

**ปัจจัยจูงใจที่ส่งผลต่อความผูกพันต่อของพนักงาน:
กรณีศึกษา บริษัท Liaoning Haolian Zhongfan Investment Co., Ltd. China**

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บทคัดย่อ

ความล้มเหลวของบริษัทในการทำความเข้าใจเกี่ยวกับปัจจัยจูงใจที่ส่งผลต่อความผูกพันของพนักงานนั้นอาจส่งผลให้เกิดปัญหามากมาย รวมถึงอัตราการลาออกที่สูง ประสิทธิภาพที่ลดลง ขวัญกำลังใจต่ำ การตัดสินใจที่ไม่ดี และความสามารถในการแข่งขันของบริษัทลดลง พนักงานที่ไม่มีความผูกพันนั้นมีโอกาสน้อยที่แสดงการมีส่วนร่วมในการตัดสินใจ ส่งผลให้บริษัทขาดความคิดสร้างสรรค์และสูญเสียแนวคิดและข้อเสนอแนะที่ลึกซึ้ง การวิจัยนี้จึงมีวัตถุประสงค์เพื่อศึกษาปัจจัยจูงใจและปัจจัยอนามัยที่ส่งผลต่อความผูกพันของพนักงานของบริษัท Liaoning Haolian Zhongfan Investment Co., Ltd. China. ประชากรที่ใช้ในการวิจัยนี้ คือ พนักงานบริษัท Liaoning Haolian Zhongfan Investment Co., Ltd. China. โดยใช้แบบสอบถามเป็นเครื่องมือในการเก็บรวบรวมข้อมูลจากกลุ่มตัวอย่างจำนวน 300 คน ทำการวิเคราะห์ข้อมูลด้วยค่าความถี่ ร้อยละ ค่าเฉลี่ย ส่วนเบี่ยงเบนมาตรฐาน และทดสอบสมมติฐานด้วยการวิเคราะห์การถดถอยพหุคูณ

ผลการวิจัยพบว่า ปัจจัยจูงใจ ได้แก่ ความสำเร็จ ความรับผิดชอบ ลักษณะของงาน ความก้าวหน้า และโอกาสในการเติบโต ส่งผลต่อความผูกพันของพนักงานของบริษัท Liaoning Haolian Zhongfan Investment Co., Ltd. China อย่างมีนัยสำคัญทางสถิติที่ระดับ .05 โดยมีอำนาจในการพยากรณ์ร้อยละ 86.3 และปัจจัยอนามัย ได้แก่ สภาพการทำงาน เงินเดือนและผลประโยชน์ ความสัมพันธ์กับเพื่อนร่วมงาน ชีวิตส่วนตัว ความสัมพันธ์ระหว่างผู้ใต้บังคับบัญชา และสถานภาพ ส่งผลต่อความผูกพันของพนักงานของบริษัท Liaoning Haolian Zhongfan Investment Co., Ltd. China อย่างมีนัยสำคัญทางสถิติที่ระดับ .05 โดยมีอำนาจในการพยากรณ์ร้อยละ 91.2

คำสำคัญ: ปัจจัยจูงใจ ปัจจัยค้ำจุน ความผูกพันของพนักงาน

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MOTIVATION FACTORS AFFECTING EMPLOYEE ENGAGEMENT: A CASE STUDY OF LIAONING HAOLIAN ZHONGFAN INVESTMENT CO., LTD. CHINA

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Abstract

The failure of companies to comprehend the motivational factors affecting employee engagement can result in many issues, including high turnover rates, decreased productivity, low morale, poor decision-making, and reduced competitiveness. Disengaged employees are less likely to participate in decision-making, resulting in a lack of creativity and a loss of insightful ideas and suggestions. This research aimed to study the motivation and hygiene factors affecting employee engagement at Liaoning Haolian Zhongfan Investment Co., Ltd., China. The population used in this study were Liaoning Haolian Zhongfan Investment Co., Ltd., China employees. The questionnaire was used to collect data from a sample group of 300 people. Data were analyzed by frequency, percentage, mean, standard deviation, and hypothesis testing using multiple regression analysis.

The results showed that motivation factors such as achievement, responsibility, work itself, advancement, and the possibility of growth affect employee engagement at Liaoning Haolian Zhongfan Investment Co., Ltd., China, at the statistical significance level of .05 with a predictive power of 86.3 percent. And hygiene factors such as working conditions, compensations, and welfare, interpersonal relations with peers, personal life, interpersonal relations with subordinates, and status affect employee engagement at Liaoning Haolian Zhongfan Investment Co., Ltd., China, at the statistical significance level of .05 with a predictive power of 91.2 percent.

