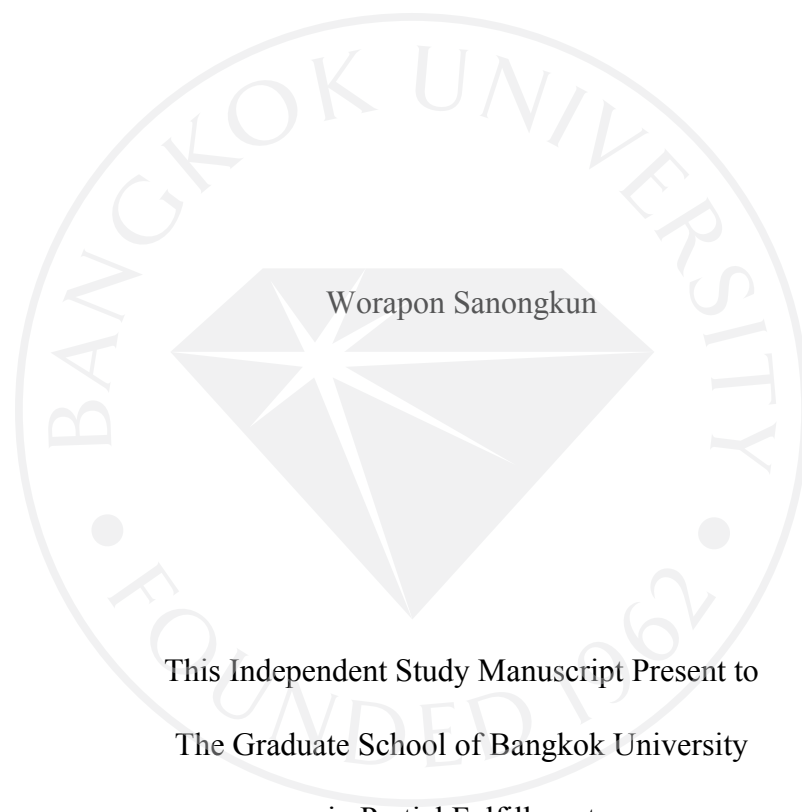


**THE IMPACT OF REWARD SYSTEM, WORK PLACE AND JOB
PERFORMANCE TOWARD EMPLOYEES WORK EFFECTIVENESS:
A CASE STUDY OF LOGISTICS COMPANY GROUP**



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STUDY OF LOGISTICS COMPANY GROUP



This Independent Study Manuscript Present to
The Graduate School of Bangkok University
in Partial Fulfillment
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Master of Business Administration

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**This Independent Study has been approved by
the Graduate School
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Title: The Impact of Reward System, Work Place and Job Performance toward
Employees Work Effectiveness a case study of Logistics Company Group

Author: Mr. Worapon Sanongkun

Independent Study Committee:

Advisor



(Assoc. Prof. Dr. Suthinan Pomsuwan)

Field Specialist



(Dr. Papob Puttimanoradeekul)



(Mr. Virat Rattakorn)

Dean of the Graduate School

August 8, 2020

Sanongkhun W. M.B.A, August 2020, Graduate School, Bangkok University

The Impact of Reward System, Work Place and Job Performance toward Employees

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Advisor: Assoc. Prof. Suthinan Pomsuwan, Ph.D.

ABSTARCT

The purpose of this research was to study the impact of reward system, work place and job performance affecting employees work effectiveness for the logistics company group. The 250 respondents were employees who are working in the logistics company group. Researcher used the questionnaire to collect the data from such respondents. The multiple regression model used hypothesis testing with statistical significance at the level of 0.05. The result was found that reward system, work place and job performance had impact on the employee work effectiveness.

Keywords: Reward System, Work Place, Job Performance, Employees Work Effectiveness

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CHAPTER 1

INTRODUCTION

This chapter presents the research and outlines the research problem and objectives, the conceptual framework, and the study tools and statistical approach (i.e., independent variables and variables/population and samples). The potential research benefits and limitations are also presented.

1.1 The Importance and Problem of the Study

Employee is a key factor of every organization. The success and failure of an organization is depending on an employee. Every organization focus on improve employee work effectiveness. Therefore, organizations are spending a lot of money on many factors that increase employee work effectiveness. The money spent by the company goes to the management and development of the organization in order to maximize the effectiveness of the employees. MahraBani & Shajari (2013) said that correct management can create strong incentive for employees and its help to increase work efficiency. Many variables are known to affect employee productivity. The researchers then selected three variables that are expected to have the greatest impact on performance: Reward system, Work place and Job performance. In each variable contain two to three sub-variables. For reward system consist extrinsic reward and intrinsic reward. Work climate, facilities and safety are sub-variables of work place. Job performance consist of three sub-variables are motive, determine strength and weakness and employee development.

In an attempt for reward systems to increase employee motivation and efficiency, they have been divided into two major categories: (1) extrinsic rewards, a tangible reward that acts as an external motivation, which is offered by supervisors, or managers, with the relevant authority of how much and when the external reward will be offered. This category also includes external compensation, which is related to money, such as salary increases or bonuses for accessing quota or time spent. An external reward may also include getting promoted, verbal praise, public recognition, or additional sales promotions and accountability awards. (2) Intrinsic rewards (internal reward) come from within an individual, and may be driven by personal interests, or enjoyment of work, i.e., internal motivation (it may be contested that the most powerful reward comes from within). It is apparent that the abovementioned categories are key considerations for organizations, who must appropriately balance the internal and external rewards to their employees. It is apparent that a reward system is an important consideration for a company, as it influences employee performance making an organization become more productive. Moreover, it helps an organization attract talented employees, which may otherwise be lost to other competitors. It is suggested that a reward system should be designed to maximize the returns of both the company and the individual (Karami, 1998), with appropriately timed rewards having the ability to provide motivation across different employee levels (Cock, 2008, as cited in Karami, Dolatabadi & Rajaeepour, 2013). However, Podhame (2004 as cited in Karami, Dolatabadi & Rajaeepour, 2013) stated that companies, which tend to focus on what managers and employees call rewards, place too much emphasis on the related values and behavior (towards the rewards). In the literature, there has been little attention towards the role of compensation or external

salaries (including work compensation) on organizational behavior related to work motivation. In contrast, research has been directed at the harmful effects of paying for work (intrinsic), work motivation and creativity (Gerhart & Fang, 2015).

In today's competitive industry Companies cannot afford to lose their potential employees. The key to motivation, engagement and morale is the work environment.

A good environment will promote the productivity of staff. Chandrasekar, (2011) said that workplace design needs to take into account a number of issues. Creating a better and more productive workplace needs to be aware of how the workplace affects behavior and that behavior drives workplace productivity. Joroff, Porter, Feinberg, & Kukla, (2003) mention that the relationship between workplace, tools and work, workplace become an important part. Increasing understanding of the workplace is built on the perception that areas have different characteristics, perform different functions and different ways of working. People work individually and interact with others requiring different workplace solutions. Crawford et al., (2010) said that it is important to understand how workplace requirements affect workplace safety.

