

A STUDY OF THE PRIMARY COMPONENTS OF MOTIVATION IN THE WORKPLACE PERFORMANCE OF ELDERLY WORKERS

Kedsuda Petchdee, King Mongkut's University of Technology

ABSTRACT

The purpose of this research is to study the main components of motivation in the workplace performance of elderly workers. As part of their quantitative research, the researchers gathered information from 217 elderly workers in Thailand. The questionnaire was used to collect data, and the Factor Analysis was performed using the SPSS program, using the principle element extraction method and the Varimax element axis rotation method, with $KMO=0.940$. The analysis of EFA yielded seven new elements, namely 1. Professional Knowledge, 2. Organizational Management, 3. Work Environment, 4. Benefits and Compensation, 5. Career Advancement, 6. Need for praise, and 7. Career Success.

Keywords: The Primary Components, Performance Motivation, Elderly Workers, The Workplace

INTRODUCTION

Many countries, almost all over the world, have recognized that they are entering an aging society. Around 2050, the world's population is to step into an aging society completely. The population aged 60 and up is 2.1 billion (United Nations, 2017), and it is estimated to reach 3.1 billion by 2100, as shown in Figure 1.

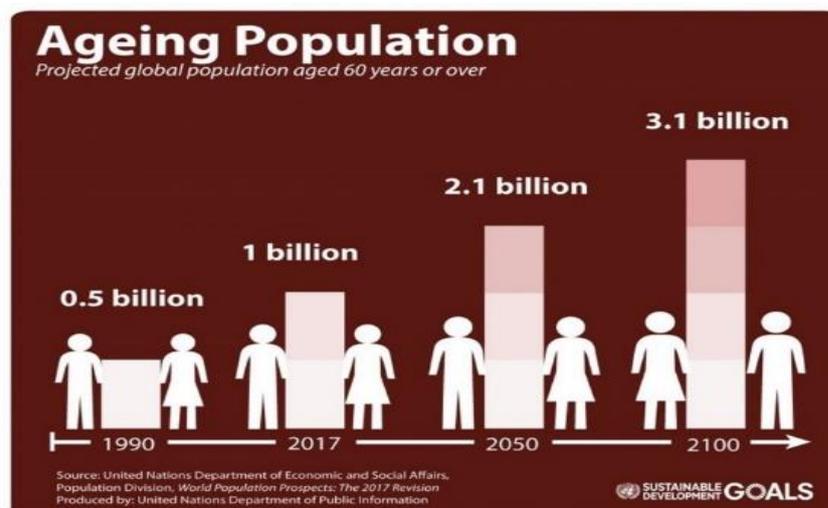


FIGURE 1
ILLUSTRATES THE AGING POPULATION FROM THE 1990S TO THE 2100S

According to statistics, the global elderly population is expected to grow from 2020 to 2050, there is a continuous rising trend as shown in Figure 2.

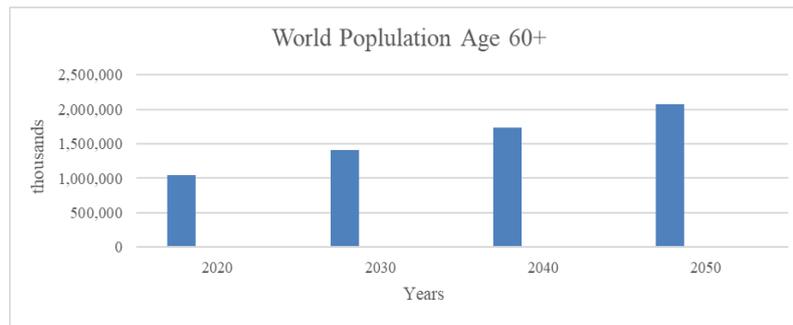


FIGURE 2
ILLUSTRATES THE AGING POPULATION FROM THE 2020S TO THE 2050s

These higher numbers result from each country's medical advances that lead to their citizens' longer lifespans, healthier lifestyles, and the ability to continue working. These workers are knowledgeable, capable, and experienced. The organizations continue to rely on these workers to transfer various knowledge to the next generation of employees, allowing the organization to be sustainable (Sadangharn, 2017).

