

**FACTOR INFLUENCING EMPLOYEE PERFORMANCE :**  
**A CASE STUDY OF THE SERVICING MOTOR FIRM**



**A THESIS SUBMITTED IN FULFILLMENT OF THE  
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Thesis Title      Factors Influencing Employee Performance: A Case Study of Servicing  
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## **ABSTRACT**

The purpose of this research was to study Factors influencing employee performance of Servicing Motor Firm. Data were collected from 88 respondents by using simple random sampling. The result Found that the emotional intelligence was at a high level, reward system was at a high level, occupational health and safety were at a high level, and employee performance was at a high level, and the hypothesis test results showed that emotional intelligence variables. reward system and Occupational Health and Safety were found to be at the high level. Emotional intelligence and reward system had a statistically significant influence on employee performance of Servicing Motor Firm at 0.01 level.

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The researchers hope that this research will be of some benefit. Therefore, I would like to give all the good parts to the teachers that has been so effective that the research results are beneficial to those involved. And I would like to extend my gratitude to my father, mother and all benefactors.

Kanut Polanant



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# CHAPTER 1

## INTRODUCTION

### 1.1 Research Background and Problem Statement

Today's business competition is becoming more and more aggressive, causing organizations to recruit strategies to create competitive advantages for their own organizations, build strengths and eliminate weakness to a minimum and adapt to the environment. Due to the ever-changing external environment and avoiding threats that arise, whether it is social change, economic inversion, political uncertainty, the organization to be successful in its operations, becoming a leading organization that has been recognized and able to grow steadily and sustainably, the hopes of various business organizations can be achieved depending on several factors including large capital, modern machine tools, sufficient information, business management strategies, different vision leaders, innovative innovations, and most importantly having human resources with knowledge, skills, and operational capabilities are the engine that drives the organization towards success.

In corporate management, the term "performance" is often referred to as a demonstration of the importance of effective organizational management in order to build a competitive edge, especially in the post-2008 economic crisis. Since 1998 and 1999 onwards, employees in the organization are required to work with quality, dedication and value to the business so that the organization can survive. Performance has become a vital part of the existence and growth of the company, current and future organizations, and helped build capacity and competence. The ability of the organization has been developed operational efficiency in a systematic and concrete way by senior management and the Human Resource Management has figured out ways to improve management through a process of enhancing performance.

It is well known that the organization and its employees are complementary, so in order to make the organization successful, in addition to the management method of reducing costs and expenses, it is necessary to rely on resources. Quality humanity in the organization is an important force as (Somkid Bangmo, 2012) has concluded that the quality of the people in the organization is important because the person is the operator of everything, including the procurement and use of various administrative resources such as Money, Materials, Technology, Machine and Management for the benefit of the organization. In addition, the person must have the knowledge and ability, a good awareness, the right ideas, a positive attitude towards the organization, and be willing to work according to their roles and responsibilities. Duties set by the organization means that employees in various departments within the organization must have work behaviors in all aspects that demonstrate their

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involvement in the achievement of the organization's goals, for example: employees must act and comply with the company's rules and regulations, have responsibility for their assigned duties, participate in sharing opinions, be able to resolve problems and obstacles, have good judgment in making decisions, be a sponsor and take part in activities that increase productivity and increase the quality of products and services, good teamwork, and create a good impression. The organization is ready to devote the energy and intelligence to the organization to be successful in any situation.

The overall trend of the manufacturing and parts industry in 2019 is expected to be approximately 1.14-1.16 trillion baht, expanding by 3-5% (YoY), benefiting from the economic growth that increases investment. In the manufacturing sector and infrastructure investment, these challenges include what machine operators, manufacturers and distributors need to prepare for the future, such as research and development of machines that meet the market demand, seeking business partners with know-how to transfer technology, as well as human resource development to support machine maintenance to be moderner and more sophisticated. On the other hand, it is also important to search for foreign markets, especially in neighboring countries, which are currently developing industrial production and having a high demand for manufacturing, in particular affordable parts and machines that Thailand is capable of producing.

The Servicing Motor Firm in Thailand is in the field with all kinds and sizes including electrical machines, electrical motors, maintenance heavy duties of electrical motors, train tracks, servicing rail links and sky trains. Since the starting time, the business has continuously grown and the ever-increasing needs of our customers have also risen. While the main specialization of the company is in the repair of electrical motors, the Servicing Motor Firm business has never stopped developing its workshop ever since. The company has been trying to figure out the newest technology and workshop facilities for several works and products which could serve customers when they experience electrical equipment problems. Nevertheless, the business is also aware that the business may shut down when the equipment breaks down.

Electrical motors in machines are the main factor in the production of various products. The main component that converts electrical energy into mechanical energy is undoubting the motor which plays a key role of making machines or production processes driven in different ways based on the nature of its. Keeping the motors in working order at all times is essential because if these motors are damaged, they cannot be used and they will have a direct impact on the production process as replacing large motors may take quite a long time and lead to the delay of production. Another problem is the damage caused by the loss of productivity. Therefore, there must be a team of skilled technicians to take care of maintenance for electrical motors to work efficiently.

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Nowadays, the Servicing Motor Firm business still has many areas for improvement due to lack of productivity, for example, the perception of roles and duties of the company's employees is still not good enough for the expansion of production capacity and inconsistent with the increased workloads, the management has never delegated the power of making decisions to the employees, employees are lack of experience and operational expertise. Therefore, in order to support the improvement of work efficiency and work performance in various fields i.e. production, quality service, time consuming, and the quantity that the market needs, the company will require a better quality control system, new product design, market debt restructuring and business restructuring. This will help the company to meet the ever-expanding free trade competition, be able to work to its full potential for cost savings, and even reduce the gap in management. Increasing dedicated employees to different tasks will also lead to the amount of business building, especially the shipbuilding business to be sustainable and sufficient for the ability to continuously operate and can compete with existing competitors in the business, as well as be able to lead the business to the goals that have been set.

Operating environment is classified as a visible physical resource, such as a building, machine, factory, land office, equipment, etc. where administrators are asked to make cost-effective management of physical resources and maintain them in the status of ready for use. The key factors of the operating environment that are related to work performance include working atmosphere, relations between workers and supervisors. In addition, human resources are also considered as an important component in the company because organization will not occur without human resources. The company with good management has to manage human resources effectively. More importantly, being able to arrange personnel to suit his/her skills and interests will allow personnel to be satisfied at the workplace. The outcome will be more efficient in many ways and the company will effectively build up the team of organization and individuals with the best performance. Therefore, human resources are the main reason that will affect production performance and quality standard of products, resulting in an increase of production costs. In this case, the business has been asked to develop the performance of personnels to have skills and necessary expertise for career development by improving the capabilities of personnels to their fullest potential and having factors affecting the performance of the operating staffs to work with the maximum efficiency.

## 1.2 Research Question

1.2.1 How does Emotional Intelligence influence employee performance at the Servicing Motors Firm in Thailand?

1.2.2 How does Occupational Health influence to employee performance at the Servicing Motors Firm in Thailand?

1.2.3 How does Reward System influence to employee performance at the Servicing Motors Firm in Thailand?

### **1.3 Objectives**

1.3.1 To study the level of employee performance at the Servicing Motors Firm in Thailand.

1.3.2 To find the influence of Emotional Intelligence on employee performance at the Servicing Motors Firm in Thailand.

1.3.3 To find the influence of Reward Systems with employee performance at the Servicing Motors Firm in Thailand.

1.3.4 To find the influence of Occupational Health on employee performance at the Servicing Motors Firm in Thailand.

### **1.4 Hypothesis**

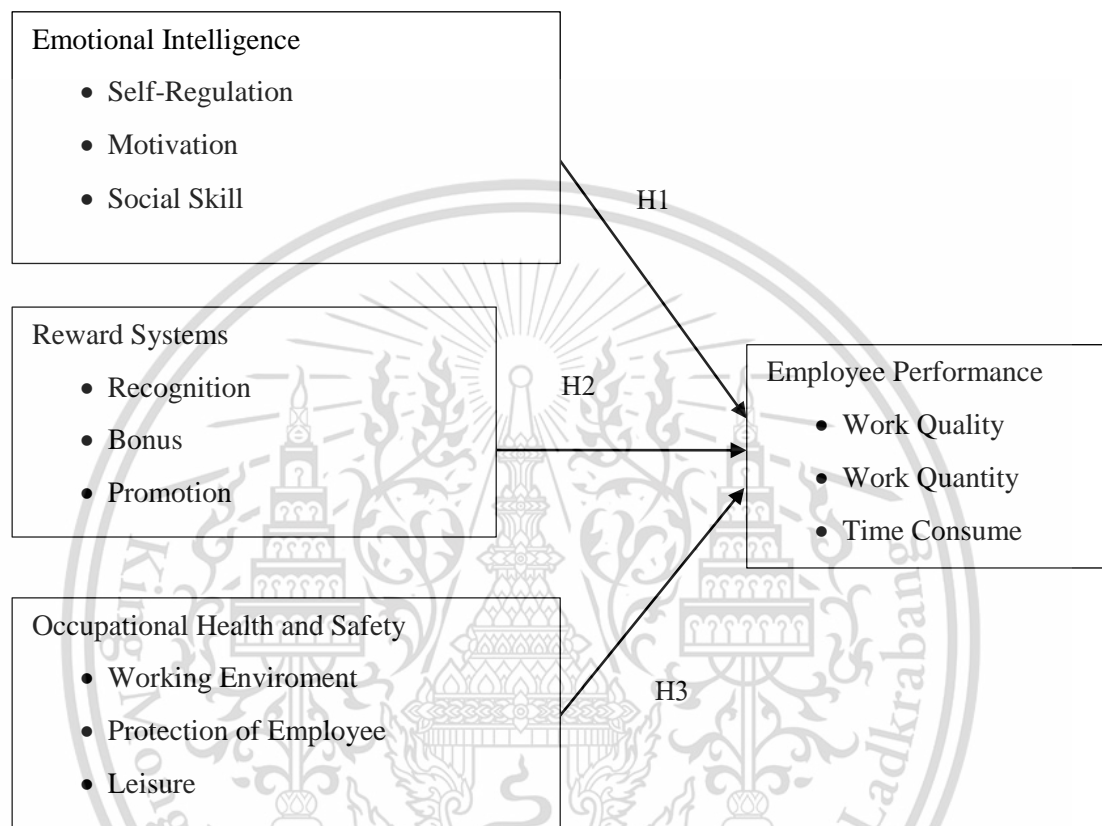
H1: Emotional Intelligence influence on employee performance at the Servicing Motors Firm in Thailand.

H2: Reward System influence on employee performance at the Servicing Motors Firm in Thailand.

H3: Occupational Health and safety influence on employee performance at the Servicing Motors Firm in Thailand.

## 1.5 Research Framework

This research study is aimed at “Factor Influencing Employee Performance : A case study of the Servicing Motor Firm” by researchers determined the conceptual framework of the research. From the employee performance concept of Peterson & Plowman (1989)



**Figure 1.1** Conceptual Framework

## 1.6 Research scope

1.6.1 Scope of the population and sample employees at the Servicing Motors Firm in Thailand, a total of 112 people have been calculated by using the formula of Taro Yamane (Yamane, 1973) at a confidence level of 95% to study a sample size of 88 people.

1.6.2 Scope of content in this research study, the researcher studies “Factor Influencing Employee Performance : A case study of the Servicing Motor Firm”.

- the independent variables are Emotional Intelligence, Reward Systems, Occupational Health, and safety.