Fortunately, the workplace environment provides people who work with resources, including independence, a positive workplace environment, and support for colleagues. Nahrgang, Morgeson, & Hofmann (2011) purpose that there are many job and resource requirements in the work environment, and it is important to understand which jobs require the most depleted mental and physical resources and which work resources are most motivating. This information is useful because it helps managers and organizations modify jobs, training, and environments according to the factors most contributing to workplace safety.

In an attempt for job performance to increase employee work effectiveness. There are three sub variables to explore more idea. Motive, determine strength and weakness and employee development have probability to increase work effectiveness. Shazadi et al., (2014) mention that everyone in the organization is inspired in a different way. When it comes to employee motivation, it can be simply defined as “Employee motivation is a reflection of the level of energy, commitment and creativity that company workers bring to their jobs. Davis, Davis, & Van Wert (1998) said that service-related training is a systematic and formal process in trying to improve skill, customer service knowledge and capabilities. Day (1994) purpose training both motivates employees and empowers the capacity to support and sustain behaviors that are conducive to the success of the company, thus reaffirming the positive influence for formal service-related training on the relationship between performance and market orientation.

1.2 Research Problems

1.2.1 Do factors related to a reward system influence employee work effectiveness?

1.2.2 Do factors related to the work place effect employee work effectiveness?

1.2.3 Do factors related to job performance influence employee work effectiveness?

1.3 Objectives of the Study

1.3.1 To study the impact of a reward system on employee work effectiveness.

1.3.2 To study the impact of the work place on employee work effectiveness.

1.3.3 To study the impact of job performance on employee work effectiveness.

1.4 Hypothesis Proposition

In this research study, the impact of a logistics company's reward system, work place and job performance will be studied to determine employee work effectiveness, using the following hypotheses:

Hypothesis 1: A reward system will affect employee work effectiveness in the logistics company group.

Hypothesis 2: The work place will affect employee work effectiveness in the logistics company group.

Hypothesis 3: Job performance will affect employee work effectiveness in the logistics company group.

1.5 The Conceptual Framework

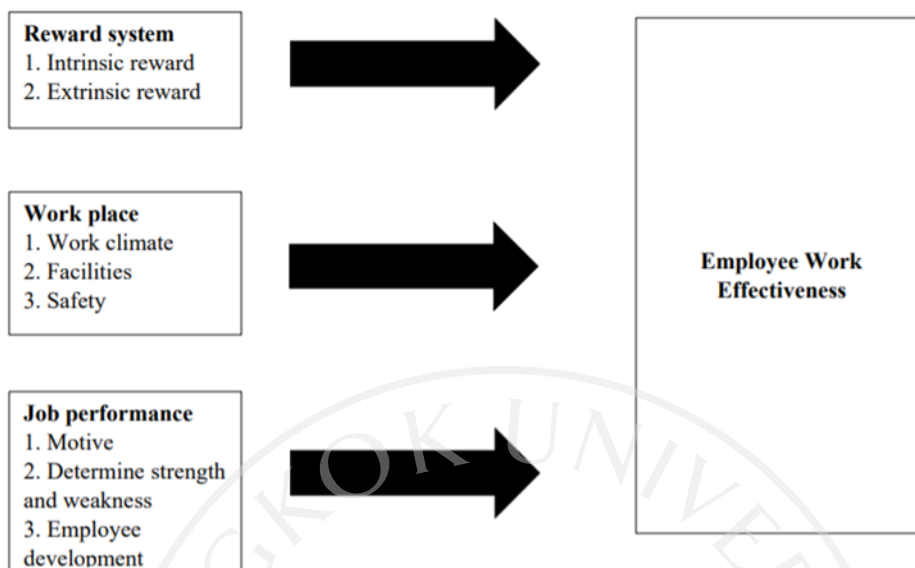


Figure 1.1: The Conceptual Frame Work

The figure show that in each independent variable there are sub- variables to help researcher focus on each point. Also, it shows the link of independent variables (reward system, work place and job performance) affect the dependent variable (employee work effectiveness).

1.6 Method of the Study

The study using quantitative research method to finding the impact of reward system, work place and job performance toward employee work effectiveness.

Logistics company group was a case study consist of three companies (TKS logistics, JWD and Hutchison). Data was collected in a structured questionnaire from employees who are working in logistics group. The questionnaires were conducted in survey with total participant of 400 employees. However due to COVID -19, the participants were 62.5% or 250 employees were completed the questionnaire.

1.7 Tools and Statistics Used

In this study was conducted by paper survey and online survey to understand the respondent's attitudes towards the variables. Close-end questionnaire will be used as the data collection tool to obtain the participants' demographic data, reward system, work place and job performance.

1.8 Scope of the Study (Independent Variables and Dependent Variable/

Population and Sample

Independent Variables:

1. Reward System

1) Intrinsic Reward

2) Extrinsic Reward

2. Work Place

1) Work climate

2) Facilities

3) Safety

3. Job Performance

1) Motive

2) Determine Strength & Weakness

3) Employees Development

Dependent Variable: Employees Work Effectiveness

Population and sample: the population of this study focus in employees who are working in Logistic and living in Chonburi district. The sample is logistic

employees who are working in Logistics company group (TKS logistics, JWD and Hutchison) with 250 respondents representing 62.5% of all respondents. The number of samples was accepted by advisor Assoc. Prof. Dr. Suthinan Pomsuwan due to the COVID -19 situation.

1.9 Benefits of the Research

This study is expected to provide information to benefit an employees' work effectiveness by examining the impact of the reward system, workplace and job performance factors that affect their work efficiency. The results can make the logistics company understand about problems related to these factors and help reduce problems that may arise in the future, providing greater productivity and efficiency.

1.10 Limitation of the Research

The research content was made exclusively for the logistics company. That view is only one-sided, and the perception of the research may not be consistent with other forms of companies. Finally, to cover multiple perspectives, a broader study may be required and the variables that affect research may be required.

1.11 Definition of Terms

Reward system: a system used by companies where employees who achieve results are paid more or get other advantages

Intrinsic reward: Intrinsic rewards are the non-physical rewards. They cannot be seen or touched but are emotionally connected with the employees. In other words, intrinsic rewards can be defined as the feeling of contentment one finds in the

completion of any task. For example: Sense of achievement, words of praise from the seniors, recognition, taking pride from the job and work freedom or autonomy

Extrinsic reward: Extrinsic rewards are the physical ones that come from an external source (employers) only. A properly designed extrinsic reward can also be emotionally attached with the employees as employees value such rewards. For example: pay, bonus or commission, fringe benefits, promotion, and profit sharing.

