Working Method .

Part 4 is an open – ended question asking for suggestions for the study on the aforementioned title above.

In Part 2 and Part 3 of the questionnaire, a five - level rating scale by Likert was applied using the criteria proposed by Bunchom Srisaard (2013: 121) as described below.

5 means the highest level
4 means high level
3 means moderate level
2 means low level
1 means lowest level

The criteria for interpretation of the average score of the motivation are:

1.00 – 1.50 means lowest motivation
1.51 – 2.50 means low motivation
2.51 – 3.50 means moderate motivation
3.51 – 4.50 means high motivation
4.51 – 5.00 means highest motivation

The questionnaire was examined by five experets to find the IOC--Index of item – objective congruence between the questions and the content (Bunchom Srisaard, 2013: 72) which specified that, to be accepted, the IOC had to be 0.60 or more. It was found that the IOC was 0.92.

To test the reliability of the questionnaire after improvement, it was tried out with 50 employees working at the Offices of Agricultural Cooperatives in Ubon Ratchathani province who had similar characteristics with the samples. After that the reliability was tested using Cronbachs's alpha coefficient and it was found that it was .938 which was accepted, because according to Bunchom Srisaard (2013: 103), the accepted value was 0.80. Thus, it was used to collect the data for the study.

Research Findings

1. The result of an analysis of the motivation and efficiency of duty performing of Agricultural Cooperatives' employees in Sisaket province.

Based on the analysis of the independent and dependent variables using mean and standard deviation of the research on the motivation and efficiency of duty performing of Agricultural Cooperatives' employees in Sisaket province, the results were found as presented in Table 2.

Table 2 Summary of the mean and standard deviation of the motivation (independent variables) and the efficiency of duty performing of the employees of the Offices of Agricultural Cooperatives in Sisaket province (dependent variables).

Independent Variables	**Level of Influence on Duty Performing**		
	$\overline{X}$	**S.D.**	**Interpretation**
1. Work Success	4.09	.58	High
2. Acceptance and Respect	3.94	.65	High
3. Nature of Work	4.07	.56	High
4. Responsibility	4.08	.55	High
5. Progress Opportunity	3.86	.70	High
Total	**4.01**	**.55**	High
Dependent Variables	**Level of Influence on Duty Performing**		
	$\bar{x}$	S.D.	**Interpretation**
1. Work Quality	4.01	.59	High
2. Working Quality	4.03	.58	High
3. Working Time	3.98	.62	High
4. Working Method	3.97	.57	High
Total	**4.00**	**.54**	High

Based on Table 2 above, it was found that the level of working motivation was at a high level. Considering each aspect from high to low, it showed as follows: work success ($\overline{X}$=4.09), responsibility ($\overline{X}$=4.08), nature of work ($\overline{X}$=4.07), acceptance and respect ($\overline{X}$=3.94), and progress opportunity ($\overline{X}$=3.86). Average of the influence upon the employees' duty performing was at a high level, ranging from high to low as follows: work quantity ($\overline{X}$=4.03), work quality ($\overline{X}$=4.01), working time ($\overline{X}$=3.98), and working method ($\overline{X}$=3.97).

2. The results of a Stepwise multiple regression analysis of the motivation that affected duty performing of Agricultural Cooperatives' employees in Sisaket province on the aspects of work success, acceptance and respect, progress opportunity as predictive variables, and working efficiency towards duty performing as dependent variables (n = 200) were presented in Table 3 below.

Table 3 The results of Stepwise multiple regression analysis of the data on motivation and working efficiency that affected duty performing of the Agricultural Cooperatives' employees in Sisaket province.

Predictor	**VIF**	**B**	**Beta**	**t**	**p**
Progress Opportunity	2.46	.12	.16	3.28**	.00
Work Success	3.24	.05	.48	8.64**	.00
Responsibility	3.69	.14	.14	2.44*	.05
Natuire of Work	4.56	.20	.21	3.19**	.00
Constant = .31 R = .90 R^2 = .82 R^2_{adj} = .81 F = 215.65** Sig F = .00					

** Level of Statistic Significance at .01

From Table 3, the results of a Stepwise multiple regression analysis to predict the level of motivation towards duty performing of the employees at the Offices for Agricultural Cooperatives in Sisaket province on five independent variables, namely: work success, responsibility, nature of work, acceptance and respect, and progress opportunity, and the dependent variables were their working efficiency, revealed that the four aspects altogether were able to predict their motivation towards duty performing at 81% accuracy (R^2adj = .81) at the level of statistic significance .01, and with multiple correlation coefficient .90 (R = .90). The four variables that were able to predict the motivation towards duty performing of the employees could be put into an equation as follows.

