



Work Efficiency of Offices in Rajapark Institute Metropolitan (CF28)

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Abstract

The study of work efficiency of employees at Rajapark Institute in Bangkok Metropolitan focuses on 5 aspects as follows: 1.) Knowledge and Competence at Work, 2.) Service Mind, 3.) Team Work, 4.) Work Responsibility, and 5.) Awareness of the Benefit for the Organization. This is an exploratory research. The tools used for collecting data were questionnaires which have been validated by 3 professionals and have a confidence level of 0.78. The statistics used to analyze data were percentage, mean, standard deviation, t-test and One-way ANOVA.

The results revealed that overall work efficiency of employees at Rajapark Institute was at a high level ($x = 3.69$) with Service Mind being the highest ($x = 3.91$), but with exception for Team Work which was only at an average level ($x = 3.38$). Knowledge and Competence at Work should clearly determine objectives to be achieved and standards for measuring the outcome. Service Mind, especially by providing service with a friendly attitude, can be applied efficiently and should be maintained consistently. The comparison based on personal characteristics including age, gender, education level, marital status, and monthly salary revealed differences which were statistically significant at the 0.05 level.

Keywords:

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Introduction

There are 4 Issues related to educational institutions as follows.

1.) The recent situation in society has influence the strength of the foundations of Thai Society. Globalization, Recent Developments and the Influx of People, Knowledge and Information Technology (IT) have increased Thailand's Education Level and Life Expectancy, but it has also caused a decrease in fairness and ethics.

2.) Capitalism and Urban Growth has caused income to increase, but it has not been distributed equally and created a Rural-Urban gap, knowledge gap, and decrease in kindness and hospitality.

3.) The population structure has changed. Thailand has become an aging society with less children and working age teens while there are more elderly people.

4.) Building Character. Characteristics of a good person in the 21st century include the following: Disciplined Mind, Synthesizing Mind, Creative Mind, Respectful Mind, and Ethical Mind. In short, people should be "Skillful and Reasonable".

Roming (1996) says that in order for an organization to be successful, its members would need to have a variety of new ideas different from the old ways and put them into practice. The creativity in the workplace would lead to improvement in the right direction, because knowledge based on imagination is interesting in the current era, and the efficiency of employees who rely on

old methods don't necessarily always improve.

Rajapark Institute is an educational institution that is categorized in group B, which is an institution that focuses in Undergraduate (Bachelor's degree) courses according to the declaration by the Ministry of Education under the Standards for Educational Institutions. Faculties included in the management structure are Business Administration, Liberal Arts, Public Administration, and Engineering which handle undergraduate courses, and Graduate School which handles Postgraduate (Master's degree) Courses. Nowadays, the Institute is facing the problem of decreasing students, which could be directly due to the efficiency of the employees, as well as the increased competition among private institutions. The researcher seeks to find the answers to present to the school directors and related staff for future planning.

Research Objectives

1. To study the work efficiency of employees at Rajapark Institute.
2. To compare the opinions of the employees about the Work Efficiency at Rajapark Institute.

Research Scope

The scope of this survey research has been determined as follows:

1. Content: This study about the work efficiency of the employees at Rajapark Institute in Bangkok Metropolitan focuses on 5 aspects: 1.) Knowledge and Competence at



Work, 2.) Service Mind, 3.) Team Work, 4.) Work Responsibility, and 5.) Awareness of the Benefit for the Organization.

2. Population and Sample Group: The population used for the research of work efficiency of employees of at Rajapark Institute in Bangkok Metropolitan consists of employees, which include executives, division directors, and department directors. A sample of 45 employees was selected for this research. (Yamane 1967)

Research Hypothesis

1. Employees with different genders have different opinions on the work efficiency of employees at Rajapark Institute in Bangkok area.

2. Employees with different ages have different opinions on the work efficiency of employees at Rajapark Institute in Bangkok area.

3. Employees with different education levels have different opinion on the work efficiency of employees at Rajapark Institute in Bangkok area.

4. Employees with different marital status have different have different Opinions on the work efficiency of employees at Rajapark Institute in Bangkok area.

5. Employees of different income levels have different opinions on the work efficiency of employees at Rajapark Institute in Bangkok area.

Related documents and Researches

In this research, the researcher has studied different related theories, documents and researches as follows

Need Theories

Maslow's hierarchy of needs 1954 is the theory concerning basic human needs. The theory was developed by a psychologist named Abraham Maslow and is a theory about motivation that has been widely talked about. Maslow views human needs as a hierarchy from the lowest to the highest, and when one level of need has been satisfied they will desire for the next level of need.

The five levels of need are:

1. Physiological of needs: This is the basic needs for survival of a human being for example food, water, warmth, shelter, sleep and rest. According to Maslow, when these needs are satisfied, the higher level of needs will motivate a person.