Workplace: a building or room where people perform their jobs, or these places generally

Work: an activity, such as a job, that a person uses physical or mental effort to do, usually for money

Climate: the general weather conditions usually found in a particular place

Facilities: a place, especially including buildings, where a particular activity happens

Safety: a state in which or a place where you are safe and not in danger or at risk

Job: the regular work that a person does to earn money

Performance: how well a person, machine, etc. does a piece of work or an activity

Motive: a reason for doing something

Determine: to control or influence something directly, or to decide what will happen

Strength: the ability to do things that need a lot of physical or mental effort

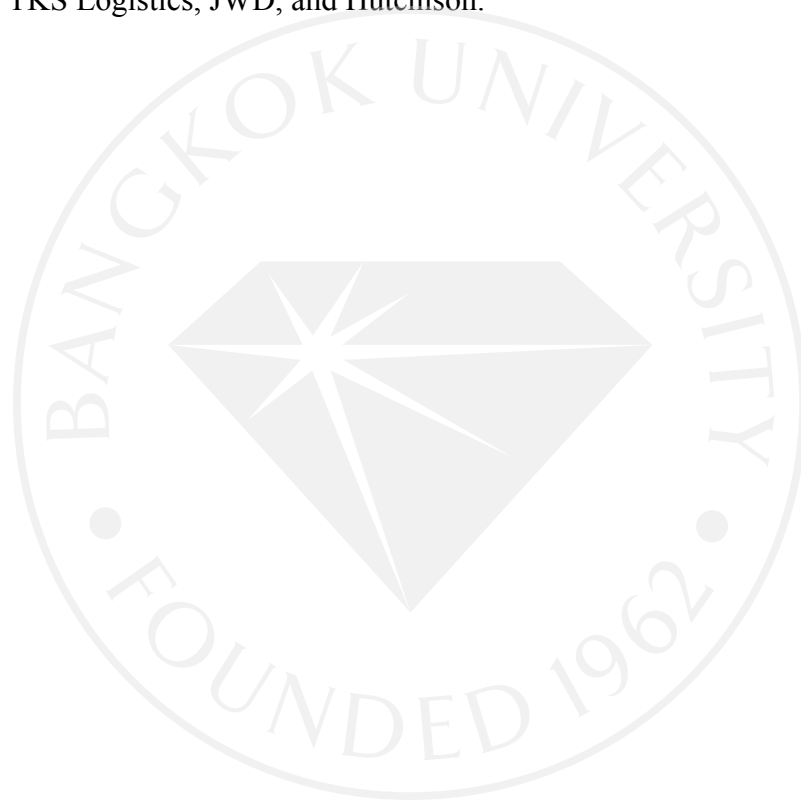
Weakness: the fact or state of not being strong or powerful

Employee: someone who is paid to work for someone else

Development: the process in which someone or something grows or changes and becomes more advanced

Employee work effectiveness: effective is a successful or achieving the results that you want. Employee work effectiveness is improving employee work performance.

Logistics company group: the company group consist of three logistics companies include TKS Logistics, JWD, and Hutchison.



CHAPTER 2

LITERATURE REVIEW

This chapter reviews the relevant literature and provides an overview of the conceptual theories related to the title: “The impact of a reward system, the work place and job performance towards employee work effectiveness: a case study of a logistics company group.” The structure of this chapter is as follow:

- 2.1 The Background of the (Company or Business Sector/Industry, which Used to be the Case Study in this Research)
- 2.2 Theories/academic Concepts and Relevant Researches on Reward System
- 2.3 Theories/academic Concepts and Relevant Researches on Workplace.
- 2.4 Theories/academic Concepts and Relevant Researches on Job Performance
- 2.5 Theories/academic Concepts and Relevant Researches on Employee Work Effectiveness

2.1 The Background of the Logistic group

2.1.1 TKS Logistics Co., LTD

The TKS logistics company has been chosen as the case study for this research, with the intention to examine all aspects of their logistics services. The company started in 1990 as a shipping division of Sanongkun Co., Ltd, providing services through customs clearance. Four years later, the company entered into a business with a Japanese company named Kawanishi Limited and commenced a joint venture on behalf of Thai Kawanishi Service Company Limited (TKS). In 2004, the

Japanese company requested to be split into the Kawanishi public company, and registered a new company called TKS Logistics Co., Ltd.

TKS Logistics Company services:

- 1) Customs clearance (Import, Export)
- 2) Warehouse operation service
- 3) In-land transportation service
- 4) Machinery rent service
- 5) Machine installation

2.1.2 JWD Info logistics Public Company Limited (Laemchabang)

In 1979, JWD Info logistics Public Company Ltd provided professional logistics solutions, such as relocation services, office buildings, real estate development, and document storage services. The company then switched to become a service provider to offer software, development, distribution and logistics; providing expertise throughout the ASEAN.

JWD Services is a leader in automotive parts, chemicals and dangerous goods, and food and cold chain industries. In these industries, specialists are required across each specific area as they must receive goods information in accordance with applicable international standards.

JWD provides a logistics and procurement service across the ASEAN (Thailand, Laos, Cambodia, Vietnam, Myanmar, Malaysia, Singapore and Indonesia).

The main business includes:

- 1) Warehouse management services.
- 2) Transport and distribution services.

3) Moving service, the company provides household services and removal services offices both at home and abroad.

4) Records and services, deletion services, document management, electronic storage, document destruction services, transportation services, etc.

5) Office and warehouse rental services, food supply chain services, and solution services.

2.1.3 Hutchison Ports Thailand

Hutchison Ports Thailand (HPT) is a member of the Hutchison Port Holdings (HPH) Group, the world's leading port investor, developer and service provider. HPT was established in 2006 to integrate the management of the HPH terminal company at Laem Chabang port, and includes:

- 1) Thai Laemchabang Terminal Co., Ltd. (TLT)
- 2) Hutchison Laemchabang Terminal Limited (HLT)

Connectivity: Water access, road access, rail access and air access

HPT provides the following services 24 hours a day, 7 days a week:

- Gate Receiving Operations
- Gate Delivering Operations
- Vessel Loading Operations
- Vessel Unloading Operations
- Temporary Container Storage
- One-stop receipt and delivery service at its documentation center
- CFS activities
- General Cargo Operations
- Vehicle Roll on–Roll off Operations

2.2 Reward System

In this study, Port-Harcourt provided the details of the types of awards that can be given to their employees, including variable pay, bonuses, profit sharing, stock options, group reward systems and recognition programs. Agwu (2013) proposed that at the Nigerian Agip Oil Co., Ltd, a fair reward system was based on the performance of their employees. Quadri (2019) studied the effective reward systems by examining employee perceptions and incentives that may help increase employee performance. It was reported that the reward system implemented in Irish restaurants, was a key factor in motivating industry employees.

Martono, Khoiruddin & Wulansari (2018) proposed that the reward management system is an important focus in any organization as it helps determine the welfare and performance of its employees. The reward management system has a big impact on the ability of an organization to capture and motivate highly capable employees, resulting in high efficiency levels. Furthermore, the compensation management system also plays a key role in human resources as it is strategically aligned with a company's management. Gungor (2011) suggested that the compensation system is often used to motivate employees to improve their quality and productivity and creates service behaviors. This can help to prevent employees moving to other companies and committing fraud. The compensation may be in the form of money or salaries, fixed allowances, variable allowances, incentives or other facilities, and is related to the services that the employee has performed (Agustiningih, Thoyib, Djumilah & Noermijati, 2016).