- the dependent variables are employee performance.

1.6.3 Scope of the study area is at the Servicing Motors Firm in Thailand.

1.6.4 Scope of time for doing this research, the researcher spent time to study, collect information, prepare information, analyze and draw conclusions: total period of 3 months (January 2022 - March 2022)

## 1.7 Significant of Study

The results of this study show the significant effects of the Emotional Intelligence, Reward System, and Occupational Health and Safety, affecting the performance of employees at the Servicing Motors Firm in Thailand as a guideline in formulating employee performance policies at the Servicing Motors Firm in Thailand in the future.

## 1.8 Definition

Employee performance is defined as achieving workload, work quality, efficient productivity and working performance. Whereas the performance of employees at all levels within the organization within the scope of methods is specified by the organization to achieve the objectives goals or achievements for the survival of the organization.

- work quantity is defined as the personnel of the organization must perform the work to achieve the results as specified by the organization or expected.
- work quality is defined as the personnel of the organization must perform the work to achieve the correct, accurate, without errors and satisfied.
- time consuming is defined as the time required for personnel to complete their work on time or as expected by the agency.

Emotional Intelligence (EI) or Emotional Quotient (EQ) is the ability to perceive one's own and others' emotions, and able to manage emotions properly in order to live happily with a successful life.

- self-regulation is defined as self-control is a process of control and adjustment. own behavior to be desirable behavior as targeted
- motivation is defined as anything that drives or motivates a person to act or act willingly. In order to bring efficient work The main motivations are needs, satisfaction at work. will bring good practice of personnel
- social skill is defined as behavior, speech, or even gestures used to communicate with others to be effective. Which social skills or social etiquette in each will be different. It depends on the culture, beliefs and attitudes of people in society. Therefore, we can change and develop this skill throughout our lives. especially If we have to meet people with different groups, different ideas

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Reward Systems is to make employees work in the organization with determination and motivation to work. The reward system is a factor that will promote performance and maintenance of employees in the organization. Awards are divided into 2 categories: tangible prizes and the intangible reward

1. Tangible prizes is defined as

- paid in money, including wages, salaries, remuneration, profit from partnerships, bonus

- provides benefits such as health insurance, life insurance, position car, lend a special case, make money when you retire

2. The intangible reward will not pay in cash, including recognition of the outstanding employee of the year, reduction of working hours.

- Recognition is being respected by supervisors, colleagues, groups of friends and other people. This recognition can sometimes be expressed in the form of admiration.

- Bonus is extra money paid as a gratuity to employees in addition to the normal salary

- Promotion is being promoted or change in the status of a person's position in the organization

Occupational Health and safety refers to the condition of being in good condition physically by keeping the health and safety of workers free of any threats, hazards and risks, including accidents, occupational diseases, safety outside of workplace, and live happily in society, both physically, mentally, socially and spiritually.

- Working environment is defined as things around the people working in the organization with indicative employees' feelings about the work they do and their co-workers in which all members have a good feeling, devotion both physically, mentally, and help each other to solve problems. The quality of work will increase. On the other hand, the working environment can also be a factor that results in stress and fatigue at work.

- Protection of employees is defined as choosing to work with a stable company that will give you a good career. A sense of safety and security at work is based on the image and reputation of the company. Working in a stable company, employees will not think of changing or relocating. Clear division of work duties will make employees feel secure in life and work lifetime employment (to retirement) to create a sense of security at work.

- Leisure is defined as it is related to every decision in life. Time is a determining factor, whether it's work or family. Everyone must make this life balance with the time set and balance with other aspects as well.

## CHAPTER 2

### LITERATURE REVIEW

In this research Researchers conducted a study Factor Influencing Employee Performance : A case study of the Servicing Motor Firm. the researchers conducted a literature review and related research. It was presented on the following topics.

- 2.1 Concepts and theories of Employee performance
- 2.2 Concept and theories of emotional intelligence
- 2.3 Concepts and theories of Reward Systems
- 2.4 Concepts and theories of Occupational health and safety
- 2.5 General information of Rail maintaining and service firm company
- 2.6 Related research

#### **2.1 Concepts and Theories Employee Performance**

To perform the job well or badly, the practitioner must meet both the external and internal needs, which are fulfilled, meaning the work is effective, i.e. the demand. External requirements include 1) income or compensation 2) operational security 3) physical environment 4) position of duties. Internal needs include 1) a need to join a group 2) a need to express feelings about Loyalty, companionship and affection 3) The need for one's dignity.

Performance is of paramount importance. It also affects the performance of both individuals and organizations. Organizations expected to provide employees with effective performance, will result in the organization Performance as well Therefore, the researcher has reviewed the literature related to the concept of the operation to be effective as follows.

Prachaypruet,T. (2012) means that Performance means supporting management methods that will get the most results. With minimal cost consumption That is, reducing objectives and personnel costs while trying to increase accuracy, consistency, and speed. Of managing more

Thanadarob, N. (2012) has defined Performance as performance refers to the actions competence and readiness. Strive willingly to perform his work fluently. With regulations, rules and regulations to complete the work on time, speed, accuracy and quality and standards in which the performance of work must be due to diligence, responsibility and care in the work with honest hearts. And loyalty to the organization In accordance with The Dictionary of the Royal Institute of Thailand 2525 (referenced in Kaewhom,S. 2012) has defined Performance as the ability to work to produce results in performance. Including the case of Prachayaprue,T. (2009 referenced in Chanyang,R. 2013), it means that Performance

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(Performance) is to support the management method that will get the best results. With minimal cost consumption, that is, reducing material costs Personnel down while trying to increase speed and smoothness

This is no different from the Peterson and Powman case (Plowman & Peterson, 1989 referenced in Endurat ,C. 2014). The conclusions and summarized the elements of Prasitparam in 4 items,

1. Quality of work must be of high quality, that is, the manufacturer and the user are worthwhile and satisfied
2. Quantity of work that occurs must meet the expectations of the organization.
3. Time is the time spent in an operation must be in a correct manner according to the principles suitable for work and up to date.
4. Costs in all operations must be appropriate for the work and method. Is that it will have to invest less and get the most profit.

In conclusion, Performance is the level of behavior or a person's satisfaction with the quality of work that the person puts forth effort to do best Under the specified standards or the ability to quickly achieve the objectives set. And for researching this time The researcher thinks that efficient operations must consist of speed and Performance. Correct and use resources wisely.

Performance Measured by the feeling of satisfaction, as Waenphet,w. (2011) has concluded that the factors that caused the production volume to decline in business organizations despite the fact that the workers are the same, workers are absent, change jobs often, or come to work but do not do well. Ineffective, these things are caused by satisfaction or dissatisfaction at work. Therefore, satisfaction is important to a business organization in the following areas.

1. It contributes to Performance in work.
2. Make improvements Management policy When found that employees are dissatisfied with their work
3. A strategy to increase the productivity of the agency one way.
4. Creating more responsibility for work
5. Build the moral and morale of work

Job satisfaction has a great influence on performance, that is, if a person has a high level of job satisfaction. Inevitably leads to effective work performance By providing various elements, suitable environment Fair benefits In order to provide workers with job satisfaction and is a motive for good performance And the importance of employee satisfaction to the operations and the organization are as follows.

1. To create cooperation in the work to achieve the objectives of the organization.
2. Build integrity and unity towards the organization

3. Strengthen good discipline which will lead to compliance with the regulations
4. Make the organization strong Able to overcome obstacles while driving
5. Make the operators better understand the organization.
6. Make workers take initiative in various activities.
7. Make workers confident in their own organization.

From all the information mentioned above, it will be found that personnel in the organization play a highly important role in management. Inputs of production in different stages to achieve productivity or results of good work, however, personnel are special factors that are essential to manage and operate in order to achieve an effective management environment. To work as high as possible Inevitably will result in the work of that agency with both quantity and quality as well. The knowledge and ability of personnel alone can not make the agency successful. If the organization's personnel are not willing and willing to perform to their best Therefore, personnel performing their work at maximum Performance depends on job satisfaction, where satisfaction is one of the processes of motivating. So it can be has concluded that Work motivation is to drive, induce, or persuade people to perform their work and can respond effectively to organizational objectives.

Therefore, from the importance of personnel that the organization has to focus on and have a policy that is consistent with the needs of the employees. This will allow the improvement of the work Performance of the employees to not decrease or may work better.

#### Factors Affecting Operational Performance

According to the principles of management, the main aim is to achieve the objectives that are set effectively. It also saves time, resources and everyone is satisfied. It relies on four basic resources: people, money, materials, things and methods of management. Among all these resources, "people" are the primary and most important resources. No matter what age Various changes that have occurred in the economy. That society or politics People get involved in work that will bring about change. it could be concluded that people and work are counterparts. Therefore, the work in the agency Whether it is public or private, it is important. But to perform a quality work depends on a variety of factors, factors affecting the performance of the work. Many scholars have suggested the following factors differ based on their experience.

#### **2.1.1 Factors that influence the performance of a person.**

Dusitrattanakul,O. (2014) has concluded that performance satisfaction is due to personal factors such as gender, age, duration of work, intelligence, education and personality as a major factor affecting performance. In the organization, personal characteristics are variables that affect the performance of employees within the organization differently.

According to Kaewhom,S. (2012), the performance of each person's performance is determined by individual attributes (Individual Attributes), divided into 3 groups as follows:

1. Demographic Characteristics It's traits that are related to sex, age, race, and ethnicity.
2. Competency Characteristics It is a trait related to the knowledge, competence, aptitude and expertise of a person. These qualities can be gained from education, training and experience.
3. Psychological Characteristics It is a trait of psychology, namely attitudes, values. Perception of various matters, including individual personalities

In line with Steer's opinion (Steers, n.d. cited in Chanyang,R. 2013), it states that the key factors of the individual's good performance in the organization must include competence. Trait and individual interests These three factors combine to determine a person's capacity to work for an organization. Hence, if any one of these factors is lacking, it is difficult to hope that a person's performance will be at a high level.

It can be concluded that from the aforementioned research studies The personal characteristics of employees consisted of gender, age, education level. Work experience Salary rate and level, job title should correlate with employee performance.

**2.1.2 Factors affecting performance.** For the concept, the factors that affect performance have an influence on performance. Many theorists have studied and summarized a number of interesting factors, including nature of Responsibility The meaning and definition were defined as follows: Sanothi Yao (2007 referenced in Kaewhom,S. 2012) has concluded that the nature of the work was meaningful to make the worker happy and proud. Unlike the concept of Thawatchai Mekkae (2007, referenced in Chanyang,R. 2013), which has concluded The nature of the job responsible is the duties, responsibilities, working conditions and supervisory responsibilities of a particular job or have been assigned what duties and responsibilities, primary duties, secondary duties, and relationships with other lines under the standard of performance that employees must perform to be successful in their duties and responsibilities. By assessing the performance characteristics, it is divided into 6 aspects as follows:

1. Planning and organization of work (Vision Predictability Set appropriate goals and procedures)
2. Responsibility (Performing the duties assigned to them with a willingness to work hard to accomplish the task And accept the result of work)
3. Ability to perform tasks (Knowledge in the work Understand the job in the job and the work involved, able to think critically, connect the relationships between things related to the job)

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4. Perseverance (Diligence Intend to accomplish the task without discouraging obstacles and problems)

5. Discipline (Acting in accordance with official rules and behavior is a good example. Respect the rules)

6. Conduct oneself appropriate to their duties (Behavior within the framework of ethics and values)

It can be concluded that the factor of the nature of the responsible work is that the personnel are assigned to perform the work by the nature of the work as a policy work. Clear goals and scope of work as a guideline for performance In order to keep the operation stable Be consistent, maintain continuity and of the same standard as a result, people feel that they have performed their work properly and are worth their time. Creating satisfaction and pride in participating Resulting in encouragement and determination to work

### **2.1.3 Opportunities and career advancement**

Tiyaw,S. (2007, referenced in Kaewhom,S. 2012) states that the progress in the career It means having an important job position. Empower It is free to work. Less controlled and a better place to work. Promotion is preferred by everyone. And is one way of showing progress And it is a success in work Society equates to the promotion of the position of the person in line with the research of Chiew Bun Thichinpong (2008, referenced in Orsuda Dusit Rattanakul 2014), saying that the elements that stimulate job satisfaction. Is the job progress Including the case of Haller (Haller, 1997 cited in Kaewhom,S. 2012) has concluded that the career opportunities are Having a higher chance of getting a job title Having the opportunity to progress from ability In the work, it creates job satisfaction. Males have a higher demand for this than females. But this need decreases with age. This is not different from the case of Warren and Warren (Warren & Warren, 1971, quoted in Kaewhom,S. 2012), has concluded that enhancing organizational Performance using behavioral science knowledge to change This will focus on how to coordinate the needs of a person's progress with the needs of the organization's success.