Raw Scores of Regression Equation

$\hat{Y}$ = .31 + .12 (Progress Opportunity) + .05 (Work Success) + .14 (Responsibility) + .20 (Nature of Work)

From the equation, it could be explained that when the working motivation on work progress was promoted, progress opportunity would increase one unit and would result in an increase of the employees' working efficiency for .12 unit while other variables were static.

When motivation in duty performing on work success was promoted as one unit, it would result in the employees' working efficiency to increase for .05 unit while other variables were static.

When motivation in duty performing on responsibility was promoted as one unit, it would result in the employees' working efficiency to increase for .14 unit while other variables were static.

When motivation in duty performing on nature of work was promoted one unit, it would result in the employees' working efficiency to increase for .14 unit while other variables were static.

Standard Scores of Prediction Equation

Z = .16 (Progress Opportunity) + .48 (Work Success) + .14 (Responsibility) + .21 (Nature of Work)

From the equation, it could be explained that when the working motivation on progress opportunity was promoted for one unit, it would result in an increase of the employees' working efficiency for .16 unit while other variables were static.

When motivation in duty performing on work success was promoted as one unit, it would result in an increase of the employees' working efficiency for .48 unit while other variables were static.

When motivation in duty performing on responsibility was promoted as one unit, it would result in an increase of the employees' working efficiency for .14 unit while other variables were static.

When motivation in duty performing on nature of work was promoted one unit, it would result in an increase of the employees' working efficiency for .21 unit while other variables were static.

Hypothesis Testing

The hypothesis was that the working motivation in aspect of progress opportunity, work success, responsibility, and nature of work affected working efficiency on duty performing of the employees of the Offices for Agricultural Cooperatives in Sisaket province.

Conclusion

The variables which could predict the working efficiency on duty performing of the employees of the Offices for Agricultural Cooperatives in Sisaket province consist of four aspects, ranging by significance, namely: progress opportunity, work success, responsibility, and nature of work, all of which could together explain the variance of working efficiency on duty performing of the employees of Offices for Agricultural Cooperatives in Sisaket province with 81% accuracy.

Discussion

The motivation on duty performing consisted of progress opportunity, work success, responsibility, and nature of work together could predict the working efficiency on duty performing of the employees of the Offices for Agricultural Cooperatives in Sisaket province with 81%. The researcher saw that such motivation influenced on working efficiency on duty performing with statistical significance which was in line with Warunee Kaew-in (2017: 114-115) who studied motivation that affected working performance of the personnel of Pattara Hospital Company which found that, as a whole, the level of motivation affecting working performance of the personnel of the Pattara Hospital Company at a high level. Considering individual aspects, each of which was at a high level ranging from work success, responsibility, interesting nature of work, acceptance and respect, growth in an organization and progress opportunity respectively. This is also in line with Sathaporn Boriboonwat and others (2017: 33-35) who conducted a study on motivation affecting participation in education quality

assurance of the personnel of Loei Rajabhat University which found that the motivation that affected desire to participate in the education quality assurance most was that the regular work of the organization was successful meeting its set goal, followed by that the superordinate and colleagues accepted their knowledge, ability, as well as praised and respected them. Besides, it is congruence with Surapon Trichai (2018: 145-146) who studied motivation affecting work performance of the employees of the Pizza Company in Pathumthani province which found that success, acceptance responsibility, administration policies, governing, and human relationship with superordinates, working conditions, and relationship with colleagues had a level of motivation that affected work performance of the employees of the Pizza Company in Pathumthani province most. This is also in congruence of Makboonma Boonphatham (2020:104-106) who investigated motivation factors affecting work efficiency of the police officials of Mueang Amnat Charoen Police Station, Amnat Charoen province and found that there should have had working facilities, work outcome should have been praised by superordinates, and their colleagues should have been given opportunity to show their work outcome, and they should have a clean work place.

Suggestions

Suggestion for Application

1.The research found that working efficiency of the employees working at the Offices for Agricultural Cooperatives in Sisaket province was at a high level in all aspects, thus the findings of the study should be applied in order to elevate the efficiency of the organization, especially the personnel performing duties at the Offices for Agricultural Cooperatives in Sisaket province or other organizations which have similar working contexts as agricultural cooperatives, and other offices or organizations which want to improve their working efficiency.

2.The research findings showed that motivation in work performance was motivation on aspects of work success, acceptance and respect, work responsibility and progress, all of which are related to efficiency in working performance of the employees of Agricultural Cooperatives in Sisaket province. Therefore, those variables should be taken into consideration when planning and developing a form of creating motivation in duty performance for the employees at the Agricultural Cooperatives to have more working efficiency.

Suggestions for Future Study

For future study, there should be a study on other factors applying the Total Quality Management (TQM) theory to analyze the research findings so as to look into the factors that increase the service quality or service efficiency of various organizations, from both government and private sectors. It is a continuation of an operational research in order to search for an innovation or a process to develop the organization to have concreate efficiency, and to evaluate innovation efficiency in the future.

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