The reward system plays an important role in promoting employee creativity, with Pearson's correlation analysis showing a positive correlation between internal and external compensation and employee creativity. Previous research has demonstrated that compared with outside compensation, actual compensation is one factor that supports the creativity of the employees (Nigusie & Getachew, 2019). Kanwal & Syed (2017) stated that rewards are very important for every organization, as it allows participation in the mission of the organization and influences the feeling of the community. The quality of good incentives (i.e., a good reward system) is related to the organization becoming more efficient and enhances the performance of less productive employees.

2.3 Workplace

Chandrasekar (2011) found that the work environment can affect employee morale, productivity and participation. Many industrial work environments are unsafe and unhealthy as they have poorly designed workstations, improper furniture, ventilation, improper lighting, excessive noise, inadequate safety measures in the event of a fire emergency, and have a lack personal protective equipment. Individuals who work in these environments are more likely to develop work disorders that can affect their ability to work, leading to a reduced output. It is the quality of the employee's work environment that has the greatest impact on their level of motivation and subsequent performance. Therefore, the relationship between work productivity and work tools becomes an important factor related to their job performance.

Awan & Tahir (2015) suggested that the work environment plays an important role in an organization as most employee problems are related to their work

environment. Indeed, the work environment is where people work together to achieve organizational objectives, and refers to the systems, processes, structures and tools, which can influence employee performance. Goudswaard, Dhondt, Vergeer & Oeij (2012) mentioned that stresses, including the balance between work and life, psychological motivation, social conversation, and the relationship between management and leadership, can all affect the development of a good work environment. In order to improve work efficiency and the determination of the employees, the organization must provide good working conditions (Raziq & Maulabakhsh, 2015).

Leblebici (2012) found that the quality of the work environment can influence the ability of a company to recruit and retain talented personnel. Despite a comfortable working environment being a necessity, several factors may be key in affecting participation in enhancing the work environment, for example, productivity, morale, and comfort level. In order to improve production efficiency and work quality, the working conditions in many organizations need to be safe, healthy and comfortable. Employees who work under inconvenient conditions may end up with poor performance and experience work-related health problems, resulting in work absence and high staff turnover. Therefore, it is apparent that working conditions are associated with environmental and physical factors.

2.4 Job Performance

Anjum, Ming, Siddiqi & Rasool (2018) proposed that enterprise psychology should be used to develop strategies and intervention measures to help improve work efficiency. Many of these strategies involve recruitment and selection, training and

development, or motivation. In addition, other strategies involving eliminating restrictions, which hinder an individual's participation in the organizational objectives, may provide more opportunities for organizational engagement. Efficiency is an organization's expectation of work performed by their employees, influencing an individual's status or condition changing according to their performance. This depends on whether the performance supports or deviates from the objectives of the organization. This may potentially lead to individual behaviors that prevent an organization from achieving its objectives, making it an interesting topic to focus upon when considering the effectiveness of the individual.

Motowildo, Borman & Schmit (1997) stated that the theory of performance assumes that performance is a multidimensional behavior. This theory can help define organizational performance as an individual intermittent behavior with episodes that are performed across standard intervals. It uses the difference between performance and contextual performance to identify the basic dimensions of behavioral steps that make up the performance domain. The theory predicts that differences between individuals' personalities and the cognitive abilities are combined with learning experience, which can lead to changes in knowledge, skills and work habits that mediate performance. According to Diamantidis & Chatzoglou (2018), factors that are viewed as important factors related to performance include, support, management, content, job, opportunity and growth. Merchant (2010) suggested that directions can give employees the opportunity to set career goals and plan in the context of an organization's reality. Therefore, training can help employees develop and acquire the necessary knowledge, skills and abilities to improve their current and potential future job roles.

Zimmerman & Darnold (2009) proposed that in order to calculate the direct and indirect impacts on the relationship between efficiency and intention to quit (ITQ), ITQ should be assessed by identifying the supervisor. Work operations are likely to indirectly impact on ITQ, particularly as partial job satisfaction is a medium for the relationship between performance and intention to resign. As part of our study, one survey question we will examine is whether or not the source of the performance scores have any effect on the relationship with the intention to resign. Specifically, we will divide the performance scores into those provided by the supervisor of the employees, and scores from the performance evaluation based on the objectives. The recommendations provide employees the opportunity to set career goals and make plans in the context of an organization's reality (Merchant, 2010). Moreover, training helps the employees to develop and acquire the knowledge, skills and abilities necessary to improve their current job and prepare for future jobs.

2.5 Employee Work Effectiveness

Karim, Huda & Khan (2012) stated that training is an effective development process to promote learning, new techniques and methods for efficient and effective operations. Successful training and development programs help to meet the strategic needs of the organization and the personal needs of the individuals who work in the organization. Effective training programs also allow employees to concentrate on self-development, ultimately helping the achievement of organizational short-term and long-term objectives. In order to improve the effectiveness of a training program, the organization should pay special attention to the participation of employees in the design method. An employee training program will provide superior value and quality

management, when strategy and efficiency management help maintain the company's reputation as an employer, thus supporting employee motivation.

Mehrabani & Shajari (2013) examined a model of employee empowerment and employee effectiveness, which consisted of four licensing factors, service, counseling, and counseling and tracking others as employees. In addition, to make employee satisfaction and dedication in the performance of employees, correct management and leadership behavior patterns created strong incentives for employees, helping to increase satisfaction and work efficiency.

Jyoti, Sharma & Sharma (2011) suggested that organizations should follow a holistic approach towards talent management, from staff selection to retention, and development and promotion. Talent management requires human resource professionals and their clients to understand how they define their capabilities. Frank & Taylor (2004) mentioned that perspectives on policy, human resources, leadership, training and development, and other aspects of talent, are all important areas for providing the relevant knowledge and skills to allow employees to cope with a problem. However, Agus (2004; 2005) and Hunt (1992) explained that training should focus on expanding the knowledge and skills of the employees to enable opportunities for personal growth and development. This may result in advantageous outcomes, for instance, more skilled teams and increased ability and employee flexibility.

CHAPTER 3

METHODOLOGY

This chapter will introduce the research methods which cover the types of research and research design, quality of research tools, data collection and sampling data, sampling techniques, research procedures and duration and testing hypotheses and data analysis. The structure of this chapter is as follow:

3.1 The Type of the research and Tool

This research is survey research, which uses the close-ended questionnaire to be a tool to collect data. This questionnaire contains 5 parts: the demographic data question (10 questions), the reward system question (8 questions), work place question (12 questions), job performance question (12 questions) and employee work effectiveness question (12 questions). The total question is 54 questions.

Part 1: Demographic

Age

Gender

Nationality

Status

Education

Position

Work experience

Salary

Other income

Working days/week

Part 2: Reward system

- 1) Internal reward important to you
- 2) Does internal reward effect your performance?
- 3) Do you think the company should pay attention to internal reward?
- 4) Good internal reward can decrease work stress
- 5) How important of external reward mean to you?
- 6) Do salary and position motivate your performance
- 7) Do you think external reward are effective at work?
- 8) Does the company give reasonable external reward?