It can be concluded that the factor of opportunity and work progress is that the personnel in the organization are promoted for better or higher positions. Gaining fame Including having the opportunity to receive education, training, seminars, see work or further study Increase science, status and higher qualifications To bring the knowledge and experience that has been used to perform better operations. As a result, the personnel will be proud and satisfied with their performance.

### **2.1.4 Work Environment**

Cooper (Coopur, 1958, quoted in Chanyang,R. 2013) has concluded that the device is good for work. Good working conditions and a suitable location There is a relationship with

the organization and the success of its operations as well. This is consistent with the research of Navikarn,S. (2009, referenced in Kaewhom,S. 2012). Good working environment It is an overview of the physical and mental factors that surround the event. Employees who perform their work in a good working environment. With modern equipment Employees may be satisfied with their performance in the opposite way. The active employee mentions a good work environment. It is an overview of the physical and mental factors that work with employees who perform their tasks in a good working environment. With modern equipment Employees may be satisfied with their performance in the opposite way. Employees who work under bad conditions No modern equipment Employees may not be satisfied with their performance. This is not different from that of Anan, T. (2014, referenced in Orsuda Dusit Rattanakul 2014), saying that the working environment is important to directly affect the welfare and satisfaction of the employees. Employees want a good work environment. Because they need physical comfort In addition, the work environment has an impact on the life outside the work hours of employees, for example, if working in a long dark place. Or the sound of echo all the time It may also cause damage to the eyes or ears in the future. Therefore, if the environment does not meet employee expectations, the well-being, satisfaction and motivation of the employees will naturally decrease. It can be concluded that the environmental factor of the work refers to the allocation of the workplace to be appropriate and consistent with the nature of work. For flexibility for both operators and service users If the organization has a good environment, it makes people in the organization active. Feel comfortable, want to work hard, work hard and have stability at work.

### **2.1.5 Relationships within the organization**

The vast majority of people in a company are executives and employees.They have different temperaments, interests, and needs, even though the company has a division of command and responsibilities for each position. But one important thing is the understanding and relationship between the people of the company. Because it is a relationship that brings satisfaction and many scholars have proposed the following concepts:

Lueang-Aram,S. (2007, referenced in Kaewhom,S. 2012) stated that it is the duty of the management to build human relations in the organization. Will help build prosperity for the agency Human relations in the organization should be planned as important as building an understanding of the person. Organizing activities for human relations Using incentives Coordination of conflicts in the organization Informality Use of monetary incentives and opportunities as appropriate for the job. Using the moral system Building relationships within the organization Whether it is between the staff as well or supervisors and subordinates Including relationship with the organization Which reflects the work of the people in the organization With or without relationship building Business organizations will be able to

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succeed. Not just products and services But must come from the cooperation of the people in the organization. Management to create a bond between people and the organization. And, like the case of Jindarat Supanakorn (2002, referenced in Orsuda Dusit Rattanakul 2014), communication is an important factor in corporate management. Because communication will lead to needs, thoughts, feelings, leading to understanding of individual-to-person goals. Group to group Or between organizations together In order to manage the work in accordance with or meet the purpose. Causing Performance in management, manager use communication to build and maintain a positive relationship with others. Building an understanding of employees needs to create a motivating atmosphere in the workplace. Including helping to make full use of existing human resources To help the organization work more efficiently

It can be concluded that the relationship factor within the organization means that individuals who are joint members of the company can work together with mutual understanding Are familiar Support, friendliness, love and unity, including sacrifice to help each other in performance. Because a relationship with a co-worker is a relationship that creates happiness. It is one of the factors that promote the performance of the company's employees.

Becker and Neuhauser (1975 cited in Virawut Attanon, 2007: 6) proposed a Model of Organization Performance. In addition to considering resources such as people, money, materials, equipment as input factors. And productivity of the organization As an open organization, there are additional factors. Is a model in a hypothesis form Which can be summarized as follows

1) If the organizational work environment is less complex or uncertain The organization's work procedures are clearly defined, leading to greater organizational Performance than organizations with highly complex work environments or there is no certainty

2) clear regulations In order to increase the working results visible, have the effect of increasing the Performance as well

3) visible working results positively correlated with performance

4) if considered together It appears that the procedures are clearly defined and the results are visible. There was a greater correlation to performance than individual variables alone.

Herzberg (1968, quoted in Virawut Attanon, 2007) brings together science-based administration and worker relations. To obtain the factors that will enable a person to perform their work with ease and performance. He has researched the attitudes of people who are satisfied at work and dissatisfied with work. It was found that people who are satisfied with their work consist of the following factors.

- 1) being able to work successfully
- 2) To be respected when working successfully.
- 3) the nature of the work is interesting.
- 4) to have more responsibility
- 5) work progress
- 6) opportunity to develop knowledge and ability to work

The environmental factors of the work that cause dissatisfaction. It consists of the following factors

- 1) corporate policy and administration
- 2) command control
- 3) working conditions
- 4) relationships between people at all levels in the organization
- 5) compensation
- 6) status
- 7) impact on personal life
- 8) safety

It can be concluded that operational performance is the ability to perform duties and responsibilities in a correct, fast and timely manner. By making the most of the available knowledge, abilities, skills and resources available. The use of resources such as personnel, limited budget, in serving clients to the maximum satisfaction in order to achieve organizational objectives. But the performance in the operation there will be more or less depending on various factors.

## **2.2 Concept and Theories of Emotional Intelligence**

### **2.2.1 The definition of emotional intelligence**

Emotional intelligence refers to a person's ability to become aware of their own and others' thoughts, emotions, and feelings. Able to control and utilize their emotions Motivate oneself in various fields to have a good relationship with others as well as live with others in a creative and happy way. (Department of Mental Health, Ministry of Public Health, 2015)

Thammaraksa,P (2019) has defined emotional intelligence as a person's ability to recognize, understand and deal with emotions when faced with critical situations by considering and making appropriate decisions and solving problems.

### **2.2.2 Elements of emotional intelligence**

Prasertsuk,T (2014) proposed five concepts of emotional intelligence as follows:

1. Self-realization - It is the ability to perceive and understand one's own feelings, thoughts and emotions in truth and able to assess himself clearly and honestly. Having confidence and know the strengths of their own disadvantages. Be honest, speak and keep speaking, have a code of ethics, understand themselves

2. Dealing with your emotions or perhaps self-determination is the ability to deal with the various emotions that arise properly, including the ability to control oneself. Have the ability to adapt And has the ability to generate new ideas that are beneficial to the way of life.

3. Self-motivation - It is the ability to motivate oneself. Motivation in pursuit of achievement optimistic. It can bring one's own emotions and feelings to power things up and to empower oneself to think and to act in a creative way.

4. Knowing other people's feelings means being able to understand the feelings of others. Have compassion Pampered him to pay attention to us Service-minded able to express emotions appropriately

5. Actions related to relationships with others. which is a trait that is a social skill It is the ability to be aware of the emotions of others. It is a social skill to have good relationships with others. Which will result in leadership This ability consists of good communication. And conflict management, etc.

According to Daniel Goleman (2020), emotional intelligence will be one of the ten most important skills in the workplace today.

Emotional intelligence is the ability to perceive one's own and others' emotions. And able to manage emotions properly to live happily and success is divided into 5 areas

#### 1. Self-realization (Self-Awareness)

Self-realization refers to the ability to understand. And perceive their own emotions This is very important. And this is the starting point for development, we have to know ourselves first what kind of emotional person we are. How does it affect our expressions or behavior? And how it affects others Which side are our advantages? And which areas should be developed for us

#### 2. Self-control (Self-Regulation)

After we become aware of our own emotions and their impact on others. Able to control and manage their emotions Then act appropriately, for example, when listening to his subordinates speak and feel frustrated Realized that he was frustrated Then self-control does not explode on his subordinates, etc. People who can control themselves well are flexible and adapt to changes well

#### 3. Social skills

Having a good relationship with others is important. It makes a good working environment and others want to work with. Skills for living with others, such as being a good

listener. Verbal communication (speech), nonverbal communication (Body language and tone) To honor others, etc.

#### 4. Understanding Others (Empathy)

Understanding others means being able to understand the feelings of others. And show special attention if they feel bad, worried, sad, etc. If we pay attention to listening Listen more than just words Observing the tone of voice and body language will help us understand the other person better. It is important that you really pay attention to the person you are talking to. I didn't do anything else.

#### 5. Motivation

Being someone with intrinsic motivation, full of inner-driven energy. More than external motivation (External motivation), such as money, reputation, recognition, etc., setting goals and acting to achieve them. Not giving up on obstacles / hardships

In a nutshell, emotional intelligence is very important to a person and is a part that helps people to adjust to life because of a person who has always had a stable temper They are people who are able to adapt to different work environments with more enthusiasm, more lively than those who are upset, frustrated, or have no emotional stability.

### 2.3 Concepts and Theories of Reward Systems

Rewards that are appropriate and in line with the needs of the employees. It has become a challenge in today's human resource management jobs. But to bring the award to use in the organization to cause performance in the operation First of all, the stakeholders, whether they are executives or manager. It is imperative to first understand the meaning and form of the award which many scholars have described about the award. Therefore, it can be summarized as follows.

Awards are an integral part of the strategy and policy-setting process of an organization. In order to create an efficient and fair reward system in response to the employee's value to the organization. Creating a good reward system requires an operational design. And continually improve the reward process As well as focusing on improving behavior at the individual, group and organizational levels (Armstrong & Stephens, 2009), reward is the primary function of human resource management and, importantly, it serves as a role in human resource management. Strategic alliance with the organization Because rewards are used in exchanging relationships between employees and employers. Rewards are used as tools for guiding employees to act and work more effectively (Drucker & White, 2000), as well as to use tools to encourage employees to put their effort into the organization (Stredwick, 2005). By which the organization recognizes and awards according to the performance of the employees. It is a guarantee of the value of employees from what they try

(Armstrong, 2010). Awards are the result of an organization's core ability to attract and retain good, quality employees. As well as motivate high potential employees to the organization As a result, the organization has a high level of performance (Barber & Bretz, 2000).