Keywords: Motivation Factor, Hygiene Factors, Employee Engagement

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Introduction

Motivation to work is due to several factors, including external motivation factors such as wages and welfare. Security, as well as regulations and internal motivating factors such as having a challenging job, meets aptitude. Career advancement Being respected by others and being allowed to express their creative ideas publicly or to others (Pholsward, 2022). Motivation is personal to the individual, it is desire, and it is the driving force within the mind that inspires a person to behave in a particular manner, whether it be to better creatively or to do an offense. However, the behavior does not proceed without a goal. On the contrary, the behaviors that drive the mind are aimed at achieving the goals of each person, in which a person can only do something using 20-30% of their existing abilities. Instead, they will use up to 80-90 percent of their existing abilities to work for the agency if they are motivated in the right way.

The process of acquiring a sufficient number of eligible people who are suited for the position that is needed within a company is referred to as recruitment. This entails managing the recruitment process, which includes everything from drawing in and evaluating a huge pool of candidates to picking the employees who are the best fit for certain roles and filling those positions accordingly (Pesadcha, 2022). Liaoning Haolian Zhongfan Investment Co., Ltd. values its commitment to the organization as a valuable and beneficial aspect force for the organization. In line with Maslow's theory of needs and the theory of motivation, Herzberg (1959) found that work motivation is what influences the performance of personnel and deserves in addition to salary. Wages received as usual. Human nature, when responded, causes satisfaction and positive behavior. If one is driven to perform well and correctly, it will serve as a stimulus to work effectively. A demonstrated commitment to the organization and a willingness to carry on working with the organization are both required. The staff will be beneficial to the organization in terms of the quality of performance, and they will be able to develop the organization effectively. On the contrary, if the personnel is motivated to work improperly and adequately, it causes dissatisfaction at work, discouragement, and a lack of morale. Feeling bored or hopeless in performing tasks inefficiently Misuse of income or work for personal gain It affects the damage to the organization. If people are motivated to do the right job, they will dedicate their strength and wisdom, sacrifice their physical strength, and dedicate their time to work. This makes the organization's operations more efficient. Therefore, it is considered that the motivation to work affects the engagement of the organization.

Therefore, each organization needs to adapt to change. One of the important strategies is to create employee engagement, where this employee engagement guarantees that engaged employees will work to the best of their ability and dedication in what they do to ensure the success of the

organization. Creating employee engagement will help develop the organization ready for human resource management which will lead to increased competitiveness (Khongsawatkiat & Sukriket, 2021).

Therefore, the researchers are interested in studying Motivation Factors Affecting Employee Engagement: A case study of Liaoning Haolian Zhongfan Investment Co., Ltd. to know what factors contribute to employee engagement in the organization, to be useful in designing and developing the organization to be appropriate and to promote organizational engagement.

Research Objectives

1. To study motivation factors affecting employee engagement of Liaoning Haolian Zhongfan Investment Co., Ltd.
2. To study hygiene factors affecting employee engagement of Liaoning Haolian Zhongfan Investment Co., Ltd.

Research Hypothesis

1. Motivation factors significantly affect employee engagement at Liaoning Haolian Zhongfan Investment Co., Ltd.
2. Hygiene factors significantly affect employee engagement at Liaoning Haolian Zhongfan Investment Co., Ltd.