Part 3: Work place

- 1) Do you think working atmosphere is considerable?
- 2) Will working climate effect your performance?
- 3) How well company mange about climate?
- 4) Do you think organization should give importance to working atmosphere?
- 5) Do you think that facilities are important?
- 6) Do facilities effect your performance?
- 7) How well company provide facilities?
- 8) Do you agree that company should concern more about facilities?
- 9) Does safety is your concern?
- 10) Your performance depends on safety?
- 11) How well company mange on safety?
- 12) Do you think company should concern more about safety?

Part 4: Job performance

- 1) Do you think developing is important?
- 2) Should the company pay attention on developing employees
- 3) Does the company need to prepare more training program?
- 4) How well training program today?
- 5) These days I feel motivated to work as hard as I can.
- 6) I do this job as it provides long term security for me.
- 7) I always complete my task efficiently and correctly.
- 8) I am glad that I work for this company than other company.
- 9) Punctuality
- 10) Work commitment
- 11) Work conduct and ethics
- 12) Teamwork

Part 5: Work effectiveness

- 1) The management of this company is supportive of me.
- 2) I have learned many new job skills in this position.
- 3) The amount of work I am expected to finish each week is reasonable.
- 4) The building, ground and layout of facility are adequate for me to perform my work duties.
- 5) My department provides all the equipment, supplies, and resources necessary for me to perform my duties.
- 6) I feel very comfortable when I perform my duties.
- 7) My salary is reasonable with my performance.
- 8) Employees are encouraged to development their knowledge and skills

- 9) Employees are involved in achieving the vision and mission
- 10) Employees have equipment and material needed to perform work duties.
- 11) Employees are committed to the organization
- 12) Reward is important force

From Part 2 to Part 5, the researchers used the liker's 5-point scale to measure the statistical mean values for interpreting the mean values as follows:

$$\begin{aligned} \text{Range} &= \frac{\text{Maximum-Minimum}}{\text{Scale Level}} \\ &= \frac{5-1}{5} = 0.80 \end{aligned}$$

Table 3.1: The Range of Mean Interpretation

Range	Interpretation
1.00–1.80	Strongly Disagree
1.81–2.61	Rather Disagree
2.62–3.42	Moderate
3.43–4.23	Rather Agree
4.24–5.00	Strongly Agree

3.2 The Research Designs

The questionnaire will be measured as follow:

Part 1: The fact: nominal and ordinal scales

Part 2-4: the attitude interval scale (the least (1) to the most (5))

Part 5: the attitude interval scale (the least (1) to the most (5))

The statistics used will be 2 types:

- 1) Descriptive statistics, which is composed of frequency, mean, and standard deviation.
- 2) Inferential statistics, which is composed to the Multiple Regression Analysis Test.

3.3 Data Analysis

The statistical techniques applied for data analysis were as follows:

3.3.1 Descriptive Statistics. It was used for analyzing the following data

- 1) Demographic data including age, gender, nationality, status, education, position, work experience, salary, other income and working day would be measured by using percentage ratio and frequency counting.
- 2) Respondents' attitude toward independent variables and dependent variable of this study which were measured by using the value of mean and standard deviation.

Table 3.2: Illustrated the Summary of Descriptive Statistics for Data Analysis of Each Variable.

Variable	Type of Variable	Descriptive Statistics
Demographic	Independent	Frequency/Percentage
Reward system	Independent	Mean and Standard Deviation
Work place	Independent	Mean and Standard Deviation
Job performance	Independent	Mean and Standard Deviation
Employees Effectiveness	Dependent	Mean and Standard Deviation

Inference statistics uses multiple regression techniques for analyzing the relationship between independent variables and dependent variables. The purpose of this relationship analysis is to find the level of influence of the attitude towards the reward system that affects the employees work efficiency of the employees, the attitude towards the workplace that affects the employees work efficiency of the employees and the attitude towards job performance that impact the employees work effectiveness. However, as mentioned relationship was proposed in each hypothesis of this study. Moreover, the level of statistical significance was set up at 0.05.

3.4 The Quality of the Research Tool

3.4.1 Content Validity

The questionnaire was checked for content accuracy by the advisor (Assoc. Prof. Dr. Suthinan Pomsuwan).

3.4.2 Reliability

The reliability test was conducted with a sample of 30 volunteers. the data from the questionnaire were analyzed by using Cronbach's alpha. The questionnaire would be approved when the alpha value must be 0.7-1.0. the researcher conducted a pilot kept for this concern by using 30 volunteers' people who were not in the sample group of this study. Table 3.3 it shows that each part of the questionnaire has been recognized the value of Cornbrash's alpha coefficient. The results show that the questionnaire has an acceptable reliability when equal to or greater than 0.7.

Table 3.3: The Reliability Value of Each Part of the Questionnaire

Statement of Each Part	Alpha Coefficient	Accepted/Not
Reward system	0.774	Accepted
Work place	0.795	Accepted
Job performance	0.872	Accepted
Employee work effectiveness	0.917	Accepted
Total	0.929	Accepted

3.5 The Data Collection

In this study, use the quantitative method to collect the data, which will be survey questionnaires with closed-ended questionnaire. The questionnaire was conduct in paper and online survey by using Google form. The reason that conduct 2 types of survey because TKS logistics Company near to researcher house, paper survey might be easier to distribute and other two companies were in Leamchabang sea port so online survey was the best way for distribute the survey also from the COVID-19 situation and government policy online survey was the best way to collecting to the result.

3.6 The Population and Sampling

The researcher plan to collect 400 people as population size. However, due to COVID-19 situation pandemic at the time of survey causing the advisor agree to reducing population size to minimum of 60%. The researcher was collecting the survey of 250 people which was 62.5% of the total 400 respondents. The population of this research is logistics employees who work in Chonburi. The sample size is employees who working in Logistics company group (TKS Logistic, JWD and Hutchison) with the total of 250 respondents.

3.7 The Sampling Technique

The study is using sampling techniques from purposive sampling to select the group that the researchers use reasoning in choosing to be suitable for the research. Based on this research, conducted as a case study of the Logistics company group

therefore selected a purposive sampling in order to find the answers of employees in this company in order to get the correct answer and cover the whole company.

3.8 The Research Procedures and Timeline

The data from the questionnaire was analyzed using Cornbrash's Alpha and the questionnaire was approved when the alpha value had to be 0.7-1.00. The reliability test was performed on a sample of 30 respondents. SPSS program was used to test the reliability of 30 respondents and the result of Alpha was 0.929. The advisor accepted and started the questionnaire for 250 people, with a questionnaire collection time from 11th to 30th June 2020. On the 12th day, the researcher sent a questionnaire to TKS Logistics first in order to check the coverage of the questionnaire. After receiving the sample questionnaire, the researchers resolved the questionnaire and sent it all to each company on June 20. The researchers collected all the questionnaires from June 28 to 30 in order to analyze the data in the future.

3.9 The Hypotheses Test and Data Analysis

Hypothesis 1: Reward system affecting employees work effectiveness in logistics company group.

Hypothesis 2: Work place affecting employees work effectiveness in logistics company group.