However That effective reward The organization must let employees know what their job is, what are the skills required to do that job. And what motivates it to work and, importantly, what kind of environment does work in the environment help to transform intentional action into expressive behavior? This is in line with the theory of expectation of Victor Vroom (1986) that has concluded "Awards must be applied to suit individual needs and behaviors" because when employees make efforts He will believe that efforts will produce results that are effective and acceptable. And it is under the belief that effective performance will be rewarded. This shows the value of the employees. However, the awards given by the organization should be balanced with the effort of employees, as J. Stacy Adams (1965) states in the equality theory. Because when employees work by using experience, skills, knowledge, effort, responsibility, etc., they should receive a reward from the organization that is equal to what they have invested, such as salary, bonus, recognition. Promotion obtaining opportunities for learning and personal development Good working conditions obtaining challenging work, etc.

Financial reward is a form of award used in human resource management. It helps in preventing employees from becoming job dissatisfaction and motivating them. It is well known that monetary rewards cannot motivate employees over the long term. Because the reward is money is an external incentive (Extrinsic motivation) that encourages employees to act as the organization wants. The monetary award given to employees by the organization may be the receipt of money or bonus, etc. This type of incentive is considered to have no permanence. Employees will act in response to such incentives only if the reward is required (Chonticha Thip Pratum, 2015)

However, Deeprouse (1994) has concluded that "While the use of the money may not be Very good motivation But the lack of money incentives is also a deterrent to incentives." This indicates that monetary rewards are also important to motivating employees. The term of value is used only as a medium of exchange. But it is also the tangible value of recognizing the value of the individual. Self improvement It is a symbol of one's status and success (Armstrong, 1996), so organizations can take advantage of monetary rewards in support of an organization's human resource management strategy (Bustamam & et al., 2014).

Another form is the non-financial reward, which is based on that the employee is not required to receive a financial benefit. Because today, employees are demanding more than what is money from their efforts. This means that employees are looking for something in return from the barter process that is more valuable and meaningful to them than it gets with just the money. As Johnson & Welsh (1999) says, "Employees have a need. Rather than

monetary rewards for their efforts. "Therefore, non-monetary rewards can help increase employee incentives to work more efficiently and improve employee satisfaction. Because the reward that is not money is considered an internal motivation (Intrinsic motivation) because it is a drive from within the person, which may be attitude, thoughts, interests, intentions, appreciation, satisfaction, needs, etc. That has concluded, this has a fairly permanent influence on behavior that make employees see the organization

In summary, the reward system affects employee satisfaction and organizational engagement. Through a process of attracting, encouraging and retaining employees this will affect the performance and productivity that the organization will receive from employees. But managing rewards effectively The organization must define the reward strategy as part of the organizational culture. Business strategy and human resource management strategies.

## 2.4 Concepts and Theories of Occupational Health and Safety

Ministerial Regulation Prescribing Standards for Occupational Health Safety Administration and Management And working environment in 2006, described as "Occupational Safety, Health and Environment "means an act or working condition that is free from cause of injury. Illness or nuisance arising from work or related to work (Ministerial Regulations prescribing administrative standards and management of occupational safety, health And working environment, B.E. 2558)

Yoosook,W. (2006) has concluded that word foundation "Occupational health" comes from two words in combination: occupation means a person who carries out livelihoods or people who work in all occupations and health (Health) means health, sanitation, wellbeing. The integrity of the occupation so when the two words together into the word "Occupational health" means work related to the supervision of health care of all professionals. Is a work related to Prevention and promotion of health Including maintaining a healthy physical and mental state Of professionals of all professions And the meaning of safety means a working environment that is free from threats, no danger and risk.

Jirachaiyapas,W. (2008) has concluded that Occupational safety refers to the condition that is safe or secure, including the absence of danger, injury. Or loss of damage From the above information, it can be concluded that occupational safety is the absence of work accidents that affect the workers and machinery or equipment, including the supervision of the occupants. Promoting quality of hygiene for all employees To maintain a healthy physical and mental state

Kulpanich,Y (2010) has concluded that The working environment refers to the things that are around them that allow people to work efficiently, an important part. Is the physical The environment, including operating materials, workplaces, light, sound, temperature, and socio-

economic environments which is the relationship with the supervisor, supervisory compensation benefits and other environments

Yoosuk,K. (2010) has concluded that The working environment of different workers affects the behavior and attitudes of the workers to perform their jobs. Each person will have a different sense of understanding about their surroundings. It depends on the interpretation of that feeling through your own background. Caused by many Elements such as gender, age, educational experience And emotion This causes each person to accept different root of the environment around them.

Thangsuwan,C. (2012) has concluded that Occupational health refers to an act or working condition that is free from cause of injury to life, physical, mental or health due to work or work-related. Occupational health and safety problems refer to occupational health problems that are related or interrelated between their health. Illness, injury from work As well as accidents that occur from working with the environment and work safety.

Ministry of Public Health (2013) has given the meaning of working environment as referring to Everything that surrounds people while they work, can be people, machines, chemicals, etc.

Suapan,S. (2015) has concluded that occupational safety means that the body is free from accidents or property, free from any damage. All animals need safety. How much benefit is security will depend on? With one's own practice or action

Vardungnern,K. (2014) has concluded that Who has studied the causes of accidents, it was found that the cause of accidents was second to Unsafe Acts are unsafe environments (Unsafe Condition), accounting for 10 percent of all accidents. Condition of industrial plant, machinery, production process Engine production equipment is not safe enough. When the worker enters the work May be dangerous Including accidents and occupational diseases Due to the working environment such as

- 1) Factory design, factory layout With no escape There is something blocking the fire exit, etc.
- 2) The danger of improper operation of the machine, such as being hit by the machine. Hook or pull in
- 3) Hazards from working with electricity such as electric shock or explosion, etc.
- 4) Ineffective safety systems such as radiation detection, fire prevention and alarm systems, etc.
- 5) There are no safety devices on machines such as machines, no safety cards. Or has been damaged, but not suitable, etc.
- 6) Machine tools Or defective equipment can not be used
- 7) Machine tools lack proper maintenance.

8) Unsuitable working environment (Physical Hazard) such as heat, cold, light, sound, radiation, vibration. Abnormal atmospheric pressure, etc.

9) Unsuitable working environment for chemical hazards such as dust, solvents, heavy metals, carcinogens, corrosives, drug allergies. Various types of pesticides, toxins, etc.

10) Biological unsuitable working environment (Bio Hazard) such as bacteria, viruses, fungi, insect bites. Allergy to animal proteins, etc.

11) An ergonomic unsuitable working environment such as improper desk design, natural posture, excessive lifting working to stand for a long time, etc., and the final reason that causes an accident from work is Incidents that cannot prevent

Occupational health and safety summary It is a good condition both physically The mind, society and spirit of all professionals. By keeping the health and safety of workers free from threats. Any hazards and risks, including Occupational accidents and diseases And safety outside of work And live happily in society, both physically, mentally, socially and spiritually

#### **2.4.1 Components of management of safety, occupational health and working environment**

1. Personnel must prepare the person responsible for the performance of various duties, including health, physical, mental, personality, knowledge, competence and skills in the job they are responsible for. Because personnel is an important contributor to the accident problem. Or the most insecure from work. If everyone is ready to perform such duties, it will reduce the problem of occupational hazards.

In addition, the law also requires establishments with 50 or more employees to have one safety officer (Jor. Por.) To take care of the safety of employees in the workplace thoroughly. In order to support and support continuous safety work

2. Atmosphere such as light, air, sound, smell, etc. These things will help work well if they are available and the right components are sufficient light to see. Airy, not crowded And the sound must not be too loud, etc.

3. Various machines, tools and equipment of industrial work All tools must be in working order. With regular checks Keep the equipment in proper order and proportion. Which the principle of using various tools In general, it must be in good condition. Use it correctly Suitable for working conditions And use it to keep it at If the above is done, the safety of the work will occur.

4. Regulations All establishments must comply with the laws that the government prescribes in order to maintain security, such as the announcement of the Ministry of Interior. Regarding the safety of work on the environment, the Promotion and Conservation of

Environmental Quality Act 2535, etc., it must declare regulations for use in factories for individuals to comply with.

#### **2.4.2 Management of safety, occupational health and working environment**

The management of occupational safety, health and environment is "an act or a working condition that is free from cause of life-threatening physical, mental or physical harm due to work. or about work"

From the meaning and definition, the term occupational safety, health and environment means the prevention of workers, which refers to the employees involved in the occupation employed and worked for the employer. Able to work in a secure manner, protected and promoted in the areas of life, physical, mental, health and emotional protection in the workplace.

A means of providing workers or workers with occupational safety, which is defined as safe from occupational hazards; And safe from dangers caused by the environment Safe from dangers arising from tools, machines, work equipment Various hazardous chemicals used in the production, construction and service employers should have the responsibility and adhere to the principles of work for the occupational safety, health and working environment of the employee as follows:

1. Management due to the differences and competence of each employee. Including physical and mental aspects may differ as or be close to. Management and control Would be absolutely necessary According to the principle that it is used to suit the job and knowledge and ability
2. Protection through protection to prevent employees working at risk of danger. Which may cause injury It is harmful to the body or death from work.
3. Prevention by taking care to prevent workers from working in environments that may cause Hazards to the body to health include exposure to odors, dust and noise while working beyond the standard. Which will bring about illness And can die
4. Promotion is to promote health. Maintain the strength and integrity of the employee. And professionals in all establishments such as having a physical examination For good health every 6 months or a year, there is a place to exercise after work. Which will make the employee Is that the laborers live in the society normally and are happy

### **2.5 General Information of the Servicing Motors Firm in Thailand**

The Servicing Motors Firm in Thailand was founded in 1991 to provide industry in our area with all kinds and sizes of electrical machines. Since that time, we have continually grown the ever-increasing needs of our customers. We still specialize in motor repair, but do

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not stop developing our workshop here. We try to find out the newest technology and workshop facilities for our works and products.

This information summarizes the many ways we can serve you when you experience electrical equipment problems. The Servicing Motors Firm in Thailand, we're aware that your business may shut down when you have equipment breakdowns.

Our proficiency staff is committed to providing you with the highest quality workmanship and the greatest value in the repairing, rebuilding, renewing and replacement of your equipment. You will find that we work with our valued customers to beat deadlines, solve emergencies, locate the cause of motor failures and keep equipment in top operating condition to prevent breakdowns.

But the most important thing, all of us at the Servicing Motors Firm in Thailand, is to share a commitment to serving you promptly, efficiently and honestly. I invite you to call me personally with any questions or problems you may have concerning electro-mechanical equipment.

We are active members of the Electrical Apparatus Service Association, inc.,(EASA). Doing business with an EASA member assures that your motors will be repaired to EASA's using the latest equipment and techniques. EASA members are unquestionably the most technical advanced and questionably the most technical advanced and equipment needs - including repairs, rewinds, redesigns and new equipment. We do what we know best, motors and generators. We offer the best possible pricing and standard delivery time.

## 2.6 Related Research

Preechakriengkrai,L. (2012) studied "The performance of the employees in Bang Phra Construction Company group Buriram Province "found the opinions on the performance of employees in Bang Phra Construction Company Limited. Buriram Province Overall at the highest level and when considered individually, it was found that the items that had the highest level of opinions on operational performance. It is the opinion that when you have received justice from the boss and the company, you will do your job very well and, at the least, you can provide information about the products / services of the company as well.