Conceptual Framework

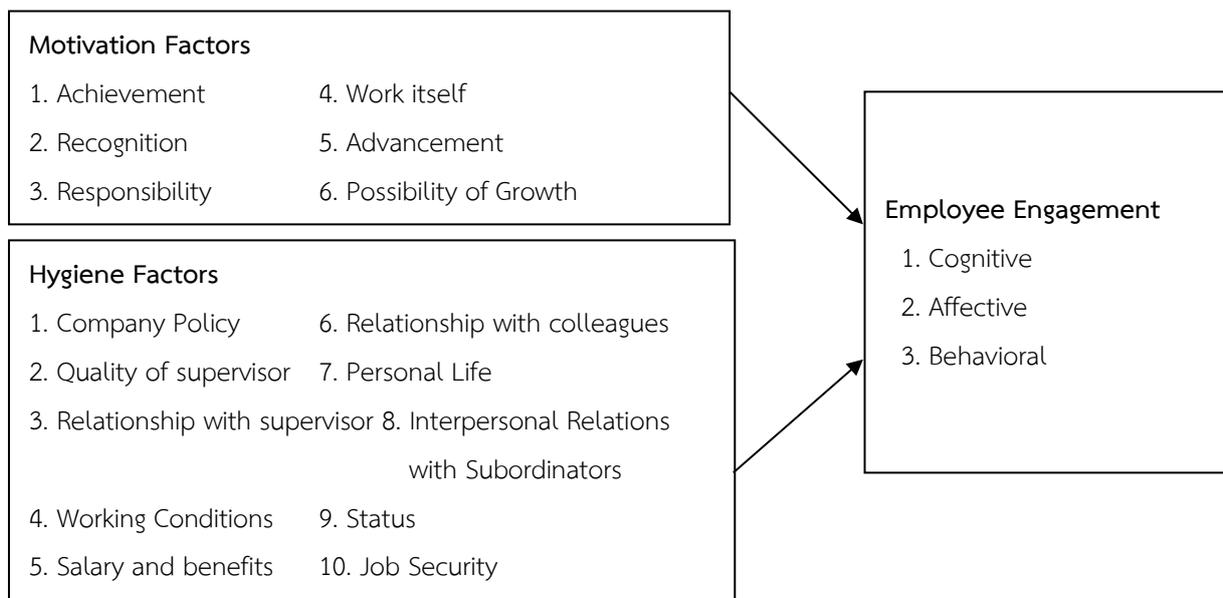


Figure 1 Conceptual framework

Source : Herzberg (1959); International Survey Research [ISR] (2004)

Literature Review

Herzberg's 2-Factor Theory

The achievement of an organization depends on the performance of its personnel, which is one of the success factors among the management resources (Siddiqui, 2014). Even while the nature of the work and performance objectives might assist the individual to complete the tasks in accordance with the anticipated results, if the staff is "motivated" to complete the work, then the staff will be willing to (Kuswati, 2020). There is a growing enthusiasm for work because motivation is a driving force hidden within the minds of people. For example, the famous motivation theory, Herzberg's 2-Factor Theory, proposes that the organization's personnel will perform high-performing tasks, and what incentives will help to strengthen their work (Herzberg, Mausner, & Snyderman, 1959). It consists of 1) motivating factors including achievements, recognition, responsibility, work itself, advancement, and the possibility of growth. And 2) hygiene factors including company policy and administration, quality of supervisor, relationship with supervisor, working conditions, salary and benefits, relationship with colleagues, personal life, interpersonal relations with subordinates, status, and job security.

Employee Engagement

Employee Engagement means belief in a good attitude and behavioral expression towards the organization (Swarnalatha & Prasanna, 2013). Awareness, feelings, and behavior aspects are committed to working and will dedicate themselves to the success of the organization (Santana-Martins, Nascimento, & Sánchez-Hernández, 2022). Employee engagement includes 1) Cognitive means Knowing and recognizing the characteristics of the organization self-relationship with the organization includes recognizing the goals and objectives of the organization and recognizing 2) Affective means feeling good or having positive feelings for the organization, i.e., having a feeling of love and pride in the organization. And 3) Behavioral means behaviors, expressions, words, and actions that represent doing for an organization, i.e., positively talking about the organization (Pincus, 2022).

Research Methodology

The sample size for this study consisted of 1,200 individuals drawn from the workforce of Haolian Zhongfan Investment Co., Ltd. (Haolian Zhongfan Investment Co., Ltd., 2022). The formula of Yamane (1973) was utilized to determine the sample size, and the confidence level of the sampling was set at 95%. The sample consisted of three hundred employees. To verify the accuracy of the data collected for this study, a questionnaire was used as the

instrument of research. To guarantee that the questions in the questionnaire are in line with the aims and criteria of the study, it was developed based on an analysis of the primary active and published literature. It is divided into 4 parts as follows: Part 1 part of the questionnaire on demographic factors; Part 2 Questionnaire on Motivation Factors; Part 3 Questionnaire about Employee Engagement. and Part 4 Other Suggestions and Comments. The reliability testing value of 0.894, which is greater than 0.7 indicates that the questionnaire was reliable how to collect information.

This research employed both descriptive and inferential statistics in its data analysis. To explain the preliminary data, descriptive statistics such as frequency, percentage, mean, and standard deviation were utilized. In addition, an inferential statistical analysis was conducted to assess the research hypothesis, employing multiple regression analysis with a significance level of .05.

Research Results

According to the results of the study of the responses, most of the participants (56.0%) were women, (37.00%) were between the ages of 31 and 40, (50.33%) had bachelor's degrees, and (39.67%) earned an average monthly income of 2,001 to 4,000 yuan.

Table 1 shows the mean and standard deviations.