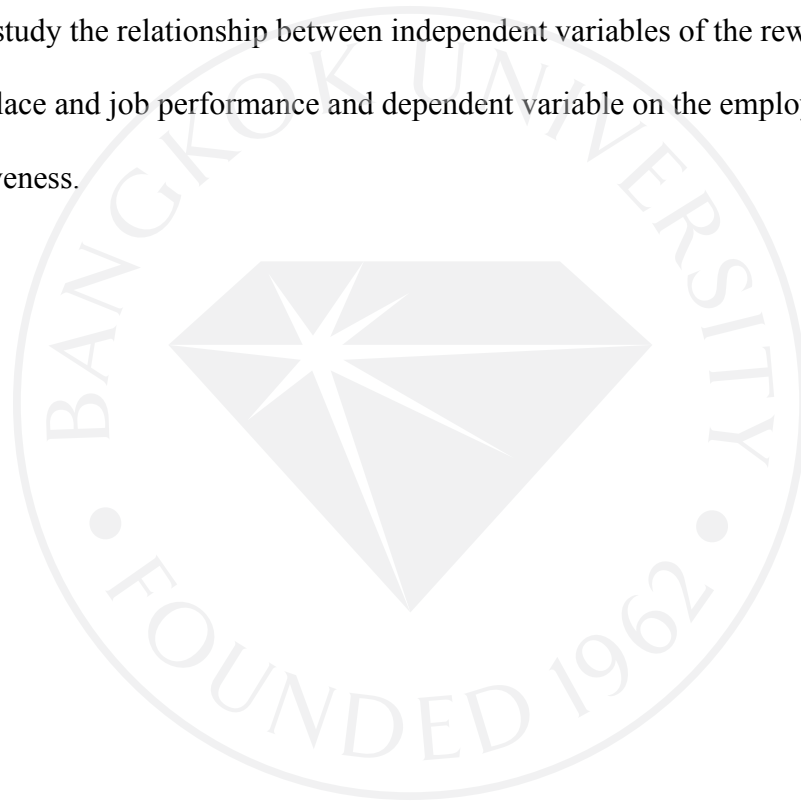
Hypothesis 3: Job performance affecting employees work effectiveness in logistics company group.

The following are the statistical tools used for data analysis:

Descriptive statistics: the respondents of these statistical analysis include age, gender, status, etc.

Descriptive statistics are used to analyze and establish and observe the actual data and the percentage of these data.

Inferred statistics: These statistics are used to interpret data meaning and relationships between variables. Multiple linear regression is used to test hypotheses and to study the relationship between independent variables of the reward system, work place and job performance and dependent variable on the employee work effectiveness.



CHAPTER 4
DATA ANALYSIS

The research results from the data analysis are presented in 5 parts as follows:

4.1 Demographic

4.2 Attitude toward Reward System in Logistics Company Group

4.3 Attitude toward Work Place in Logistics Company Group

4.4 Attitude toward Job Performance in Logistics Company Group

4.5 Attitude toward Employee Work Effectiveness in Logistics Company

Group

4.1 Demographic

The results of this study show that the respondents' personal information including age, gender, nationality, status, education, position, work experience, salary, other income and working day. The statistical techniques used for data analysis were percentage ratio and frequency counting. The findings were presented in Table 4.1 as follows:

Table 4.1: Summary of Demographic Data (n = 250)

Demographic	Frequency	Percentage
Age		
20-30	86	34.4
31-40	86	34.4

(Continued)

Table 4.1 (Continued): Summary of Demographic Data (n = 250)

Demographic	Frequency	Percentage
41-50	57	22.8
50+	21	8.4
Total	250	100
Gender		
Male	140	56
Female	110	44
Total	250	100
Nationality		
Thai	250	100
Other	0	0
Total	250	100
Status		
Single	167	66.8
Married	83	33.2
Total	250	100
Education		
High school	108	43.2
Bachelor Degree	135	54
Master Degree	7	2.8
Total	250	100

(Continued)

Table 4.1 (Continued): Summary of Demographic Data (n = 250)

Demographic	Frequency	Percentage
Position		
Staff	222	88.8
Supervisor	5	2
Assistant	10	4
Manager	13	5.2
Total	250	100
Work experience		
Less or 1 year	35	14
2-5 years	109	43.6
6-10 years	36	14.4
More than 10 years	70	28
Total	250	100
Salary		
Less or 15,000 Baht	61	24.4
15,001-18,000 Baht	98	39.2
18,001-20,000 Baht	30	12
20,001-25,000 Baht	28	11.2
More than 25,000 Baht	33	13.2
Total	250	100

(Continued)

Table 4.1 (Continued): Summary of Demographic Data (n = 250)

Demographic	Frequency	Percentage
Other income		
Less or 5,000 Baht	194	77.6
5,001-10,000 Baht	19	7.6
10,001-15,000 Baht	6	2.4
15,001-20,000 Baht	19	7.6
More than 20,000 Baht	12	4.8
Total	100	100
Working day		
4 days/week	4	1.6
5 days/week	21	8.4
6 days/week	225	90
Total	250	100

Table 4.1: From a collection of 250 participants Results show that the majority of participants are between the ages of 20-30 and 31-40, accounting for 34.4 percent of the entire age range. Most of the participants were 140 of 250 men or 56 percent. All of the participants were Thai. Participants are 167 singles or 66.8 percent. Most of them graduated with a bachelor's degree, up to 135 people, representing 54 percent. The majority of the participants are general staff positions, up to 222 people or 88.8 percent. The work experience of most respondents has been working for 2-5 years (43 percent). The salary of the participants is 15,001-18,000 Baht per month

(39.2 percent). Other income is less than or equal to 5,000 baht per month (77.6 percent) and most working days are 6 days per week (90 percent).

4.2 Attitude toward Reward System in Logistics Company Group

The study findings of this part presented the respondents' attitudes toward Reward system. The values of mean and standard deviation were used for data analysis of the attitudes. The findings were shown in Table 4.2: Part 2 statements 1–8 as follows:

Table 4.2: Standard Deviation and Mean of Attitude toward Reward System

Reward system	Mean	S. D	Interpretation
Intrinsic reward			
1. Internal reward important to you	3.62	1.020	Rather agree
2. Does internal reward affect your performance?	3.85	0.820	Rather agree
3. Do you think the company should pay attention to internal reward?	3.98	0.811	Rather agree
4. Good internal reward can decrease work stress	3.84	0.733	Rather agree
Total Intrinsic reward	3.82	0.846	Rather agree

(Continued)

Table 4.2 (Continued): Standard Deviation and Mean of Attitude toward Reward

System			
Reward system	Mean	S. D	interpretation
Extrinsic reward			
How important of external reward mean to you?	3.82	0.790	Rather agree
Do salary and position motivate your performance	4.00	0.728	Rather agree
Do you think external rewards are effective at work?	3.92	0.815	Rather agree
Does the company give reasonable external reward?	3.46	0.846	Rather agree
Total of Extrinsic reward	3.80	0.795	Rather agree
Total	3.811	0.820	Rather agree

Table 4.2: show that the most respondents moderated that employee work effectiveness should be concern with extrinsic reward ($\bar{x} = 4.00$, S. D. = 0.728) and the least respondent should be concern with extrinsic reward ($\bar{x} = 3.46$, S.D.= 0.846) the reason that the most and the least were in the same factor because the most was about do salary and position motivate your performance and the least was about the company given employee reasonable extrinsic reward. Moreover, respondents rather agree ($\bar{x} = 3.811$, S.D. = 0.820) with reward system was affecting employee work effectiveness of logistics company group.