Ondee,S. (2015) studied "Factors affecting the performance of employees of Shin A-Hitech Company Limited" found that employees had opinions on supervisor factors, operational conditions. Policy and administrative factors Peer factor, motivation factor was at a moderate level. The results of the hypothesis testing showed that the status of the production staff was related to the peer factors, the age of the production workers, and the policy and management factors. The position of production staff was significantly related to policy and

management factors.ed for educational use only, not allowed for commercial use.

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Leepaiboon,T. (2015) studied “Satisfaction Factors on Work performance of PTT Chemical Group Employees.” It was found that personal factors had no different effect on work performance. Only the age of the employee affects the different performance of work. As for the results, the level of satisfaction in work The incentive and support factors were at a high level. Including the effect on the work performance at a high level.

Petchonnopparat,P. (2016) studied the factors affecting the performance of government officials, Office of the Teacher Civil Service Commission and educational personnel. The results of the study showed that 1) most of the government officials of the Office of the Teacher Civil Service Commission and educational personnel had high performance in their performance; Educational Statistically significant at .05, i.e. monthly income. Education level used to fill in government service, position level, length of time of service As for the motivating factor in the performance of work, it is the nature of the responsibility Opportunities in career advancement Working environment To be respected 3) Suggestions for enhancing the performance of the government officials, Office of the Commission of Civil Service Teachers and Educational Personnel, namely, the individual personal development plan should be formulated. By setting the capacity of each position clearly To be the standard in assigning work Performance monitoring and evaluation Will make civil servants assigned to jobs that match their knowledge and abilities The amount of work that is assigned is suitable for the job position. And as a guideline for the development of government officials to be efficient Suggestions for the next research The interview method should be used in conjunction with a questionnaire.

Thitikunrat,K. (2016). studied The Staff Performance Efficiency of Employees in Sunshine International Company Limited. The objectives of this research were 1) to study the levels of opinions towards the staff performance efficiency in Sunshine International Company Limited 2) to compare the levels of opinions towards the staff performance efficiency in Sunshine International Company Limited. The personal factors of genders, ages, educational levels, departments, positions and working experiences were studied in this research. The research populations were the 70 people. The research instruments were a questionnaire with the rating scale at 5 and the reliability level of .8. The descriptive statistics were percentage, mean, standard deviation, t-test, F-test, one way analysis of variance and the LSD method. The results were as follows 1) the overall opinions towards the staff performance efficiency in the department of production planning were at the high level, showing the following aspects of job description, fast performance, accurate performance, the ability of performance, human relations and successful operation 2) the employees with different genders and ages had no different opinions towards the staff performance efficiency in the department of production planning. However, the personnel staff with different ages, educational levels, departments and positions had different opinions towards the staff performance efficiency in the department of production planning, showing the .05 level of statistical significance.

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## CHAPTER 3

# RESEARCH METHODOLOGY

This research study the factor influencing employee performance in the servicing motor firm. This quantitative research using descriptive analysis with survey method to be collected by questionnaire. Research Methodology with detailed steps are shown as follows

- 3.1 Population and sample
- 3.2 Research instruments
- 3.3 Data Collection
- 3.4 Preparation of data and data analysis.
- 3.5 The statistics used in the research.

### 3.1 Population and Sample

3.1.1 Population is the employee of Servicing Motor Firm in Thailand, 112 people.

3.1.2 Sample groups have been used in study to calculate the sample size by using the formula of Taro Yamane (Yamane, 1973) a confidence level of 95%. A total of 88 sample

$$n = \frac{N}{1 + N(e)^2}$$

n = Population size

N = Total population

e = At a percentage confidence level 0.05

$$n = \frac{112}{1 + 112(0.05)^2} = 88$$

Simple Random sampling was used by using questionnaires provided. To collect information from employee Servicing Motor Firm in Thailand as defined until the completion of the number of 88 respondents.

### 3.2 Research Instruments

The researcher used the tool for data collection in this study as the online questionnaire with closed-ended questions. The question structure is divided into 5 parts, which are

Part 1 : Questions about personal factors of the sample, gender, age, education level, average monthly income, job position

Part 2 : Questions about Emotional Intelligence. There are 5 levels of Likert's Scale questionnaires. Interval scale is used as a 5-level approximation scale question (Rating scale) based on the Likert's scale format.

Part 3 : Questions about Reward System. There are 5 levels of Likert's Scale questionnaires. Interval scale is used as a 5-level approximation scale question (Rating scale) based on the Likert's scale format.

Part 4 : Occupational Health and Safety Questions. There are 5 levels of Likert's Scale questionnaires. Interval scale is used as a 5-level approximation scale question (Rating scale) based on the Likert's scale format.

Part 5 : Questions about Employee Performance There are 5 levels of Likert's Scale questionnaires. Interval scale is used as a 5-level estimate scale question (Rating scale) based on the Likert's scale format.

Rating Meaning (Likert, Rensis, 1967)

4.51 to 5.00	Highest
3.51 to 4.50	High
2.51 to 3.50	Moderate
1.51 to 2.50	Low
1.00 to 1.50	Lowest

The reliability of the instruments used in the research.

This study was to test validity and confidence. (Reliability) as follows:

1. Accuracy (Validity), who led the research were obtained from the literature review and determined the Content validity and the appropriateness of the language used (Wording) to be amended before the inquiry. real storage

2. The questionnaire, which has been revised according to the suggestion of the advisor, is presented to 3 experts to check the content validity. Three of them are experts on human resource management in the manufacturing and industries business. In particular, the first expert is the Human Resources Operation Manager of the automotive manufacturing company. The second expert is the Human Resources Operation Manager in the maintenance of the rail company. The last expert is the HR Training & Development Manager of the automotive and electronic parts industry company. These experts will share their opinions

Th which help to analyze the consistency index between the list of questions and the research

objective by using IOC (Index of Item Objective Congruence). The scoring criteria are as follows.

- +1 means the question is consistent with the research objectives. or definition
- 1 means the question is inconsistent with the research objectives. or definition
- 0 means not sure if the question is consistent with the research objectives. or definition

The interpretation criteria are as follows:

An IOC  $\geq .50$  means that the question is relevant to the research objectives.

An IOC  $< .50$  means that the question does not meet the research objectives.

The IOC calculation formula is as follows.

$$IOC = \frac{\sum R}{N}$$

R = Congruence value of each question

N = The number of professors

The IOC results are in the range from 0.50-1.00, which is considered as acceptable.

3. Confidence (Reliability) researchers have created a questionnaire to test and mend (Try-out) of the 30 series with a population similar to the sample. Using a computer program to determine the statistical reliability by Cronbach's Alpha coefficients using the coefficient alpha (Alpha Coefficient) of 0.7 (Cronbach, 1951).

$$\alpha = \frac{Kr}{1+r(K-1)}$$

$\alpha$  : Reliability Coefficient

K : Number of Items

$\bar{r}$  : Average Item Correlation

$\alpha \geq 0.7$ : High reliability

$0.5 \leq \alpha \leq 0.65$ : Moderate reliability

**Table 3.1** Cronbach's Alpha for Variable

Variable	Cronbach's Alpha
Emotional Intelligence	0.873
Reward System	0.845
Occupational Health and safety	0.812
Employee Performance	0.816

In Table 3.1 The results of finding the reliability or reliability of the questionnaire (Reliability Test) by using a software package to measure the reliability of the questionnaire. got an Alpha Coefficient of 0.937, which is greater than or equal to 0.7, which is considered reliable in this questionnaire. can be used to collect actual data from the sample group

### 3.3 Data Collection

Data and data sources used in the study consisted of two parts.

1. Primary Data used to collect the data collected from questionnaires. The employees of Servicing Motor Firm business in Thailand
2. Secondary Data by studying the relevant documents from various sources, such as journals, research reports. Internet resources for independent research.

Preparation and data analysis.

After gathering all the queries that have been saved. The research has led to the following query.

1. Monitoring Information (Editing), the researchers examined the integrity of the respondents and were not completely isolated and out.
2. The questionnaire must be completed by the code for processing by a computer program.

The statistics used in research

The statistics used to analyze data.

1. Descriptive statistics The calculation of the basic statistics are as follows.
  - 1.1 percent
  - 1.2 Average
  - 1.3 standard deviation

### Arithmetic Mean

It is used for a test on factors affecting employee performance parts 2, part 3, part 4 and part 5 using formulas for grouped data.

$$\bar{x} = \frac{\sum x}{n}$$

$\bar{x}$  = Average means of the sample

$x$  = Each person's score value

$n$  = Total number of data

Standard Deviation is used to analyze and interpret different data, which is used together with the mean, to characterize the distribution of each score, calculated by a formula.

$$S.D = \frac{n\sum x^2 - (\sum x)^2}{n(n-1)}$$

$S$  = Sample standard deviation

$X$  = Each person's score value

$n$  = Total number of people

2. Statistical Inference in the Multiple Regression Analysis: MRA to Factor Influencing Employee Performance : A case study of the Servicing Motor Firm to calculated by a formula.

$$Y' = a + b_1X_1 + b_2X_2 + \dots + b_kX_k$$

$$b_j = \beta_j \frac{S_y}{S_j}$$

## CHAPTER 4

### RESEARCH RESULT

Research study on “Factors influencing employee performance: a case study of Servicing Motor Firm Company” by using a questionnaire is a tool for collecting information for A total of 88 questionnaires were collected. The researchers examined the validity and completeness of the questionnaires and analyzed by statistical methods using the statistical package program according to the research objectives. display data analysis results

For data analysis and presentation The researcher presented the research results in the form of a descriptive table. The data analysis was divided into 6 parts as follows:

Part 1 Results of Employee General Data Analysis

Part 2 Results of Emotional Intelligence Analysis

Part 3 Results of Reward System Analysis

Part 4 Results of Emotional Intelligence Analysis

Part 5 Results of Reward System Analysis

Part 6 Results of Research Hypothesis Analysis

#### Part 1 Results of General Data Analysis on Personal Factors

General data analysis of respondent employees consisted of gender, age, education level, job title, income, and length of service, using frequency and percentage distributions as follows:

**Table 4.1** The number and percentage of general information of the respondents (n = 88)

Demographic	n	%
1. Gender		
Male	47	53.4
Female	41	46.6
2.age		
20- 25 years old	10	11.4
25-35 years old	43	48.9

**Table 4.1** (Cont.)

Demographic	n	%
36-45 years old	27	30.7
46 years or older old	8	9.1
<b>3. Education level</b>		
Elementary school or less	3	3.4
Secondary School Grade 9	11	12.5
Secondary School Grade 12/vocational certificate	27	30.7
Advanced Diploma	38	43.2
Bachelor's degree or higher	9	10.2
<b>4. Position</b>		
Field service technician	36	40.9
Field service engineer	13	14.8
Mechanic	31	35.2
Machine operator	8	9.1
<b>5. Income per Month</b>		
15,001- 20,000 Baht	8	9.1
20,001-30,000 Baht	36	40.9
30,001-40,000 Baht	35	39.8
40,001 - 50,000 Baht	9	10.2
<b>6. Period of work</b>		
less than 1 year	8	9.1
1-5 years	27	30.7
6-10 years	34	38.6
11-15 years	16	18.2
16-20 years	3	3.4

From Table 4.1 shows the general information of the respondents, the details are as follows:

**Gender:** Most of the samples in this study were males, representing 47 percent. 53.4 and 41 were female, representing 46.4%.

