

Guideline to Motivate Personnel to Work Effectively with Non-Financial Compensation

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Abstract

Situations in which organizations encounter constraints on their financial compensation ability may lessen employees' motivation to work. The objective of this study was to investigate guidelines to motivate personnel to work effectively with non-financial compensation. Both qualitative and quantitative studies were conducted. Questionnaires were used to collect the quantitative data from 500 executives in industrial business sector. Descriptive, inference, and multivariate statistics were used to analyze the data.

It was found that 5 components to motivate personnel to work effectively without compensation that gained the highest means arranged in the order of importance were work environment with an average score of 4.21, job management with an average score of 4.04, company policies with an average score of 4.02, social relations with an average score of 3.95 (S.D. = 0.608), and career path with an average score of 3.95 (S.D. = 0.613) respectively.

The most important guideline item found in each component was: providing hygienic toilet system, adding values to work by giving personnel more opportunities to make decisions, administrators accepting personnel's opinions and suggestions, promoting teamwork, and supporting employees' career advancement without gender and age discrimination, respectively. As for the hypothesis test, the study showed, as a whole, that executives in different sizes of enterprises (i.e. small, medium and large) recognized the importance of the studied guidelines differently at the statistical significance level of 0.05.

The analysis of the developed structural equation model revealed that it passed the assessment criteria and was consistent with the empirical data. The calculated values of probability of chi-square, the relative chi-square, the index of consistency, and the root mean squared error of approximation were 0.056, 1.141, 0.953, and 0.017 respectively.

Keywords: personnel motivation, working effectively, non-monetary compensation

Introduction

According to the monthly wage statistics compared to the monthly wage data of key ASEAN countries as shown in Figure 1, it can be analyzed that Thailand has the 1st highest monthly wage. It was also found that the percentage annual growth of Thai labor productivity tends to expand at a relatively low level, compared to the relatively high percentage-per-year growth of average wages, as shown in Figure 2. As the situation above may affect the maintenance of Thailand's competitiveness in the long term. The researcher is therefore

interested in studying that, in addition to the non-monetary compensation approach, are there any other approaches that can enhance staff motivation to work effectively?