4.3 Attitude toward Work Place in Logistics Company Group

The research result of this part presented the respondents' attitudes toward work place. The values of mean and standard deviation were used for data analysis of the attitudes. The findings were shown in Table 4.3: Part 3 statements 1-12 as follows:

Table 4.3: Standard Deviation and Mean of Attitude toward Work Place

Work place	Mean	S. D	Interpretation
Work climate			
Do you think working atmosphere is considerable?	4.20	0.681	Rather agree
Will working climate affect your performance?	4.05	0.820	Rather agree
How well company manage about climate?	3.74	0.837	Rather agree
Do you think organization should give importance to working atmosphere?	4.02	0.752	Rather agree
Total work climate	4.00	0.772	Rather agree
Facilities			
Do you think that facilities are important?	4.22	0.613	Rather agree
Do facilities affect your performance?	4.09	0.694	Rather agree
How well company provide facilities?	3.66	0.793	Rather agree
Do you agree that company should concern more about facilities?	3.81	0.717	Rather agree
Total facilities	3.94	0.704	Rather agree

(Continued)

Table 4.3 (Continued): Standard Deviation and Mean of Attitude toward Work Place

Work place	Mean	S. D	Interpretation
Safety			
Does safety is your concern?	4.13	0.811	Rather agree
Your performance depends on safety?	4.02	0.771	Rather agree
How well company manage on safety?	3.66	0.878	Rather agree
Do you think company should concern more about safety?	4.08	0.743	Rather agree
Total safety	3.97	0.800	Rather agree
Total	3.97	0.759	Rather agree

Table 4.3 show that the most respondents moderated that facilities was affecting employee work effectiveness ($\bar{x} = 4.22$, S.D. = 0.613). The least respondents should be concern with safety ($\bar{x} = 3.66$, S.D. = 0.878) however, it was not mean that safety should not be concern. The meaning was how well company managed on safety. Moreover, total respondents rather agree ($\bar{x} = 3.97$, S.D. = 0.759) with work place that affecting employee work effectiveness in logistics company group.

4.4 Attitude toward Job Performance in Logistics Company Group

The result of this part presented the respondents' attitudes toward job performance. The values of mean and standard deviation were used for data analysis of the attitudes. The findings were shown in Table 4.4: Part 4 statements 1-12 as follows:

Table 4.4: Standard Deviation and Mean of Attitude toward Job Performance

Job performance	Mean	S. D	Interpretation
Motive			
Do you think developing is important?	4.23	0.700	Rather agree
Should the company pay attention on developing employees	4.16	0.723	Rather agree
Does the company need to prepare more training program?	3.95	0.723	Rather agree
How well training program today	3.69	0.760	Rather agree
Total motive	4.00	0.726	Rather agree
Determine strength and weakness			
These days I feel motivated to work as hard as I can.	3.83	0.713	Rather agree
I do this job as it provides long term security for me.	3.75	0.778	Rather agree
I always complete my task efficiently and correctly.	4.00	0.731	Rather agree
I am glad that I work for this company than other company.	4.06	0.662	Rather agree
Total determine strength and weakness	3.91	0.721	Rather agree

(Continued)

Table 4.4 (Continued): Standard Deviation and Mean of Attitude toward Job

Performance

Job performance	Mean	S. D	Interpretation
Employee development			
Punctuality	4.19	0.771	Rather agree
Work commitment	4.18	0.693	Rather agree
Work conduct and ethics	4.11	0.723	Rather agree
Team work	4.19	0.763	Rather agree
Total employee development	4.16	0.737	Rather agree
Total	4.03	0.728	Rather agree

Table 4.4: show that the most respondents moderated that employees work effectiveness should be concern with motive ($\bar{x} = 4.23$, S.D. = 0.700). The least respondents should be concern with motive ($\bar{x} = 3.69$, S.D. = 0.760). The reason that the most and the least were in the same factor because the most was talking about employee development but the least was telling about how well company provide training nowadays. Moreover, the total respondents rather agree ($\bar{x} = 4.03$, S.D. = 0.728) that job performance was affecting employee work effectiveness in logistics company group.

4.5 Attitude toward Employee Work Effectiveness in Logistics Company Group

The research findings of this part presented the respondents' attitudes toward employee work effectiveness. The values of mean and standard deviation were used for data analysis of the attitudes. The findings were shown in Table 4.5: Part 5 statements 1-12 as follows:

Table 4.5: Standard Deviation and Mean of Attitude toward Employee Work

Effectiveness

Employee work effectiveness	Mean	S.D.	Interpretation
The management of this company is supportive of me	3.75	0.799	Rather agree
I have learned many new job skills in this position.	3.84	0.758	Rather agree
The amount of work I am expected to finish each week is reasonable.	3.78	0.681	Rather agree
The building, ground and layout of facility are adequate for me to perform my work duties.	3.78	0.673	Rather agree
My department provides all the equipment, supplies, and resources necessary for me to perform my duties.	3.81	0.773	Rather agree

(Continued)

Table 4.5 (Continued): Standard Deviation and Mean of Attitude toward Employee
Work Effectiveness

Employee work effectiveness	Mean	S.D.	Interpretation
I feels very comfortable when I perform my duties.	3.83	0.697	Rather agree
My salary is reasonable with my performance.	3.64	0.753	Rather agree
Employees are encouraged to development their knowledge and skills	3.69	0.705	Rather agree
Employees are involved in achieving the vision and mission	3.74	0.672	Rather agree
Employees have equipment and material needed to perform work duties.	3.77	0.724	Rather agree
Employees are committed to the organization	3.77	0.751	Rather agree
Reward is important force	4.12	0.772	Rather agree
Total	3.47	0.729	Rather agree

Table 4.5: show that the most respondent moderate that employee had learn many new job skills in this position should be concern with employee work effectiveness (\bar{x} =3.84, S.D. = 0.758). While the least respondent was employee salary is reasonable with their performance should not be concern (\bar{x} = 4.00, S.D. = 0.728). Moreover, the total respondents rather agree (\bar{x} =3.47, S.D. = 0.729) with employee work effectiveness will impact the success of logistics company group.

4.6 The relationship between Reward system, work place, Job performance and Employee work effectiveness

The research findings of this part presented the relationship in terms of the Reward system, Work place, Job performance and Employee work effectiveness. The Multiple Regression Analysis was used for analyzing such a relationship. The findings were presented in Table 4.6 – 4.9 as follows.