2. Security or safety needs: These needs are the desire to be free from physical danger and the fear of losing a job, possession, food or shelter.

3. Affiliation or acceptance needs: Since every individual lives in a society, they desire to be accepted by other people.

4. Self Esteem needs: According to Maslow, when the needs for affiliation and acceptance has been satisfied, a person will desire for self esteem needs, that is respect from oneself and other people. They are the needs for power, prestige, status and self-confidence.



5. The needs for self-actualization: Maslow believed that the highest level of needs is the needs for success and the potential to achieve one's ultimate goals.

Motivation Theory: Vroom Theory

A psychologist named Victor. H. Vroom believed that a person will be motivated to act in a certain way to achieve a certain goal, if that person values that goal and the action will help to achieve it.

Vroom Theory is the motivation of a person towards the valuable outcome that is the result of an effort (whether it is positive or negative) multiplied by confidence (expectation) from the effort to achieve that goal.

Vroom emphasized that motivation is valuable and a person will try to determine a goal and a chance to achieve it.

Force is the motivation of a person. Valence a person's the evaluation of the outcome whether it is satisfactory or unsatisfactory. Expectancy is a specific action that leads to a desired outcome. When a person has a specific goal that is not different from others and the Valence is zero, the outcome will be negative if a person cannot achieve the goal. A person will not have the motivation to achieve a goal if the expectation is zero or minus, so the Force to act in a certain way depends on both the value of the satisfaction of the outcome and the expectation. In addition, the motivation to do something is determined by the desire to achieve that goal. For example, a person might be willing to work hard to achieve a produce and an outcome in the form of monetary compensation, just as how an

executive is willing to achieve the company's production or marketing goals, because he expect to get a promotion or compensation.

Vroom Theory and Practice

The interesting part of this theory is the awareness of the importance of an individual's desire and motivation. It deviates from the characteristics of Maslow' and Herzberg theory in a way that is appropriate and compatible to one's goals. Each person has their own goal which is different from the goal of the organization but they are in accordance with each other. Moreover, Vroom theory is also related to the Management by Object principle (MBO).

However, the strength of Vroom theory is also its weakness. From the hypothesis stating that the recognition of the value will be different depending on the time and place and from the believe that an executive is responsible for designing the work environment an studying the difference of each situation, this theory is not very practical. Nonetheless, Vroom theory is reasonable in stating that motivation is much more complex than the motivation in Maslow and Herzberg theory.

Porter and Lawer Expectation of Motivation Theory

The Porter and Lawer motivation model Lyman W. Porter an Edward E. Lawer developed an expectation theory by applying this model to executives, by stating that effort (strong point of motivation and effort used) depends on the value of the reward, the effort to perceive the reward and the possibility to achieve it. The acquisition of



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power (force) from actually performing the work, according to the data, if a person works, he or she will be satisfied from using the effort and see the possibility to receive reward.

Performing the actual work (working or achieving a goal) is determined by considering the effort and gaining power (force) from personal competence (knowledge and skills to perform the work and the perception of the desired work). This is the boundary that a person understands the goal of required activities and different parts of work. Performing the work which leads to a reward creates the feeling of ultimate achievement in a person's life and it is not a concrete reward such as working condition and status. This reward will help a person see the possibility of gaining satisfaction. The reward that is appropriate for the effort used affects a person's satisfaction.

Reinforcement Theory

Reinforcement theory or behavior modification is the theory stating that the outcome of present behavior is influenced by the behavior of the future (Rue and Byars 2000 : 450) or it is a theory stating that human behavior is based on the relationship between a behavior and the outcome of that behavior. It also means

That human behavior and the pattern of reinforcement will fortify motivation which is the foundation of behavioral change and it is a technique to change human behavior. He believed that motivation is the cause of behavioral change in human. This technique

will make a person repeats a behavior or change it.

In this theory, there are 4 types of reinforcements: 1. Positive reinforcement, 2. Avoidance learning or Negative reinforcement, 3. Extinction, and 4. Punishment.

Concept of Efficiency

Anan Ngamsa-ard (2008) explained that efficiency is the work process that contains the following characteristics.

1. Economy: such as economizing cost, resources and time.
2. Speed: finishing the work in time
3. Quality: take into account the entire process starting from the input of raw material which have been carefully selected, good operation or good production process, and high quality output.

Navarat Peongposop (2009) studied the work motivation of employees at Dhanarak Asset Development Co.Ltd. The research finding reveals that the overall work performance is at an average level for all factors both as a whole and separately, which can be ranked in descending order as follows: Policy, Compensation and Fringe Benefits, Career Advancement, Job Security and Work Environment. In terms of work motivation of the employees at Dhanarak Asset Development Co.Ltd., it is revealed that work motivation, both overall and in separate aspects, is at an average level, which can be ranked in descending order as follows: Effort, Dedication, Cooperation, and Commitment. The relationship between



work motivation and personal characteristics including gender, age, education level and years worked revealed a low level of correlation for all aspects. There was an average level of correlation between work motivation and work performance factors overall and in terms of , Policy, Compensation and Fringe Benefits, Career Advancement, Job Security and Work Environment. There was a low level of correlation between work motivation and work performance factors in terms of Compensation and Fringe Benefits.