Many countries around the world recognize the importance of this experienced elderly workforce and are preparing to propose employment policies for the elderly (Daisuke, 2019). For example, the Japanese policy on hiring elderly workers focuses on public and private sector participation in establishing employment centers and promoting careers for the elderly in Japan, which exists in every province. Singapore allows older workers to work until the age of 65. Employers are not permitted to fire employees over the age of 65. In the United States, legislation is in place to protect the elderly by allowing them to work regardless of their age, with the primary focus being on their work potential. To keep workers in the system, the Korean labor policy has increased motivation to work with the pension system and improved working conditions (Ministry of Labour, 2021). For Thailand's employment policy in 2017 allowed companies or legal persons to hire older workers, who would then be eligible for a tax deduction. And it has planned to postpone retirement and to provide income and increasing stability for the elderly, which is to encourage the elderly to work, generate wages, and reduce dependency to care for themselves (Rattanapunya, 2019). Also, the findings of Asavanirandorn in 2020, this study on non-standard employment for older people in the Thai private sector: flexibility, productivity, and protection reported that the private sector agreed that it was valuable to employ elderly workers in terms of their ability to work and a positive attitude toward work, particularly about responsibility, discipline, patience, reliability, and creating a great working atmosphere. Those private companies agreed that employing elderly workers was valuable, but the government lacked the motivation to get them to work (Thai Gerontology Research and Development Institute Foundation, 2020).

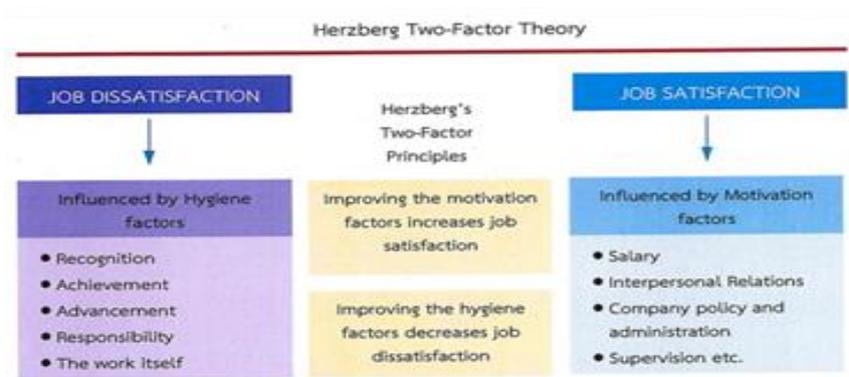
What will increase interest in working longer depends on the level of motivation of the individual. Motivation is an essential tool for organizations to encourage employees to create good results through individual duties and responsibilities (Eungswan, 2016). According to work motivation is a factor that motivates people to work and advance in their careers (Kalyanamitra, 2016). From a social standpoint, interest is growing as the aging population continues to live, needs to earn a living, and has the knowledge and ability to work, and they can also pass on knowledge to the next generation (Francisco & team, 2018). Highly motivated older employees can work more productively, creatively, and responsibly than low-motivated employees (Kristina, 2016). What organizations and executives must do is instill a sense of purpose in their employees. The motivation will produce positive outcomes for the organization. As a result, operations will become more efficient, effective, and profitable, increasing competitiveness and, ultimately, achieving the organization's goals (Urai, 2015).

As a result, researchers realized the importance of promoting and expanding job opportunities for the elderly to make them a more valuable and abundant resource. The purposes of this study were to analyze the main components of motivation in workplace performance and provide personnel with positive workplace behaviors to generate additional benefits for the organization.

LITERATURE REVIEW

Two Factor Theories

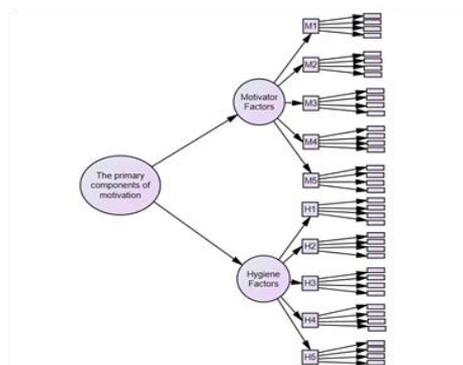
According to Boonsri (2013), Frederick Herzberg's theory investigated the relationship between needs and human behavior. Motivation factors and maintenance factors, also known as hygiene factors, are the two factors or components linked to job satisfaction and dissatisfaction. Herbert (1972), motivation arises from needs, desires, aspirations, success, or achievement, which is recognized internationally as the motivation theory is Frederick Herzberg's Theory 2, as shown in Figure 3.



**FIGURE 3
HERZBERG TWO-FACTOR THEORY**

CONCEPTUAL FRAMEWORK

The research on the model of the primary components of motivation in the workplace performance of elderly workers consists of motivating factors in 5 main characteristics, 20 subcomponents, and hygiene factors in 5 main components, 20 subcomponents. The conceptual framework is described as shown in Figure 4.