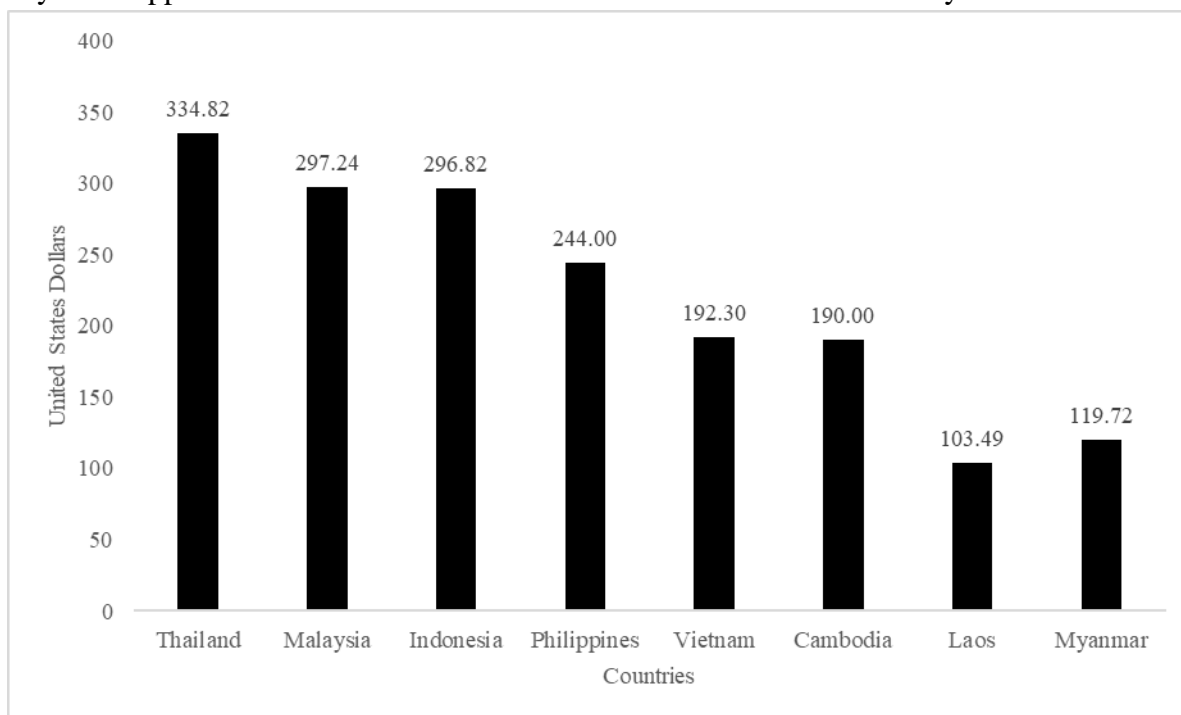


Figure 1. Monthly wage comparison of key ASEAN countries
(National Wages and Productivity Commission, 2021)

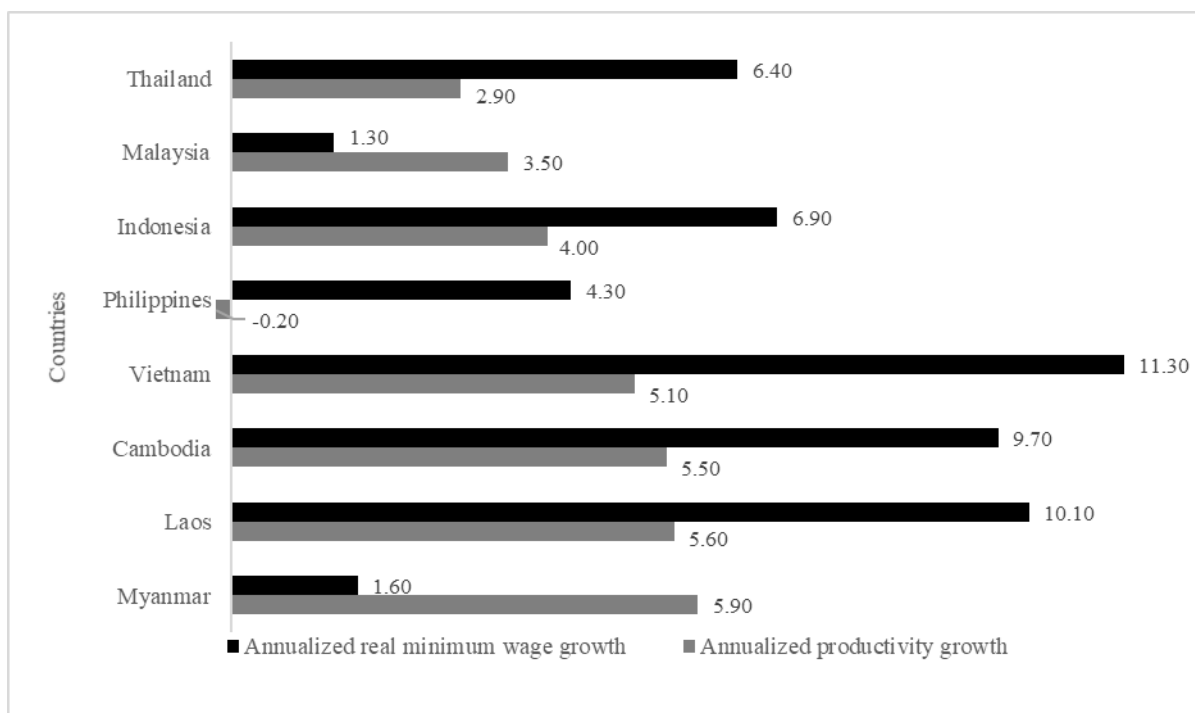


Figure 2. Comparison of the actual minimum wage percentage and annual growth percentage of labor productivity during 2010-2019 across eight ASEAN countries
(International Labour Organization, 2020)

Research Objective

1. To study the components of approaches to motivate personnel to work effectively through non-monetary compensation.
2. To develop a structural equation model of approaches to motivate personnel to work effectively through non-monetary compensation.

Literature Review

Based on past concepts and theories, the researcher could summarize 5 components of guideline to motivate personnel to work effectively with non-financial compensation.