Research Methodology

Tools for Data Collection

The tools used to collect data about work efficiency of Employees at Rajapark Institute Bangkok were questionnaires with a 5 point rating scale which follows the Likert Scale format (Thanin 2012:75). The questions consists of 2 parts

Part 1: General information about the respondents displayed in a checklist format, including gender, age, marital status, education level, and monthly salary

Part 2: Work efficiency of Employees at Rajapark Institute Bangkok. The standard for rating the values are in a 5 point system as follows: 5 = Highest Level of work Efficiency, 4 = High Level of Work Efficiency, 3 = Average Level of Work Efficiency, 2 = Low Level of Work Efficiency, 1 = Lowest Level of Work Efficiency. There are 25 questions in total. The researcher uses the data from the Try out run to calculate for the quality of the questionnaire, which is finding the reliability

value using Cronbach's Alpha Coefficient. The Reliability value was 0.78

Data Management and Analysis

1. Analysis of general information about the respondents using Frequency Distribution and Percentage.

2. Analysis of Work efficiency of Employees at Rajapark Institute Bangkok using Average Mean (X) and Standard Deviation.

3. Test the Hypothesis. Compare the difference of the Average mean between the 2 groups of samples. Use the t-test and test the difference of Average Mena between samples to test the independence of variables of more than 2 groups. Use the One Way ANOVA to test the difference. In cases where differences were found, the researcher conducts a Multiple Comparisons Test with Scheffe's Analysis.

Results

The results can be concluded as follows:

1. Overall work efficiency of employees at Rajapark Institute was at a high level ($x = 3.69$) with Service Mind being the highest ($x = 3.91$), but with exception for Team Work which was only at an average level ($x = 3.38$). Knowledge and Competence at Work should clearly determine objectives to be achieved and standards for measuring the outcome. Service Mind, especially by providing service with a friendly attitude, can be applied efficiently and should be maintained consistently. In terms of Teamwork, communication and coordination is important. There should be a policy to



promote teamwork train consistently as well as create a system and process of teamwork. Responsibility should be promoted and divided to each person appropriately. There should be regular evaluation. And in terms of Awareness of the Benefit for the Organization, the employees should be instructed about their mission, the benefit of the organization as well as fostering good attitudes towards the organization.

2. The comparison of work efficiency of employees at Rajapark Institute based on personal characteristics revealed the following results:

2.1 Respondents with different genders had different opinions towards the of work efficiency of employees at Rajapark Institute at the 0.5 level of significance, especially in terms of Knowledge and Competence at Work and Team Work.

2.2 Respondents with different ages had different opinions towards the of work efficiency of employees at Rajapark Institute at the 0.5 level of significance, especially in terms of Knowledge and Competence at Work, Service Mind, and Team Work.

2.3 Respondents with different marital Status had different opinions towards the of work efficiency of employees at Rajapark Institute at the 0.5 level of significance, especially in terms of Knowledge and Competence at Work, Service Mind, and Team Work.

2.4 Respondents with different education levels had different opinions towards the of work efficiency of employees at Rajapark Institute at the 0.5 level of significance, especially in terms of Knowledge and

Competence at Work, Service Mind, and Team Work.

2.5 Respondents with different ages had different opinions towards the of work efficiency of employees at Rajapark Institute at the 0.5 level of significance, especially in terms of Knowledge and Competence at Work, and Team Work.

Discussion

1. Overall work efficiency of employees at Rajapark Institute was at a high level ($x = 3.69$) with Service Mind being the highest ($x = 3.91$), but with exception for Team Work which was only at an average level ($x = 3.38$). Responsibility should be promoted and divided to each person appropriately. There should be regular evaluation. And in terms of Awareness of the Benefit for the Organization, the employees should be instructed about their mission, the benefit of the organization as well as fostering good attitudes towards the organization. This is in line with Ornsuda Dusitratanakul (2014: 4-5). Factors that affect the Work Efficiency of Employees of the Office of Permanent Secretary for Ministry of Agriculture and Cooperatives: the case of personnel in the central administration revealed that Organization Commitment, Teamwork and Career Advancement were at a very high level.

2. The comparison of work efficiency of employees at Rajapark Institute based on personal characteristics including age, gender, education level, marital status, and monthly salary revealed differences which were statistically significant at the 0.05 level.



Suggestion

1. There should be a study about the problems and obstacles at work of employees, so that the data can be used to solve future problems of the employees.

2. There should be a study about employee's requests for training programs so that the data can be used to hold train programs according to the needs of the employees.

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