Motivation factors	Mean	SD	Opinion level
Achievement	3.78	0.72	High
Recognition	3.74	0.74	High
Responsibility	3.67	0.77	High
Work itself	3.66	0.79	High
Advancement	3.55	0.98	High
Possibility of Growth	3.71	0.74	High
Hygiene factors	Mean	SD	Opinion level
Company Policy	3.64	0.72	High
Quality of supervisor	3.66	0.72	High
Relationship with supervisor	3.60	0.74	High
Working Conditions	3.56	0.98	High
Salary and benefits	3.60	0.89	High
Relationship with colleagues	3.76	0.75	High
Personal Life	3.71	0.77	High

Table 1 shows the mean and standard deviations. (Cont.)

Hygiene factors	Mean	SD	Opinion level
Interpersonal Relations with Subordinators	3.70	0.72	High
Status	3.56	0.76	High
Job Security	3.67	0.81	High
Employee engagement	Mean	SD	Opinion level
Cognitive	3.59	0.87	High
Affective	3.64	0.72	High
Behavioural	3.70	0.66	High

Table 2 results test results in the motivation factors on employee engagement.

Motivation factors	b	Std. Error	B	t	p-value	VIF
Constant	0.550	0.084		6.566	.000	
Achievement	0.146	0.033	0.161	4.376	.000*	2.960
Recognition	0.049	0.043	0.055	1.134	.258	5.205
Responsibility	0.099	0.034	0.118	2.895	.004*	3.618
Work itself	0.180	0.034	0.220	5.349	.000*	3.669
Advancement	0.181	0.028	0.273	6.574	.000*	3.768
Possibility of Growth	0.187	0.037	0.213	5.030	.000*	3.917
R = 0.930, R ² = 0.866, Adjusted R ² = 0.863, SE _{EST} = 0.241, F = 314.31, p-value = .000*						

* Statistically significant level of .05.

Table 2 shows that achievement, responsibility, the work itself, advancement, and the possibility of growth affect employee engagement at Liaoning Haolian Zhongfan Investment Co., Ltd. at a statistically significant level of .05 with a predictive power of 86.3%.

Table 3 Results of hypothesis tests hygiene factors on employee engagement

Hygiene factors	b	Std. Error	B	t	p-value	VIF
Constant	0.085	0.076		1.116	.265	
Company Policy	0.045	0.030	0.049	1.474	.141	3.812
Quality of supervisor	0.035	0.033	0.039	1.043	.298	4.659
Relationship with supervisor	0.044	0.034	0.050	1.274	.204	5.164

Table 3 Results of hypothesis tests hygiene factors on employee engagement. (Cont.)

Hygiene factors	b	Std. Error	B	t	p-value	VIF
Working Conditions	-0.072	0.036	-0.108	-1.995	.047*	9.921
Salary and benefits	0.169	0.031	0.232	5.393	.000*	6.284
Relationship with colleagues	0.161	0.030	0.186	5.428	.000*	3.975
Personal Life	0.191	0.030	0.225	6.251	.000*	4.409
Interpersonal Relations with Subordinators	0.145	0.022	0.160	6.424	.000*	2.101
Status	0.217	0.034	0.253	6.371	.000*	5.363
Job Security	0.038	0.031	0.048	1.237	.217	5.095

R = 0.957, R² = 0.915, Adjusted R² = 0.912, SE_{EST} = 0.193, F = 311.20, p-value = .000*

* Statistically significant level of .05.

Table 3 demonstrates that hygiene factors, such as working conditions, pay, and benefits, relationships with coworkers and subordinates, personal life, and status, have an impact on employee engagement at Liaoning Haolian Zhongfan Investment Co., Ltd. at a statistically significant level .05 with a 91.2 percent predictive power.

Discussions

According to the study, employees at Liaoning Haolian Zhongfan Investment Co., Ltd. agreed on both the global and individual motivational elements. Achievement had the highest mean score, followed by recognition when considering all aspects. In addition, analysis of the hypothesis testing revealed that the motivation factors, including achievement, responsibility, work itself, advancement, and the possibility of growth, affect employee engagement at Liaoning Haolian Zhongfan Investment Co., Ltd. at a statistically significant level of .05 with a predictive power of 86.3 percent. The need for achievement, accountability, the work itself, progress, and growth potential is what makes for an engaged workforce. When given what they need and want, employees will feel driven to stick around the company. As a result, motivation becomes the most frequently considered factor influencing employee engagement in the organization. If the employees in the organization can feel that they can perform their duties in achieving their goals, they feel satisfied with the success of the work, they feel important to the company, or the assignments are often suitable for their knowledge and ability, to whatever extent, they will feel happy and are willing to continue the work.