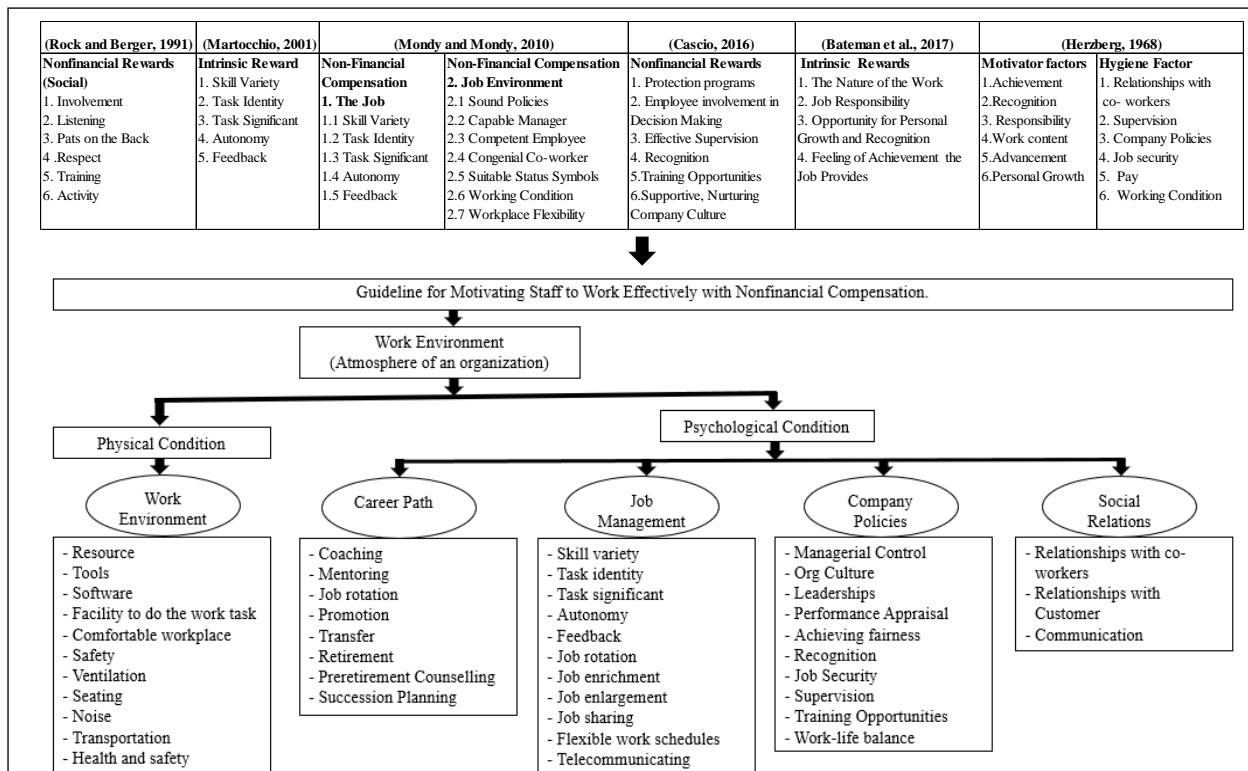


Figure 3. Original of research components on guideline to motivate personnel to work effectively with non-financial compensation

Related research

Job management: Hackman and Oldham (1980) presented five dimensions of work design that had a positive psychological impact on individuals and their outcomes: 1) skill variety

2) task identity 3) task significance 4) job autonomy and 5) job feedback.

Career path: Parker and Skitmore (2005) found that continued career path development was paramount to job satisfaction and reduced job turnover.

Social relations: Supervisor and subordinate relationships and peer relationships were critical to an individual's positive organizational life experience (Schinoff, 2017).

Company policies: According to Two-Factor Theory, Herzberg, said that the hygiene factor made employees happy at work and directly affected the physical and mental feelings

of employees. If the company had an appropriate and fair policy, more employees were satisfied with their work.

Work environment: The physical and emotional environment played an important role in motivating employees' job satisfaction. Importantly, it affected the determination of working conditions, employee rights, employee voice, work safety conditions, team members who cooperate with the work, and friendly supervisors (Akinwale, 2019).