**Age:** The samples in this study were mostly aged 25-35 years, 43 people, representing 48.9%, followed by 36-45 years of 27 people, accounting for 30.7%, 10 people were 20- 25 years old, representing a hundred. per 11.4 and aged 46 years and over, 8 people accounted for 9.1 percent

**Education level:** Most of the respondents had an advanced diploma, 38 people accounted for 43.2%, followed by a secondary education level 6/vocational certificate number 27 people accounted for percentage. 30.7 There were 11 people at the Secondary School Grade9, representing 12.5% with a bachelor's degree. or higher than 9 people, representing a percentage 10.2 and having primary education or less, 3 people accounted for 3.4%

**Position:** Most of the sample group in this study had 36 job titles as field service technicians, representing 40.9%, followed by 31 mechanics, accounting for 35.2%, being 13 field service engineers, representing a hundred. per 14.8 and is a machine operator of 8 people, representing 9.1 percent

**Income:** Most of the sample groups in this study had incomes of 20,001-30,000 baht for 36 people, representing 40.9%. 30,001-40,000 baht, 35 people, representing a percentage 39.8 have income of 40,001 - 50,000 baht, 9 people, representing a percentage 10.2 and have income 15,001- 20,000 baht, 8 people, or 9.1%

**Period of work:** for the sample group in this study was mostly 6-10 years of work, 34 people accounted for 38.6%, followed by a working period of 1-5 years of 27 people. as a percentage 30.7 There are 16 people who work 11-15 years, representing a percentage. 18.2 Having a working period of less than 1 year, 8 people accounted for 9.1% and 3 people had a working period of 16-20 years, accounting for 3.4%.

## **Part 2 Results of Emotional Intelligence**

The mean and standard deviation analyzes of emotional intelligence were divided into sections, consisting of motivation, self-control and social skills, the results of the analysis are as follows:

**Table 4.2** Mean and standard deviation of the emotional intelligence

Emotional intelligence	$\bar{x}$	S.D.	Level
1. Self-control	4.14	0.656	High
2. Motivation	4.06	0.739	High
3. Social skills	4.17	0.544	High
Total	4.13	0.541	High

From Table 4.2, it was found that the overall emotional intelligence was at a high level ( $\bar{x}=4.13$ ). Considering each aspect, it was found that it was at a high level in all aspects, namely social skills with the highest average ( $\bar{x}=4.17$ ), followed by down is the aspect of self-control ( $\bar{x}=4.14$ ) and motivation have the lowest mean ( $\bar{x}=4.06$ ) respectively.

**Table 4.3** Mean and standard deviation of emotional intelligence in self-control

Self-control	Level of opinion					$\bar{x}$	S.D.	Level
	Highest	High	Moderate	Low	Lowest			
1. You have patience and can wait.	35 (39.8)	43 (48.9)	6 (6.8)	4 (4.5)	-	4.23	0.773	Highest
2. You will apologize or show an expression of guilt when you know you made a mistake.	28 (31.3)	48 (54.8)	8 (9.1)	3 (3.4)	1 (1.1)	4.12	0.799	High

**Table 4.3** (Cont.)

Self-control	Level of opinion					$\bar{x}$	S.D.	Level
	Highest	High	Moderate	Low	Lowest			
3. You can keep your emotions in check when you feel dissatisfied.	31 (35.2)	36 (40.9)	18 (20.5)	2 (2.3)	1 (1.1)	4.06	0.868	High
Total						4.14	0.656	High

From Table 4.3 found that emotional intelligence In terms of overall self-control at a high level ( $\bar{x}=4.14$ ), when considering item-by-item, it was found that one item was at the highest level, i.e. you were patient and able to wait, the mean was the highest ( $\bar{x}=4.23$ ), followed by Ma was at a high level on two things: he would apologize or show his guilt when he knew he was wrong ( $\bar{x}=4.12$ ) and he was able to keep his temper when he was offended. have the lowest mean ( $\bar{x}=4.06$ ) respectively.

**Table 4.4** Mean and Standard Deviation of Motivational Emotional Intelligence

Motivation	Level of opinion					$\bar{x}$	S.D.	Level
	Highest	High	Moderate	Low	Lowest			
1. You are interested and enjoy your work.	22 (25.0)	46 (52.3)	13 (14.8)	6 (6.8)	1 (1.1)	3.93	0.881	High
2. You have questions about what you want to know.	35 (39.8)	31 (35.2)	17 (19.3)	4 (4.5)	1 (1.1)	4.07	0.937	High

**Table 4.4** (Cont.)

Motivation	Level of opinion					$\bar{x}$	S.D.	Level
	Highest	High	Moderate	Low	Lowest			
3. You want to try something new.	36 (40.9)	37 (42.0)	11 (12.5)	4 (4.5)	-	4.19	0.828	High
Total						4.06	0.739	High

From Table 4.4, it was found that emotional intelligence In terms of overall motivation, it was at a high level ( $\bar{x}=4.06$ ). When considering each item, it was found that all items were at a high level, i.e. you wanted to try new things. He had the highest mean ( $\bar{x}=4.19$ ), followed by he had a question of curiosity ( $\bar{x}=4.07$ ), and he had an interest. and enjoy the job have the lowest mean ( $\bar{x}=3.93$ ), respectively.

**Table 4.5** Mean and Standard Deviation of Emotional Intelligence in Social Skills

Social skills	Level of opinion					$\bar{x}$	S.D.	Level
	Highest	High	Moderate	Low	Lowest			
1. You can work with others.	31 (35.2)	39 (44.3)	16 (18.2)	2 (2.3)	-	4.12	0.785	High
2. You are not afraid to be with people you are not familiar with.	29 (33.0)	48 (54.5)	9 (10.2)	2 (2.3)	-	4.18	0.703	High
3. Even if you have to lose some personal benefits You are willing to do it for the common good.	29 (33.0)	20 (56.8)	9 (10.2)	-	-	4.22	0.620	Highest
Total						4.17	0.544	High

From Table 4.5, it was found that emotional intelligence In terms of overall social skills, it was at a high level ( $\bar{x}=4.17$ ). Considering each item, it was found that it was at the highest level, i.e., although some personal benefits had to be lost. You are willing to do it for the common good. They had the highest mean ( $\bar{x}=4.22$ ), followed by two high scores: you were not afraid to be around strangers ( $\bar{x}=4.18$ ) and you were able to work with others. have the lowest mean ( $\bar{x}=4.12$ ), respectively.

### Part 3 Results of Reward System

Analysis of the mean and standard deviation of the reward system is divided into sections, consisting of the acceptance side, the bonus side. and progress The results of the analysis are detailed as follows.

**Table 4.6** Mean and standard deviation of the reward system

Reward system	$\bar{x}$	S.D.	Level
1. Recognition	4.22	0.618	Highest
2. Bonus	4.07	0.591	High
3. Promotion	4.17	0.597	High
Total	4.15	0.564	High

From Table 4.6, it was found that the overall reward system was at a high level ( $\bar{x}=4.15$ ). Considering each aspect, it was found that it was at the highest level, i.e. the Recognition had the highest mean ( $\bar{x}=4.22$ ), followed by down to a high level, namely the Promotion side ( $\bar{x}=4.17$ ) and bonus side have the lowest mean ( $\bar{x}=4.07$ ), respectively.

**Table 4.7** Mean and standard deviation of the Recognition

Recognition	Level of opinion					$\bar{x}$	S.D.	Level
	Highest	High	Moderate	Low	Lowest			
1. You are honored for doing good work.	38 (43.2)	27 (30.7)	22 (25.0)	1 (1.1)	-	4.15	0.842	High
2. You are respected by your colleagues.	42 (47.7)	31 (35.2)	13 (14.8)	2 (2.3)	--	4.28	0.801	Highest
3. You are recognized by your superiors for your competence.	34 (38.6)	45 (51.1)	4 (4.5)	5 (5.7)	-	4.22	0.783	Highest
Total						4.22	0.618	Highest

From Table 4.7, it was found that the reward system In terms of overall recognition, it was at the highest level ( $\bar{x}=4.22$ ). When considering each item, it was found that it was at the highest level of 2 items: you were respected by your colleagues. Has the highest average ( $\bar{x}=4.28$ ), followed by your supervisor's recognition for competency ( $\bar{x}=4.22$ ) and at a high level. have the lowest mean ( $\bar{x}=4.15$ ) respectively

**Table 4.8** Mean and standard deviation of the bonus

Bonus	Level of opinion					$\bar{x}$	S.D.	Level
	Highest	High	Moderate	Low	Lowest			
1. Compensation received at present is appropriate with knowledge and abilities.	26 (29.5)	52 (59.1)	6 (6.8)	4 (4.5)	-	4.13	0.730	High
2. The organization considers salary/remuneration adjustments regularly.	28 (31.8)	42 (47.7)	16 (18.2)	2 (2.3)	-	4.09	0.767	High
3. Welfare provided by the organization is appropriate.	23 (26.1)	47 (53.4)	14 (15.9)	4 (4.5)	-	4.01	0.780	High
Total						4.07	0.591	High

From Table 4.8, it was found that the overall bonus reward system was at a high level ( $\bar{x}=4.07$ ). knowledge with the highest average ( $\bar{x}=4.13$ ), followed by the organization considering the salary/remuneration adjustments regularly ( $\bar{x}=4.09$ ) and the benefits provided by the organization as appropriate. have the lowest mean ( $\bar{x}=4.01$ ), respectively.

**Table 4.9** Mean and standard deviation of the promotion

Promotion	Level of opinion					$\bar{x}$	S.D.	Level
	Highest	High	Moderate	Low	Lowest			
1. You always have the opportunity to receive training in matters related to your job.	33 (37.5)	38 (43.2)	14 (15.9)	3 (3.4)	-	4.14	0.809	High
2. You are supported by your supervisor to have the opportunity to continue your education at a higher level.	38 (43.2)	34 (38.6)	13 (14.8)	3 (3.4)	-	4.21	0.822	Highest
3. You have the opportunity to go on a study tour in various places.	31 (35.2)	42 (47.7)	12 (13.6)	3 (3.4)	-	4.14	0.781	High
Total						4.17	0.597	High

From Table 4.9, it was found that the reward system for overall promotion was at a high level ( $\bar{x}=4.17$ ). continued education at a higher level with the highest mean ( $\bar{x}=4.21$ ), followed by a high level of 2 items, namely, you have always had the opportunity to receive training related to your job; and he had the opportunity to go on a study visit in various places with the lowest average ( $\bar{x}=4.14$ ), respectively.

## Part 4 Results of Occupational Health and Safety

Analysis of the mean and standard deviation of occupational health and safety are divided into sections, consisting of: work environment, employee protection and free time. The results of the analysis are detailed as follows.

**Table 4.10** Mean and standard deviation of the occupational health and safety.

Occupational Health and Safety	$\bar{x}$	S.D.	Level
1. Working environment	3.99	0.669	High
2. Protection of employee	4.23	0.520	Highest
3. Leisure	4.14	0.606	High
Total	4.12	0.398	High

From Table 4.10, it was found that occupational health and safety were at a high level ( $\bar{x}=4.12$ ). Considering each aspect, it was found that it was at the highest level, one aspect was protection of employee having the highest mean ( $\bar{x}=4.23$ ), followed at the high level, which was the leisure ( $\bar{x}=4.14$ ) and working environment have the lowest mean ( $\bar{x}=3.99$ ), respectively.