Accordingly, the organization needs to consider offering work motivation to motivate them to stay longer in the organization. This corresponds to Gubman's (2004) definition of employee engagement as "the behavior of employees who are fully energized and empowered by their assignments," which manifests itself in a variety of ways, including creative work and quality that exceeds the expectations of customers and organizations. In addition, the findings of this research are in line with those of a study that was conducted by Riyanto, Endri, and Herlisha (2021). In that study, it was discovered that there is a substantial association between employee engagement and job motivation. Also, the result of the study is consistent with the study done by Akingbola and Van Den Berg (2019), the research found that responsibility, as well as job characteristics and value congruence, can be major antecedents in the relationship between nonprofit employees, their jobs, and the organization.

According to the study, employees at Liaoning Haolian Zhongfan Investment Co., Ltd. agreed highly on both the overall and individual aspects of hygiene factors. Considering each aspect, most of them agreed on relationships with colleagues, which had the highest mean score, followed by personal life. Furthermore, hypothesis testing revealed that hygiene factors such as working conditions, salary, and benefits, relationships with colleagues, personal lives, interpersonal relations with subordinates, and status affect employee engagement at a statistically significant level of .05 with a predictive power of 91.2 percent at Liaoning Haolian Zhongfan Investment Co., Ltd. This is the point at which positive support, such as working conditions, salary, benefits, relationships with colleagues, personal lives, interpersonal relations with subordinates, and status given by the organization can influence the positive decision of employees to continue staying in the organization for a longer period. When the employees can feel satisfied with the working conditions of the company, satisfied with interpersonal relations with subordinates, and satisfied with compensation and benefits, they will be happy to continue in the company. As a result, the company should have adequate administrative resources to provide quality education as well as compensation and benefits commensurate with knowledge and abilities. This study's findings are consistent with those of Kaushik and Guleria (2019), whose research found that happy relations between employees and employers are critical to increasing the productivity and performance of both employees and organizations and that employee engagement is linked to having happy relations.

Yet, the amount of help that is being provided by the organization is not sufficient. The employees will also continue to work for the organization when their lives are supported. Sometimes, employees must resign from their current organization because they cannot

manage their personal lives. Accordingly, the personal lives of employees should be nice. They should feel satisfied with political life and the way things are going in today's society, as well as with the fact that the community or village where the employee lives are warm and safe. Accordingly, it would be better if the organization could participate in managing the personal lives of employees. The organization can do CSR for the employees' community so that the employees' community has a satisfied environment.

Implications of the study

1. The organization should provide the employees with good motivation, including achievement, responsibility, work itself, advancement, and the possibility of growth, to make employees feel motivated to work and continue to stay in the organization. Many activities can be used as tools to motivate employee engagement. These can include the provision of duties and responsibilities so that the employees can perform their duties in achieving their goals and can solve various problems that arise during their work. Furthermore, the organization should provide works and positions that can be advanced to a higher position or acceptance.

2. To achieve employee engagement, the organization should provide hygiene factors such as working conditions, salary, and benefits, relationships with colleagues, personal life, interpersonal relationships with subordinates, and the status of their employees. The organization can provide working conditions for the company, sufficient administrative resources to provide quality education, and appropriate compensation and benefits that fit the employees' skills and knowledge. In addition, the company ought to establish working conditions that can promote cooperation in the performance of duties from subordinates, as well as relationships with subordinates outside of working hours.

3. The organization should have some involvement in managing the personal lives of employees, such as providing some subsidies if employees have some financial problems, to reduce the employees' stress. Or the organization can provide some corporate social responsibility to develop the employee community since a good community of employees can influence the quality of work.

Future Research

1. Because the emphasis of this research was on the causal influence that two-factor theories, including motivational factors and hygienic factors, have on employee engagement, it is possible that other variables that are equally essential were neglected. For this reason,

the next study should consider including potential aspects such as technological usage, organizational culture, organizational communication, and so on.

2. To accomplish the goals of this study, the quantitative research approach was the primary emphasis. As a result, further study may make use of other research approaches, such as qualitative research, which uses interview techniques to glean insights from significant individuals, or a mixed method, which combines qualitative research with quantitative research.

3. The scope of this investigation was limited to a single Chinese firm. In the subsequent study, the samples and study area may be expanded to include other businesses, which would provide the researchers with further opportunities to compare the findings of the various studies. In addition, expanding the scope of the research to cover a variety of business sectors to analyze the similarities and differences between them is another approach.

4. The next study could investigate personal lives as well as the impact of community on employee engagement. It would be able to extend the knowledge of the relationship between personal life and good community through employee engagement.

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