**FIGURE 4
CONCEPTUAL FRAMEWORK**

The primary components of motivation

Motivation Factor or Motivators:

- ✓ M1=Achievement
- ✓ M2=Recognition
- ✓ M3=Work Content
- ✓ M4=Responsibility
- ✓ M5=Advancement and growth

Hygiene factors:

- ✓ H1=Salary
- ✓ H2=Relationships
- ✓ H3=Company policies
- ✓ H4=Work conditions
- ✓ H5=Personal status and security

RESEARCH METHODOLOGY

This study used a survey to investigate the main components of motivation in the workplace performance of elderly workers. This study used questionnaires as research instruments.

Population and Sample Size

This study's population consisted of 500 elderly who worked in the workplace. The sample size was determined using the ready-made tables of Krejcie & Morgan to obtain the study sample and provide reliable information about the population. With a sample size of 217 people, the confidence level was 95%, the margin of error was 5% (Silpcharu, 2017). The researchers used probability sampling and selecting simple random sampling.

Research Instrument

The researchers presented the draft questionnaires created with the assessment form to three experts with knowledge and experience in this field, who evaluated the questionnaire for accuracy, content coverage, and correctness of language expressions, calculating the reliability of the questionnaire by analyzing the alpha coefficient, and the result was 0.92.

Statistics Used in Data Analysis

This study used a computer to analyze the data, using the SPSS package program, factor analysis to group or combine variables related to the same group, the principle element extraction method, the Varimax element axis rotation method, and $KMO=0.940$.

RESEARCH RESULTS

The EFA analysis yielded the following seven new components, as shown in table 1.

Table 1							
PRINCIPLE COMPONENT ANALYSIS							
Component							
	1	2	3	4	5	6	7
The application of acquired knowledge and abilities in the work performance	0.777	0.135	0.039	0.152	0.267	0.043	0.051
Work aptitude.	0.725	0.207	0.044	0.133	0.112	0.092	0.119
Challenging tasks	0.722	0.013	0.175	0.27	0.12	0.159	0.042
Be trustworthy and reliable for the job assignment.	0.664	0.368	0.154	0.014-	0.094	0.081	0.204
Practical work allows for the expression of employee's creativity.	0.596	0.162	0.065-	0.332	0.153	0.322	0.153
The responsibilities delegated to are significant.	0.586	0.27	0.282	0.083-	0.091	0.086	0.14
The application of the employee's knowledge and abilities in the workplace.	0.58	0.026	0.098	0.256	0.083	0.324	0.285
Using academic knowledge in the workplace	0.562	0.104	0.161-	0.349	0.267	0.19	0.114-
Inform the clarification of policy thoroughly.	0.183	0.748	0.203	0.242	0.121	0.111	0.079
Provide mutual assistance to colleagues.	0.195	0.743	0.24	0.081	0.175	0.139	0.091-
Component							
	1	2	3	4	5	6	7
Working together and as a team.	0.221	0.719	0.286	0.146	0.1	0.248	0.102
Clarify the management objectives.	0.284	0.692 .	0.236	0.267	0.15	0.121	0.036
Concern and care for subordinates' well-being and benefits	0.056	0.658	0.159	0.305	0.13	0.302	0.186
Supervise with proximity, sincerity, and friendliness	0.112	0.561	0.324	0.335	0.109	0.112	0.348
Define the position's duties and responsibilities clearly and can be followed.	0.458	0.546	0.278	0.276	0.009	0.067-	0.021
The workplace environment is appropriate for the employees' jobs.	0.283	0.066	0.821	0.239	0.028	0.117	0.022-
Employees are pleased and satisfied with their jobs.	0.068	0.265	0.806	0.108	0.072	0.033-	0.065
The workplace is close to the employee's family.	0.029-	0.246	0.762	0.041	0.097	0.118-	0.119
The companies divided the office space suitably and appropriately	0.143	0.237	0.701	0.182	0.128	0.342	0.261-
Employees are free to work according to their judgment.	0.127	0.115	0.672	0.055-	0.029-	0.172	0.237
Workplace safety is essential.	0.075-	0.447	0.649	0.151	0.146	0.075	0.202
The work environment, such as the lighting and temperature, is pleasant.	0.188	0.449	0.516	0.429	0.15	0.023	0.116
Other forms of compensation, such as welfare, housing, medical expenses, overtime, and other matters, are appropriate.	0.219	0.316	0.135	0.717	0.178	0.224	0.019
The bonuses or special compensation are commensurate with the amount of work and the position of the employees.	0.175	0.3	0.105	0.71	0.223	0.159	0.008
The salary is appropriate for the amount of work and the position the individuals possess.	0.228	0.297	0.13	0.699	0.26	0.202	0.15
Component							
	1	2	3	4	5	6	7
Other materials, such as equipment, manuals, and forms, are sufficient for the operation.	0.297	0.402	0.392	0.52	0.074	0.02	0.08