Materials and Methods

Qualitative research using in-depth interviews - The population in this research was 9 experts. Purposive sampling was used in the research. Qualifications of experts were determined by the Doctorate of Business Administration Program, Industrial Business Administration, Faculty of Business Administration, King Mongkut's University of Technology North Bangkok. Research on “approaches to motivate personnel to work effectively through non-monetary compensation” consisted of experts in 3 groups: 3 senior executives of the industrial business sector, 3 experts in industrial business administration, and 3 administrative scholars.

Quantitative research - The population in this research was defined as 1,512 human resource executives in industrial business establishments in Thailand who were members of the Personnel Management Association of Thailand (PMAT) (Annual Report of the Personnel Management Association of Thailand, 2016). Determination of sample size was based on research criteria in the composition analysis or structural equation modeling. In this regard, the sample size of 500 very high-level samples (Thanin, 2017) was determined by using multi-stage sampling (Thanin, 2017), and cluster sampling. There were two types of industrial businesses: large industrial businesses and SMEs. Lottery sampling was used and data were collected from the samples.

Qualitative research using focus group discussions - The population model in this research consisted of 11 experts. Purposive sampling was used in the research.

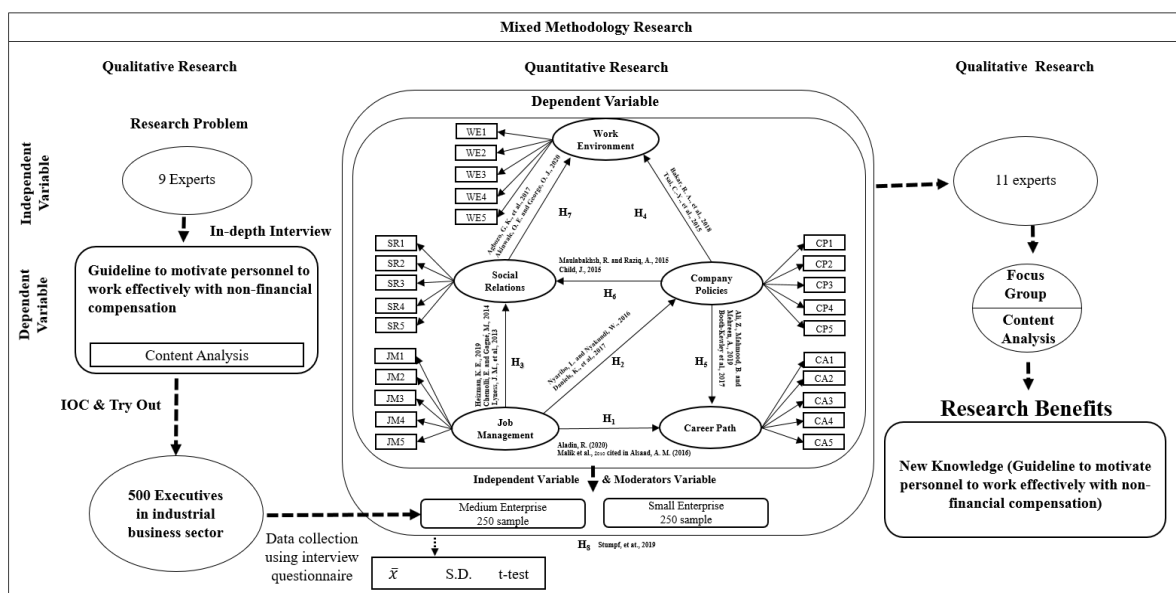


Figure 4. Research Framework

Results

In summary, the researcher presented an overview of the approaches to motivate personnel to work efficiently with non-monetary compensation, and the conclusions were detailed below.

1. The results of analysis of approaches to motivate personnel to work efficiently through non-monetary compensation found that 5 components could be classified: 1) job management

2) career path 3) social relations 4) company policies and 5) work environment.

2. The importance of approaches to motivate personnel to work effectively through non-monetary compensation, overall, it was at a high level and the average score was 4.02. These five components could be prioritized as follows:

2.1 Work environment with an average score of 4.12, the three most items were sanitary and hygienic management of sanitary systems with an average score of 4.36, followed by sufficient equipment and tools used in the work with an average score of 4.27, and waste disposal system or efficient waste management with an average score of 4.26.

2.2 Work management with an average score of 4.04, the three most important items were to allow people to make more decisions with an average score of 4.17, followed by assigning tasks to match the competence of personnel with an average score of 4.16, and the relationship between job characteristics and personnel competency with an average score of 4.15, respectively.