**Table 4.11** Mean and standard deviation of the working environment

Working environment	Level of opinion					$\bar{x}$	S.D.	Level
	Highest	High	Moderate	Low	Lowest			
1. The workplace has appropriate security measures.	26 (29.5)	45 (51.1)	16 (18.2)	1 (1.1)	-	4.09	0.721	High
2. The workplace is clean. no bad smell	18 (20.5)	36 (40.9)	29 (33.0)	4 (4.5)	1 (1.1)	3.75	0.874	High
3. The workplace is well ventilated.	20 (22.7)	39 (44.3)	25 (28.4)	3 (3.4)	1 (1.1)	3.84	0.856	High

**Table 4.11** (Cont.)

Working environment	Level of opinion					$\bar{x}$	S.D.	Level
	Highest	High	Moderate	Low	Lowest			
4. The work site is well lit.	28 (31.8)	44 (50.0)	11 (12.5)	4 (4.5)	1 (1.1)	4.06	0.854	High
5. The workplace has an appropriate temperature for working.	38 (43.2)	34 (38.6)	13 (14.8)	2 (2.3)	1 (1.1)	4.20	0.859	High
Total						3.99	0.669	High

From Table 4.11, it was found that the overall working environment was at a high level ( $\bar{x} = 3.99$ ). When considering each item, it was found that all items were at a high level, i.e. the workplace had an appropriate temperature for working. The average was highest ( $\bar{x}=4.20$ ), followed by appropriate safety measures in the workplace ( $\bar{x}=4.09$ ). The work site is well lit. ( $\bar{x}=4.06$ ) and The workplace is well ventilated. ( $\bar{x} =3.84$ ) and the workplace is clean no bad smell have the lowest mean ( $\bar{x}=3.75$ ), respectively.

**Table 4.12** Mean and standard deviation of protection of employee

Protection of employee	Level of opinion					$\bar{x}$	S.D.	Level
	Highest	High	Moderate	Low	Lowest			
1. Employees can complain if found unfairness in the company.	35 (39.8)	44 (50.0)	8 (9.1)	1 (1.1)	-	4.28	0.677	Highest
2. The company can set wage rates for employees appropriately.	38 (43.2)	29 (33.0)	20 (22.7)	1 (1.1)	-	4.18	0.824	High

**Table 4.12** (Cont.)

Protection of employee	Level of opinion					$\bar{x}$	S.D.	Level
	Highest	High	Moderate	Low	Lowest			
3. The company has a process to protect personal information of employees.	41 (46.6)	31 (35.2)	13 (14.8)	3 (3.4)	-	4.25	0.833	Highest
Total						4.23	0.520	Highest

From Table 4.12, it was found that the protection of employees as a whole, it was at the highest level ( $\bar{x}$ =4.23). When considering each item, it was found that it was at the highest level of 2 items, namely, employees can file complaints if found unfairness in the company. with the highest average ( $\bar{x}$ =4.28), followed by the company has a process to protect employees' personal information ( $\bar{x}$ =4.25) and is at a high level. The lowest mean ( $\bar{x}$ =4.18), respectively.

**Table 4.13** Mean and standard deviation of leisure time

Leisure	Level of opinion					$\bar{x}$	S.D.	Level
	Highest	High	Moderate	Low	Lowest			
1. The company arranges a break during work for not less than one hour after the employee has worked for 4 hours.	36 (40.9)	42 (47.7)	5 (5.7)	5 (5.7)	-	4.23	0.802	Highest

**Table 4.13** (Cont.)

Leisure	Level of opinion					$\bar{x}$	S.D.	Level
	Highest	High	Moderate	Low	Lowest			
2. The company can determine the traditional holidays for one year as appropriate.	25 (28.4)	53 (60.2)	5 (5.7)	5 (5.7)	-	4.11	0.749	High
3. The company has arranged an appropriate annual vacation for employees.	28 (31.8)	42 (47.7)	16 (18.2)	2 (2.3)	-	4.09	0.767	High
Total						4.14	0.606	High

From Table 4.13, it was found that the overall leisure time was at the highest level ( $\bar{x}=4.14$ ). When considering item-by-item, it was found that it was at the highest level. One item was that the company arranged a break during work for not less than one hour after the employee worked for 4 hours. The highest average ( $\bar{x}=4.23$ ), followed by 2 items at high level, namely, the Company determines one year's traditional holidays appropriately ( $\bar{x}=4.11$ ) and the Company provides an appropriate annual vacation for its employees. have the lowest mean ( $\bar{x}=4.09$ ), respectively.

### Part 5 Results of Employee Performance

The analysis of the mean and standard deviation of the employee's performance is divided into sections, consisting of quality of work, quantity of work, and time. The results of the analysis are detailed as follows.

**Table 4.14** Mean and standard deviation of the employee performance.

Employee performance	$\bar{x}$	S.D.	Level
1.Work quality	4.12	0.659	High
2.Work quantity	4.13	0.554	High
3. Time consume	4.16	0.674	High
Total	4.14	0.542	High

From Table 4.14, it was found that the overall employee performance was at a high level ( $\bar{x}$ =4.14). Considering each aspect, it was found that it was at a high level in all aspects, namely, the time consume had the highest average ( $\bar{x}$ =4.16), followed by down to the work quantity ( $\bar{x}$  =4.13) and work quality have the lowest mean ( $\bar{x}$ =4.12), respectively.

**Table 4.15** Mean and standard deviation of work quality

Work quality	Level of opinion					$\bar{x}$	S.D.	Level
	Highest	High	Moderate	Low	Lowest			
1. Your work is accurate, complete, reliable	21 (23.9)	48 (54.5)	15 (17.0)	4 (4.5)	-	3.97	0.772	High
2. Your performance meets the set goals.	34 (38.6)	37 (42.0)	14 (15.9)	3 (3.4)	-	4.15	0.814	High
3. You are educated. Always researching more to be applied in practice to have more quality	39 (44.3)	34 (38.6)	11 (12.5)	4 (4.5)	-	4.22	0.840	Highest
Total						4.12	0.659	High

From Table 4.15, it was found that the employee's performance in terms of overall work quality was at a high level ( $\bar{x}$ =4.12). Always researching more to be applied in practice to have more quality with the highest mean ( $\bar{x}$ =4.22), followed by a high level of 2 items,

namely, your performance meets the set goals ( $\bar{x}=4.15$ ) and your performance. Accurate, complete, reliable, with the lowest mean ( $\bar{x}=3.97$ ), respectively.

**Table 4.16** Mean and standard deviation of work quantity

Work quantity	Level of opinion					$\bar{x}$	S.D.	Level
	Highest	High	Moderate	Low	Lowest			
1. You have performed successfully with the amount of work compared to the set goals.	30 (34.1)	42 (47.7)	13 (14.8)	3 (3.4)	-	4.12	0.785	High
2. You have prioritized workload. for operational success	25 (28.4)	51 (58.0)	10 (11.4)	2 (2.3)	-	4.12	0.691	High
3. You have a plan. Manage workloads for operational success	24 (27.3)	53 (60.2)	11 (12.5)	-	-	4.14	0.616	High
Total						4.13	0.554	High

From Table 4.16, it was found that the overall performance of employees in terms of work quantity was at a high level ( $\bar{x}=4.13$ ). Manage workloads for operational success with the highest average ( $\bar{x}=4.14$ ), followed by you performing successfully on the amount of work compared to your set goals. And you have to prioritize the workload. for operational success have the lowest mean ( $\bar{x}=4.12$ ), respectively.

**Table 4.17** Mean and standard deviation of the time consume

Time consume	Level of opinion					$\bar{x}$	S.D.	Level
	Highest	High	Moderate	Low	Lowest			
1. You are punctual and maintain time to work.	28 (31.8)	50 (56.8)	9 (10.2)	1 (1.1)	-	4.19	0.658	High
2. Your work is clearly divided in time.	33 (37.5)	38 (43.2)	10 (11.4)	7 (8.0)	-	4.10	0.897	High
3. You can complete the task within the specified time.	41 (46.6)	29 (33.0)	13 (14.8)	5 (5.7)	-	4.20	0.899	High
Total						4.16	0.674	High

From Table 4.17, it was found that the overall performance of employees in time consume was at a high level ( $\bar{x}=4.16$ ), with the highest average ( $\bar{x}=4.20$ ), followed by being punctual and keeping time for work ( $\bar{x}=4.19$ ), and that your work time was clearly allocated. have the lowest mean ( $\bar{x}=4.10$ ), respectively.

## Part 6 Hypothesis Testing

**Table 4.18** Factors influence on employee performance at Servicing Motor Firm

Variable	Beta	t	p-value
Emotional Intelligence	0.255	2.842	0.000**
Reward System	0.701	2.297	0.000**
Occupational Health and safety	0.021	0.762	0.681

$R = 0.939$ ,  $R^2 = 0.881$ , Adjusted R Square = 0.877,  $F = 207.482$ , sig = 0.000

\*\*P < 0.01

From Table 4.18, it was found that the results of the regression analysis according to the equation had the emotional intelligence variables. reward system and occupational health and safety, it was found that emotional intelligence and reward system had a statistically significant influence on employee performance Servicing Motor Firm at 0.01 level by a multiple correlation coefficient (R). equal to 0.939 and can explain the relationship at 88.10%

**Table 4.19** Summary of hypothesis testing results

Hypothesis	Result
H1: Emotional Intelligence influence on employee performance at the Servicing Motors Firm in Thailand.	Support
H2: Reward System influence on employee performance at the Servicing Motors Firm in Thailand.	Support
H3: Occupational Health and safety influence on employee performance at the Servicing Motors Firm in Thailand.	Not Support

## CHAPTER 5

### CONCLUSION AND DISCUSSION

The aim of the study of Factors influencing employee performance :A case study of Servicing Motor Firm 1) to study the level of employee performance at the Servicing Motors Firm in Thailand. 2) to find the influence of Emotional Intelligence on employee performance at the Servicing Motors Firm in Thailand. 3) to find the influence of Reward Systems with employee performance at the Servicing Motors Firm in Thailand. 4) to find the influence of Occupational Health on employee performance at the Servicing Motors Firm in Thailand.

This chapter summarizes the main findings from the research and discussion and proposes theoretical and practical implications and recommendations of the study.

#### 5.1 Conclusion

From this study, in terms of characteristics of target respondents, it was found that the majority of respondents were of males, representing 47 percent. 53.4 and 41 were female, representing 46.4%. Age The samples in this study were mostly aged 25-35 years, 43 people, representing 48.9%, followed by 36-45 years of 27 people, accounting for 30.7%, 10 people were under 25 years old, representing a hundred. per 11.4 and aged 46 years and over, 8 people accounted for 9.1 percent. Education level Most of the respondents had an advanced diploma, 38 people accounted for 43.2%, followed by a secondary education level 6/vocational certificate number 27 people accounted for percentage. 30.7 There were 11 people at the Secondary School level 3, representing 12.5% with a bachelor's degree. or higher than 9 people, representing a percentage 10.2 and having primary education or less, 3 people accounted for 3.4%. Position Most of the sample group in this study had 36 job titles as field service technicians, representing 40.9%, followed by 31 mechanics, accounting for 35.2%, being 13 field service engineers, representing a hundred. per 14.8 and is a machine operator of 8 people, representing 9.1 percent. Income Most of the sample groups in this study had incomes of 20,001-30,000 baht for 36 people, representing 40.9%. 30,001-40,000 baht, 35 people, representing a percentage 39.8 have income of 40,001 - 50,000 baht, 9 people, representing a percentage 10.2 and have income 15,001- 20,000 baht, 8 people, or 9.1%. Period of work for the sample group in this study was mostly 6-10 years of work, 34 people accounted for 38.6%, followed by a working period of 1-5 years of 27 people. as a percentage 30.7 There are 16 people who work 11-15 years, representing a percentage. 18.2 Having a working period of less than 1 year, 8 people accounted for 9.1% and 3 people had a working period of 16-20 years, accounting for 3.4%.