The opportunity for employees to continue their studies allows them to take on more complex and significant tasks.	0.369	0.14	0.139	0.296	0.752	0.118	0.143
The opportunity for employees to continue studies to be able to take on more responsibility.	0.387	0.185	0.076	0.251	0.742	0.088	0.151
The opportunity for employees to continue studies to gain more knowledge and expertise.	0.312	0.214	0.102	0.325	693 .	0.243	0.079
Promotional terms and conditions that is clear, fair, and equal.	0.25-	0.337	0.508	0.039	0.532	0.288	0.085-
Receiving professional honor and dignity and also social recognition.	0.167	0.199	0.145	0.029	0.167	0.796	0.143
Receiving praise from communities and people arounds.	0.222	0.112	0.003	0.286	0.228	0.732	0.07
Employees feel successful because their work is in line with the desired goals.	0.469	0.171	0.204	0.157	0.142	0.217	0.712
Employees feel that they belong and are a part of the company's success.	0.501	0.156	0.197	0.117	0.151	0.263	0.676

CONCLUSION AND DISCUSSION

Conclusion

The researchers could use the following model to summarize the research findings on the main components of motivation in the workplace performance of elderly workers (Figure 5):



FIGURE 5
A MODEL OF WORKPLACE PRIMARY MOTIVATORS IN THE WORKPLACE PERFORMANCE FOR ELDERLY WORKERS

Discussion

According to study, there is an important component of motivating the elderly workers to continue working in the workplace. Which the EFA analysis, other crucial components of motivation were compensation and benefits, as well as the need for praise, which is consistent with a study on job satisfaction among commercial airline employees, Thai Airways International Public Company Limited by Moolked (2009) said that motivation is a variety of factors that affect performance, including income, respect, interpersonal relationships. If these factors meet the worker's needs, they will be satisfied. And they will work to their full potential. Furthermore, older workers will have a negative mindset, which will lead to job dissatisfaction if their motivation is not meet by employers. And Jernsittiparsert & Kumsuprom (2021) stated that a positive attitude at the job can be better at the workplace, which are consistent with Chuanchom (2018) discovered that to improve the capacity of the elderly to re-enter the labor

force, the majority of them required welfare related to medical care in hospitals, which the elderly should meet the needs of receiving Self-awareness and self-worth. Especially the work that is accepted by society and those around them.

According to the EFA analysis, the main components of motivation consisted of career advancement, compensation and benefits, career success, and the need for praise and recognition, which are consistent with the research by Yonwikai (2018). They stated that motivation, which includes advancement, responsibility, compensation and benefits, work success, and recognition, affects work satisfaction in older people, as does the concept of Eungswan & Chantuk (2016), as well as Yavaprabhas (2005), who stated that these types of rewards or incentives are significant for long-term employee motivation. Dorien & team (2007) reported that limiting opportunities for promotion, training, and development affects inspiration for older workers, and Kristina's (2016) stated that fair assessment has a significant impact on employee motivation. The organization is unfair to their workers with the compensation and evaluation will decrease in the employee's immediate motives to work. If such incidents happen repeatedly, the employees might resign from their jobs. Furthermore, Kriangsak (2006) stated that motivation is essential in inspiring and training people, where motivation from within, such as experiencing achievement, enthusiasm for learning, and making people have fun at work and focus on what they are interested in, makes people have fun at work and focus on what they are interested. Work environment, work rewards, recognition, career advancement, and work authority are examples of external motivations. Organizations that can manage both types of motivation will improve worker capacity immensely. Motivation encourages and stimulates the desire to receive responses from within the organization, leading to appropriate behavior at work, which includes fundamental physical factors such as work success and promotion, company policies, organizational management, compensation and benefits, work relationships, working conditions, and relationships with supervisors, and also job security. Those who are intrinsically motivated have a strong sense of responsibility and a high commitment to their work. As a result, they were named as work-ethic employees.

Acknowledgement

Assoc.Prof.Lt.JG.Dr.Taweesak Roopsing is an Associate Professor at King Mongkut's of Technology North Bangkok, Thailand. His email address is roopsingt@gmail.com.