2.3 Company policy with an average score of 4.02, the three most important items were that the management accepted the opinions of the employees leading to the implementation with an average score of 4.11, followed by the organization operated by the correct procedures, rules, regulations, and laws, including ethical conduct with an average score of 4.10 (S.D. = 0.83), and the organization established procedures and processes for appropriate consideration in the event of a problem related to non-compliance with applicable rules, regulations, policies, and laws or in the event of complaints with an average score of 4.10 (S.D. = 0.76), respectively.

2.4 Social relations with an average score of 3.95 (S.D. = 0.608), the three most important items were to encourage teamwork to enhance good relationships among personnel in the organization with an average score of 4.20, followed by encouraging coworkers to participate in assisting or facilitating work operations with an average score of 4.10, and organizing activities to promote love and unity among personnel regularly with an average score of 4.08, respectively.

2.5 Career path with an average score of 3.95 (S.D. = 0.613), the three most important items were to support career advancement without gender and age discrimination with an average score of 4.17, followed by the opportunity for personnel to participate in training to improve operational knowledge with an average score of 4.09, and promoting appropriate and fair career advancement of employees with an average score of 4.08, respectively.

3. The importance of approaches to motivating personnel to work effectively through non-monetary compensation, when classified by business-sized as a whole, there was a statistically significant difference at the 0.05 level. SMEs businesses focused on approaches to motivate personnel to work more efficiently through non-monetary compensation rather

than large businesses. When considered on an individual basis, including job management, career path management, social relationships, company policy, and work environment, it was found that all aspects were significantly different at the 0.05 level. In all areas of business, SMEs focused statistically significantly more on approaches to motivate personnel to work more efficiently in the organization through non-monetary compensation than large businesses at the 0.05 level as shown in Table 1.

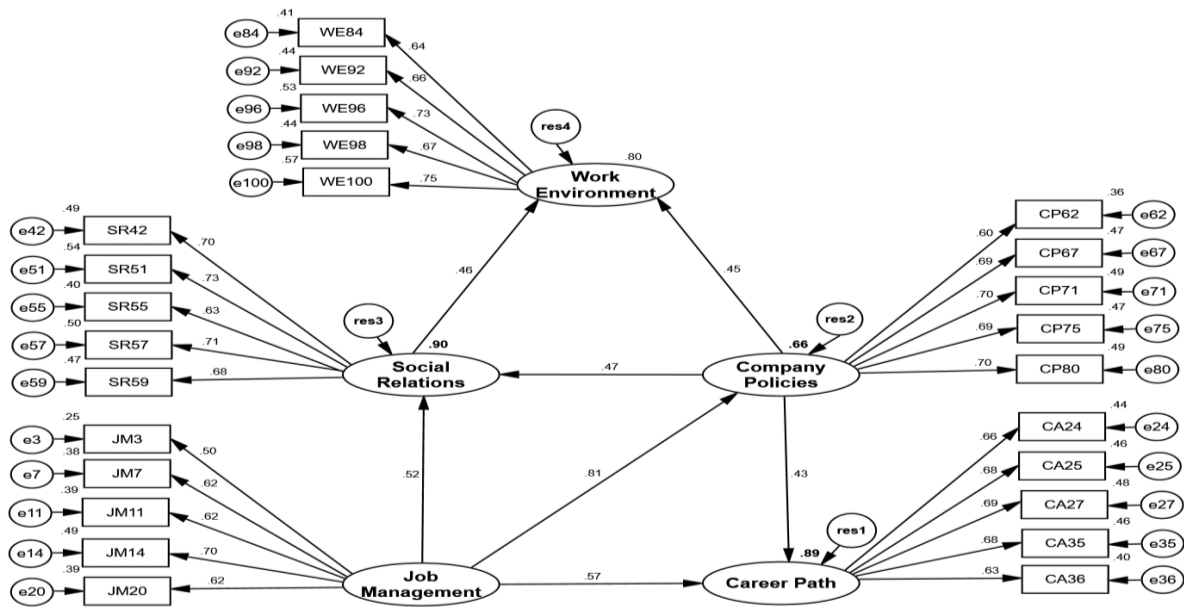
Table 1. Comparison of the importance of guideline to motivate personnel to work effectively with non-financial compensation.