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The result on the emotional intelligence was at a high level ( $\bar{x}=4.13$ ). reward system was at a high level ( $\bar{x}=4.15$ ).occupational health and safety were at a high level ( $\bar{x}=4.12$ )and employee performance was at a high level ( $\bar{x}=4.14$ )

The result for hypothesis testing

The results of the regression analysis according to the equation had the emotional intelligence variables. reward system and Occupational Health and Safety were found to be emotional intelligence and reward system had a statistically significant influence on employee performance in case study of Servicing Motor Firm at 0.01 level by a multiple correlation coefficient (R). equal to 0.939 and can explain the relationship at 88.10%

## 5.2 Discussion

The conceptual framework of this research has been proposed based on the theories, articles and reports. It is compiled and presented in Chapter 2 Literature Review. There are four hypotheses proposed in the research framework. The causal relationship between the variables of the study has been presented in Table 4.18 The hypothesis tests were conducted, and the results are presented in Chapter 4. In this section, the hypotheses proposed in this study are discussed in more detail.

### 5.2.1 employee performance of Servicing Motor Firm

The results of the overall employee performance was at a high level. This may be because the management of Servicing Motor Firm has brought in modern technology to help manage. to reduce time And the cost of production is very high and is an important factor in the development of work processes and can operate efficiently. Including support for tools, equipment and personnel. That is an important force that will help to complete the work according to the scheduled work plan. results are accepted. Preechakriengkrai,L. (2012) studied "The performance of the employees in Bang Phra Construction Company group Buriram Province "found the opinions on the performance of employees in Bang Phra Construction Company Limited. Buriram Province Overall at the highest level And when considered individually, it was found that the items that had the highest level of opinions on operational performance. Is the opinion that when you have received justice from the boss and the company You will do your job very well and, at the least, you can provide information about the products / services of the company as well. And Ondee,S. (2015) studied "Factors affecting the performance of employees of Shin A-Hitech Company Limited" found that employees had opinions on supervisor factors, operational conditions. The results of the overall employee performance was at a high level.

### **5.2.2 Influence of Emotional Intelligence influence on employee performance**

The results of the regression analysis were based on the variables of Emotional Intelligence it was found Emotional Intelligence had a statistically significant influence on employee performance in case study of Servicing Motor Firm at 0.01 , This is because the management of Servicing Motor Firm has given importance to and promotes the emotional intelligence of employees. This makes it known to be flexible, adaptable, and driven to work. optimistic this allows employees to work more efficiently and advance. results are accepted., Sommat Pholyim (2017) studied The effect of emotional intelligence on the performance of employees of the Government Savings Bank, Region 9. The objectives of this research were. To test the impact of emotional intelligence on the performance of employees of the Government Savings Bank Region 9. The results showed that emotional intelligence It has a positive impact on overall performance. Tipprapha Phisankittikhun (2015) Study of Emotional Intelligence Affecting Performance: A Case Study of Control Operators Power System Electricity Generating Authority of Thailand. The results of the research revealed that emotional intelligence Affects the efficiency of the worker's work in the Power System Control Department, the Electricity Generating Authority of Thailand.

### **5.2.3 Influence of Reward System influence on employee performance**

The results of the regression analysis were based on the variables of the reward system it was found that reward system had a statistically significant influence on employee performance in case study of Servicing Motor Firm at 0.01 ,This is because rewards provide an incentive to motivate employees to put in the effort and time spent at work. have good morale And rewards will motivate employees to perform more efficiently, results are accepted. Phanomphon Chompoo (2014) studied the influence of human resource management and organizational climate on the performance of state enterprise employees in Muang district. NakhonSawan Province. The results showed that Reward and Punishment affect performance. Buranee Suriyachai (2018)Factors Affecting the Performance of Customs Officers. The results of the study revealed that compensation and welfare incentives affect the efficiency of the Customs Department officers.

### **5.2.4 Influence of occupational health and safety on employee performance**

The results of the regression analysis consisted of occupational health and safety variables. found that occupational health and safety has no influence on employee performance Case studies of Servicing Motor Firm which are inconsistent with research results of Chakon Chaiprademsak (2019)the efficiency of safety management in the workplace of Ronda (Thailand) Co., Ltd., The results showed that the efficiency of safety management in the work of employees of Ronda (Thailand) Co., Ltd. is at a high level. The hypothesis testing revealed that occupational health and safety management had an effect on

the efficiency of safety management in working. The work of employees Ronda (Thailand) Co., Ltd. Kantaphon Puekkaew (2020) Security management occupational health and environment affecting employees' work: A case study of a Petrochemical Company in Rayong Province .The results of the research found that safety management Occupational health and environment in Work affects the work of a petrochemical employee in Rayong province.

### 5.3 Implication

In this research, the research results can be used as a guideline for managing emotional intelligence to be appropriate for work performance which will increase work efficiency even more as information in the development and improvement of employees' work. It is a data to analyze problems and obstacles in managing emotional intelligence that will affect the work of employees. It is a guideline for senior management to realize the importance of emotional intelligence as a basis for improving the quality of employee emotional intelligence management. This will increase work efficiency, and a guideline for research on emotional intelligence This will be a guideline to improve and develop the work of employees.

Performance measures measure several indicators, such as the rate of return on investments or capital assets. cost per unit of output resource wastage rate and the ratio of profits to investment expenses Efficiency is the use of factors and processes in an operation whereby a given production is a measure of the efficiency of any operation. Performance values may be expressed as a comparison between costs. in investing with profit earned There are 2 levels of efficiency which are the personal level which is that a person intends to perform the task to the best of his ability, using a strategy or work techniques that will produce as many results as satisfactory quality results with less cost, energy and time. Be a person who is happy and content. and the organization level is that the organization can perform various tasks According to the mission of the organization by using resources, factors, including manpower most cost-effectively Minimal wastage Has the nature of the operation to achieve the objectives as well. By saving both resources and manpower, the organization has a management system that is conducive to production. and service according to the target Organizations have the ability to use strategies, tactics, techniques, methods and technologies in a smart way to make the right way of working There is a smooth operation have problems and the least controversy.

## 5.4 Limitation and Recommendation of This Research

### 5.4.1 Limitation

1) This research is a quantitative research through questionnaires. may cause information and research results may not be comprehensive. Therefore, there should be a qualitative study. to gain different insights and is a quantitative confirmation of the data and further statistics

2) This research has limitations in the subject matter of the sample group. Due to the study of Servicing Motor Firm employees only, did not collect data in other companies. which future research should expand the scope to cover in order to study the factors affecting the efficiency of work more clearly

### 5.4.2 Recommendation of this research

The results showed that emotional intelligence and reward system influencing employee performance : a case study of the Servicing Motor Firm. The researcher therefore recommends the following:

1) The management of Servicing Motor Firm should focus on and promote the emotional intelligence of each employee. Based on the average value of data collected on each component from this study, employees tend to have the highest social skills, followed by self-control and motivation at work. The standard deviation of each component ranges between 13 - 20% showing that all components should be considered together to improve emotional intelligence of employees.

2) The results of the research revealed that bonus and welfare at the lowest level, therefore, the management of Servicing Motor Firm should consider the income that employees could be offered from their work, welfare and other benefits in order to improve their living conditions and compare with other organizations in accordance with the current economic conditions. According to the results from this study, recognition seems to be the largest effect that influences employee performance followed by promotion, so in this case the organisation should be focusing on improving these two components.

3) Concerning occupational health and safety, the protection of employees shows the highest average score with standard deviation of 12%, followed by leisure and working environment with standard deviation of 15% and 17%, respectively. This result suggests the management of Servicing Motor Firm to highly focus on the protection of employees, while leisure and working environment are also needed. However, based on the results of MRA, occupational health and safety is not a significant factor to employee performance compared to the other two factors mentioned above.

4) Future research should also study the factors that affect emotional intelligence and the performance of employees that will be able to bring problems and obstacles that arise to that point to further develop the capabilities of the organization and the factors that contribute to the success of the job or the performance of employees. to use the information received as a guideline for managing the organization as well as to determine the organizational model, compensation, training program and find a solution



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## Questionnaire

### Part 1 Employee General Information Inquiry Form

Explanation: Please mark  $\surd$  in front of the following text.

1. Gender

- Male  Female

2. Age

- Under 25 years old  25-35 years old  
 36-45 years old  46 years and over

3. Education

- Elementary school or less  Secondary School Grade 9  
 Secondary School Grade 12/vocational certificate  
 Advance Diploma  Bachelor's degree or higher

4. Job position

- Field service Mechanic  Field service engineer  
 Mechanic  Machine operator

5. Average monthly income

- 15,001- 20,000 baht  20,001-30,000 baht  
 30,001-40,000 baht  40,001 baht or more

6. how long you work here

- less than 1 year  Less than 6 Month  
 1 Year or More than Year

## Part 2 Emotional Intelligence Opinion Questionnaire

Emotional Intelligence	level				
	(5)	(4)	(3)	(2)	(1)
<b>Self-regulation</b>					
1. Patience and waiting					
2. Apologize or show an expression of guilt when you know you've made a mistake.					
3. You can keep your emotions in check when you feel dissatisfied.					
<b>Motivation</b>					
1. have interest and enjoy the job					
2. Ask what you want to know.					
3. I want to try something new					
<b>Social skill</b>					
1. Able to work with others					
2. I'm not afraid to be around people I'm not familiar with.					
3. Even if you have to lose some personal benefits You are willing to do it for the common good.					

## Part 3 Questionnaire on opinions about the reward system

reward system	level				
	(5)	(4)	(3)	(2)	(1)
<b>Recognition</b>					
1. You are honored for doing good work.					
2. You are respected by your colleagues and subordinate					
<b>Bonus</b>					
1. Compensation received at present is appropriate with knowledge and abilities.					
2. The organization considers salary/ adjustments regularly.					
3. Welfare provided by the organization is appropriate.					
<b>Promotion</b>					
1. You have the opportunity to receive training in matters related to the work of you are always					
2. Get support from supervisors to have the opportunity to study at a higher level					

## Part 4 Occupational Health and Safety Opinion Questionnaire

Occupational Health and Safety	level				
	(5)	(4)	(3)	(2)	(1)
<b>Working environment</b>					
1. The workplace is safe.					
2. The workplace is clean. no bad smell					
3. The workplace is well ventilated.					
<b>Protection of employee</b>					
1. Female employees have the right to take maternity leave.					
2. Employers can set wage rates for employees not lower than those required by law.					
3. All employees have the right to receive wages on weekly holidays. even though I didn't go to work					
<b>Leisure</b>					
1. After the employee has worked for 4 hours, the employer must arrange a break of not less than one hour during work.					
2. The company determines not less than 13 traditional holidays in a year, including National Labor Day.					
3. The company provides annual vacation for employees.					

## Part 5 Questionnaire about employee performance opinions

Employee performance	level				
	(5)	(4)	(3)	(2)	(1)
<b>Work quality</b>					
1. Results of your work is accurate, complete, reliable					
2. You always have a plan for your work ahead of time.					
3. You are educated. Always researching more to be applied in practice to have more quality					
<b>Work quantity</b>					
1. You have performed successfully with the amount of work compared to the set goals.					
2. You have prioritized workload. for operational success					
3. You have a plan. Manage workloads for operational success					
<b>Time consume</b>					
1. You are punctual and maintain time to work.					
2. Your work is clearly divided in time.					
3. You have developed new technologies to improve the operation to be more convenient and faster.					

## BIOGRAPHY

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