REFERENCES

- Asavanirandom, C., Osatis, C., Petch-din, W., Manitsorasak, W., & Chillanond, N. (2020). Non-standard employment for older persons in the Thai private sector: Flexibility productivity and protection.
- Boonsri, A. (2013). Herzberg theory (Herzberg and other). Retrieved from <http://aumnuychai.blogspot.com/2013/09/herzberg-and-other.html>.
- Chuanchom, P., Chantuk, T., & Siritwong, P. (2018). Job styles for older workers. *Journal of Humanities and Social Sciences Valaya Alongkorn*, 13(1), 107-116.
- Daisuke, K. (2019). Building primary care in Japan: Literature review. Retrieved from <https://onlinelibrary.wiley.com/doi/full/10.1002/jgf2.252#>.
- Dorien, K., Annet, D.L., Paul, J., & Josje, D. (2007). Older workers' motivation to continue to work: Five meanings of age. *Journal of Managerial Psychology*, 23(4), 364-394.
- Eungswan, K., & Chantuk, T., (2016). Motivation to increase work efficiency in elders. Veridian E-Journal, Silpakorn University. *International: Humanities, Social Sciences and Arts*, 9(4), 215-231.
- Foundation of Thai Gerontology Research and Development institute (2020). The private sector agrees "Value for" hiring senior citizens but still lacking motivation from the state as they should. Retrieved from <https://thaitgri.org/?p=39365>.
- Francisco, R., Jesus, R., & Gabriela, T. (2018). Older worker identity and job performance: The moderator role of subjective age and self-efficacy. *International Journal of Environmental Research and Public Health*, 15(2731), 1-13.
- Herbert, H.G. (1972). *The management of organization: A systems and human resources approach*. New York: Appletion-Century-Crofts.
- Herzberg, F., Mausner, B., & Snyderman, B.B. (1959). *The motivation to work*. New York: John Wiley & Sons.

- Jermittiparsert, K., & Kumsuprom, S. (2021). Elderly personality traits effect on employees decision to choose employment of entrepreneurs in Thailand. *International Journal of Entrepreneurship*, 25(4), 517.
- Kalyanamitra, K. (2016). Two powerful motivation factors to success. *Valaya Alongkorn Review: Humanities and Social Science*, 6(3), 175-183.
- Kriangsak, C. (2006). *Creative Thinking (7th Edition)*. Bangkok: Success media.
- Kriangsak, C. (2006). *Treasure Thinking (9th Edition)*. Bangkok: Success media.
- Kristina, T. (2016). Motivation, performance and efficiency. Retrieved from https://www.researchgate.net/publication/291765574_MOTIVATION_PERFORMANCE_AND_EFFICIE_NCY.
- Ministry of Labour (2021). Policy on hiring elderly workers. Retrieved from <http://warning.mol.go.th/uploadFile/pdf/pdf-2021-07-02-1625204414.pdf>.
- Moolked, R. (2009). Employee satisfaction airline company Thai Public Company Limited. Master's thesis of Business Administration, Valaya Alongkorn Rajabhat University under the Royal Patronage.
- Rattanapunya, S. (2019). Work ability index and improving work conditions for informal elderly workers in Muangkaen Pattana Municipality, Chiang Mai Province. *Disease Control Journal*, 45(3), 245-257.
- Sadangharn, P., Ingard, A., & Thanadechawat, N. (2017). The development of elderly employment model in the Eastern hotel business of Thailand. *Faculty of Management and Tourism, Burapha University*.
- Silpcharu, T. (2017). Research and statistical analysis with SPSS and AMOS. Bangkok: V Inter Print.
- United Nations (2017). World Population Prospects: The 2017 Revision. Retrieved from <https://www.un.org/development/desa/publications/world-population-prospects-the-2017-revision.html>.
- United Nations (2019). World population prospects 2019. Retrieved from <https://population.un.org/wpp/Download/Standard/Population/>.
- Urai, P. (2015). Employee motivation: Case Study AGC Automotive (Thailand) Co., Ltd. Dissertation, Master of Art Program in Organization Management, Faculty of Art Krirk University.
- Yavaprabhas, S. (2005). *HR for Thai government sector: New age and chanllenging (2nd Edition)*. Bangkok: Chudthong Printing House.
- Yonwikai, W. (2018). The motivation that affects job satisfaction of elderly people in Bangkok. *Journal of Humanities and Social Sciences Valaya Alongkorn*, 13(2), 104-116.