Guideline to Motivate Personnel to Work Effectively with Non-Financial Compensation	Small and medium-sized enterprises		Large scale enterprise		t-Value	P-Value
	\bar{X}	S.D.	\bar{X}	S.D.		
Overall	4.14	0.50	3.89	0.55	5.47	0.00*
1. Job Management	4.20	0.47	3.88	0.58	6.69	0.00*
2. Career Path	4.09	0.57	3.81	0.62	5.35	0.00*
3. Social Relations	4.08	0.57	3.83	0.62	4.70	0.00*
4. Company Policies	4.13	0.50	3.91	0.61	4.34	0.00*
Work Environment	4.22	0.63	4.01	0.60	3.87	0.00*

4. In the structural equation model of approaches to motivate personnel to work effectively through non-monetary compensation, the researcher improved the model based on the Modification Indices suggested by Arbuckle. In this regard, the value of the results obtained from the packaged program with theoretical principles was considered to exclude some improper observational variables one by one. Subsequently, reprocessing of the model was performed and this continued until a model with all four statistical values was obtained, and the structural equation model was considered consistent with the empirical data (Silpcharu T., 2020), as shown in Table 2.

Table 2. Statistics that assess the fit of the structural equation model before and after the model improvement

Statistic	Criteria for consideration	Result before improvement	Result after improvement
p value of Chi-square	greater than 0.05	0.000	0.056
CMIN/DF	less than 2	2.252	1.141
GFI	greater than 0.90	0.653	0.953
RMSEA	less than 0.08	0.050	0.017



Chi-square = 305.806 ,df = 268, p=.056
 CMIN/DF =1.141, GFI = .953, RMSEA = .017

Figure 5. Structural equation model of guideline to motivate personnel to work effectively with non-financial compensation in standardized estimates mode after model improvement

Table 3. Meaning of abbreviations used in guideline to motivate personnel to work effectively with non-financial compensation

Abbreviation	Meaning	Abbreviation	Meaning
JM3	Design for employees to use a variety of work abilities.	SR57	Encouraging colleagues to exchange opinions and make suggestions on performance
JM7	Appropriateness of assigning responsible workloads to personnel	SR59	Publicity of accurate and clear information to creating a better understanding for everyone in the organization.
JM11	relationship between job characteristics and personnel competency	CP62	Assigning personnel to know and understand the rules, regulations, and laws related to the operation
JM14	Assigning experts in each line to provide advice to personnel	CP67	Determining operational policies and operating procedures by relevant regulations and laws, including good ethics and informing personnel in the department
JM20	Grouping tasks with similar functions and qualifications into the same group		

CA24	Encouraging work rotation for system-wide learning	CP71	Clearly define goals and KPIs at each step
CA25	Opportunity for personnel to participate in training to improve operational knowledge	CP75	Organizing activities to promote and support personnel in the agency to perform properly according to standards until it becomes a good culture of the organization.
CA27	Organizing activities to encourage personnel to be promoted according to their career path	CP80	Creating values for personnel to realize that working by rules, regulations, relevant laws, and policies is the duty and responsibility of all personnel.
CA35	Establishing contingency plans to support structural changes in the organization in case of urgent problems	WE84	Procurement of information technology equipment including modern software that is sufficient and suitable for operation.
CA36	Preparation of training plans for individual personnel development	WE92	Strictness of workplace safety measures
SR42	Organizing activities to promote love and unity among personnel regularly	WE96	Equipment and tools to work that are sufficient to meet the needs.
SR51	Building acceptance, respect, appreciating people as equals	WE98	Sanitary management in the organization
SR55	Close meetings with personnel by management to create a good working relationship.	WE100	Temperature in the workplace that is suitable for operation

The results of the 7 hypothesis test to analyze the causal influence between latent variables in the structural equation model of approaches to motivate personnel to work effectively through non-monetary compensation, it was found that all 7 assumptions were stipulated: 1) Job management had a statistically significant direct influence on career path

management at 0.001 level; and Standardized Regression Weight was 0.57. 2) Work management had a statistically significant direct influence on the company policy at the 0.001 level; and Standardized Regression Weight was 0.81. 3) Work management had a statistically significant direct influence on social relations at the 0.001 level; and Standardized Regression Weight was 0.52. 4) Company policy had a statistically significant direct influence on the work environment at the 0.001 level; and Standardized Regression Weight was 0.45. 5) Company policy had a statistically significant direct influence on career path management at 0.001 level; and Standardized Regression Weight was 0.43. 6) Company policy had a statistically significant direct influence on social relations at the 0.001 level; and Standardized Regression Weight was 0.47. 7) Social relations had a statistically significant direct influence on the work environment at the 0.001 level; and The Standardized Regression Weight was 0.46.

Discussions

Key points in research on approaches to motivate personnel to work effectively through non-monetary compensation were very important if the organization can put it into practice.

The results of this research could be summarized using references to relevant supporting or controversial research papers in 4 items as detailed below.

When comparing approaches to motivating personnel to work effectively through non-monetary compensation classified by the size of SMEs and large businesses, overall and by aspect, it was found that there was a statistically significant difference at the 0.05 level because SMEs were unable to compete on benefits, flexible work arrangements, and salaries with large businesses (Stumpf, et. at., 2016). Therefore, small-business enterprises needed to find ways to retain talented or knowledgeable workers to survive the maturity of the business cycle (Lonial, et at., 2016).

Approaches to motivating personnel to work effectively through non-monetary compensation, the work environment averaged 4.12, which was the highest mean. In this regard, it reflected the importance of the work environment which directly influences the way of motivating personnel to work effectively through non-monetary compensation in the industrial sector. Consistent with Akinwale (2019), the environment had a profound effect on employee satisfaction. The findings underscored the need for management to improve the work environment of employees to increase productivity. Meanwhile, Akinwale and George, 2020 said that a welcoming environment at work helped motivate career decisions, relationships with peers, co-workers, future growth, and one's career path. The idea of work environment and job satisfaction was gaining more and more important because it influenced society at large. A Danish study showed that organizations could increase productivity through improved physical attributes of the work environment and internal atmosphere, which may have a greater impact on organizational productivity.

Approaches to motivating personnel to work effectively through non-monetary compensation, on a case-by-case basis, the organization's sanitation management was an average of 4.36, which was at the highest level, reflecting the importance of sanitation facilities for the health, safety, and welfare of workers (Venugopal, et al., 2016). In addition, improvements in working conditions and basic amenities under statutory benefits such as

restrooms were found to increase employee morale and create higher employee satisfaction (Chaubay and Rawat, 2016).

The hypothesis testing results showed that work management directly influenced the company policy. The Standardized Regression Weight was 0.81. Consistent with Teryima and Abubakar (2018), job design features such as job skill diversity, job identity, job importance, job independence, and feedback had a high impact on organizational performance. Therefore, additional tasks should be designed to increase employee motivation, productivity, quality of life at work, promotion to achieve performance goals.

The results of the hypothesis test, considering the highest overall influence, found that job management had an overall influence on career paths. The Standardized Regression Weight was 0.92. Empirical data showed that job management influenced career paths. Consistent with Aladin (2020), job management plays a role in the career path, so organizations should encourage more work development experience and their relationship to career advancement.

Recommendations

According to the study approaches to motivate personnel to work effectively through non-monetary compensation, the researcher had some interesting recommendations as follows:

Recommendations for businesses to enhance the sustainable success of an approach to motivating personnel to work effectively through non-monetary compensation

Support value-added work by giving personnel more opportunities to make decisions on work.

Support the career advancement of employees without gender and age discrimination.

Promote teamwork to build good relationships among personnel.

Receive opinions and recommendations of personnel for implementation.

Provide working safety conditions such as the organization's sterile sanitary system.

Support multi-skilled deployment, assignment of critical tasks, freedom to work, and feedback on performance.

Determine training plans or human resource development plans with budget allocation to be implemented as work plans.

Further Studies

Further research should explore ways to motivate personnel to work effectively through comprehensive and diversified non-monetary compensation.

Other factors affecting the success of personnel motivation through non-monetary compensation should be studied to reflect the results in formulating appropriate and cost-effective policy proposals for the organization and personnel.

Factors affecting the implementation of personnel incentives through non-monetary compensation of operational staff should be studied to bring results into an integrated work plan between management and operations for cost-effective resource utilization, redundancy, and sustainability.

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