Table 4.6: Analysis of the Impact of Independent Variable on Dependent Variable

Reward system	b	Beta	t	Sig	Interpretation
1. Intrinsic reward	0.125	0.156	2.378	0.018 *	Supported
2. Extrinsic reward	0.342	0.356	5.450	0.000 *	Supported
Adjust R2=0.207, F=32.161, *P≤ 0.05					
Dependent variable: Employee work effectiveness					

Table 4.6 show that Intrinsic and Extrinsic reward have impact on employee work effectiveness (Beta = 0.156 and 0.356, Sig = 0.018 and 0.000) at 0.05 level of statistical significance. This result supported the research hypothesis which proposing that Intrinsic reward and extrinsic reward affected Employee work effectiveness.

Table 4.7: Analysis of the Impact of Independent Variable on Dependent Variable

Work place	b	Beta	t	Sig	Interpretation
1. Work climate	0.057	0.060	0.860	0.390	Not Supported
2. Facilities	0.228	0.215	2.884	0.004*	Supported
3. Safety	0.311	0.347	5.352	0.000*	Supported
Adjust R ² =0.286, F=32.806, *P≤ 0.05					

Table 4.7 the result show that Facilities and Safety affected Employee work effectiveness (Beta = 0.215 and 0.347, Sig = 0.004 and 0.000) the level of statistical significance is 0.05. The finding supported the research hypothesis which was proposed that Facilities and Safety affected Employee work effectiveness. However, Work climate did not affect Employee work effectiveness (Sig>0.05) that is interpreted as finding that it did not support the hypothesis which was propose that Work climate affected Employee work effectiveness.

Table 4.8: Analysis of the Impact of Independent Variable on Dependent Variable

Job performance	b	Beta	t	Sig	Interpretation
1. Motive	0.086	0.088	1.515	0.131	Not Supported
2. Determine Strength and weakness	0.548	0.548	9.816	0.000*	Supported

(Continued)

Table 4.8 (Continued): Analysis of the Impact of Independent Variable on Dependent Variable

Job performance	b	Beta	t	Sig	Interpretation
3. Employee development	0.110	0.128	2.236	0.026*	Supported
Adjust R ² =0.441, F=64.780, *P≤ 0.05					

Table 4.8 the finding show that Determine strength and weakness and Employee development impact Employee work effectiveness (Beta=0.548 and 0.128, Sig= 0.000 and 0.026) at 0.05 level of statistical significance. The result supported the research hypothesis that was proposed that determine strength and weakness and Employee development impact Employee work effectiveness. While motive did not affect employee work effectiveness (Sig>0.05). That was interpreted that the result did not support the hypothesis which proposed that motive affected employee work effectiveness.

Table 4.9: Summary of Hypothesis Testing

Hypothesis	Result
Hypothesis 1: Reward system affect Employee work effectiveness in logistics company group.	Supported

(Continued)

Table 4.9 (Continued): Summary of Hypothesis Testing

Hypothesis	Result
Hypothesis 2: Work place affect Employee work effectiveness in logistics company group.	Supported Except one factor is work climate.
Hypothesis 3: Job performance affect Employee work effectiveness in logistics company group.	Supported Except the topic of motive.

Table 4.9 show that Hypothesis 1 was support while Hypothesis 2 and 3 were support but the sub variable was not supported. For hypothesis 2 sub variable that was not support is Work climate. Motive did not support in hypothesis 3.

CHAPTER 5

CONCLUSION AND DISCUSSION

The topic of this research was the impact of reward system, work place and job performance toward employee work effectiveness a case study of Logistics company group. This chapter will contain conclusion of demographic, attitude toward variables, hypothesis result, discussion and recommendation for managerial implications and recommendation for future research.

5.1 Conclusion

5.1.1 Demographic

Most of respondent were male, aging between 20-40 years old. All of the respondents were Thai. Single was the most status in this sample group. Most of them holding Bachelor degree and positioning in staff with the work experience around 2-5 years. Mainly salary was 15,001-18,000 Baht with less or equal to 5,000 in other income. Moreover, generally they work 6 days per week.

5.1.1.1 Attitude toward Variables

- 1) Employees rather agree with reward system that will affect employee work effectiveness.
- 2) Employees rather agree with work place that will affect employee work effectiveness.
- 3) Employees rather agree with job performance that will affect employee work effectiveness.

5.1.1.2 Employees rather agree with employee work effectiveness in logistics company group.

5.1.2 Hypothesis Result

As the result, Reward system, Work place and Job performance were affecting Employee work effectiveness for logistics company group.

5.2 Discussion and Recommendation for Managerial Implications

This research showed that, among of three independent variables, Reward system, Work place and Job performance concern affected employee work effectiveness in logistic company group.

The result from the study showed that hypothesis 1 was supported, which reward system affecting employee work effectiveness in logistics company group. According to Martono, Khoiruddin & Wulansari (2018) reward system is important in any organization that determine the welfare and work efficiency of its employees. Also, Kanwal & Syed (2017) purposed that rewards are very important for every organization. They can participate in the mission of the organization and solve the overall feeling of the community. The quality of good incentives will make the organization more efficient and increase the efficiency of the reward system for bad employees. This was confirmed in the research that reward system was important. This can be concluded that logistics company group still considered about reward system to increase employee work effectiveness.

For the hypothesis 2, the result was supported which defined that work place had impact on employee work effectiveness. Awan & Tahir (2015) said that work environment is a place where people work together to achieve organizational goals. It

refers to systems, processes, structures and tools and everything that affects employees and has a positive or negative impact on employee performance. The working environment plays an important role in the organization. Most of the problems that the employees face is related to the work environment. Creating a good working environment in an organization can increase productivity. This was confirmed in research that facilities and safety had impact on work place toward employees work effectiveness. This was concluded that logistics company group need to considered on work place when they wanted to increase employee work effectiveness. However, there was some sub variable that did not support which was work climate. It did not relate to the finding in chapter 2.

The last hypothesis, the result supported that job performance had impact on employee work effectiveness. According to Diamantidis & Chatzoglou (2018) purposed that the job performance affects the work performance of employees, factors that affect the quality of the employees' perception, such as management support, challenges, job content and job opportunities and growth. Employees see that this is an important factor in the job performance. Merchant (2010) also said that mentoring gives employees the opportunity to set career goals and create plans within the context of corporate reality. Training enables employees to develop and acquire the knowledge, skills and capabilities needed to improve their current work and prepare for future job opportunities. This was confirmed in research that determine strength and weakness and employee development had impact on job performance toward employee work effectiveness. This was concluded that logistics company group need to considered on job performance when they wanted to increasing employee work

effectiveness. However, there was some sub variable that did not supported which was motive. It was not related to the theory in chapter 2.

5.3 Recommendations for Future Research

5.3.1 base on the finding from the survey. the researcher recommend that reward system is affect employees work effectiveness. the focus must be in intrinsic reward which is internal reward, it can motivate employees without using any money. However, before focusing in internal reward the company should give the reasonable external reward to the employees otherwise it will not affect employee effectiveness.

5.3.2 In this research, the variables used may not be comprehensive and meet all employee work effectiveness. Researchers therefore see that there are other variables that can affect employees work effectiveness, such as transformational leadership and empowerment. Transformational leadership can be described as a leadership style that tends to inspire, motivate, and direct subordinates to achieve specific goals (Ronald & Jason, 2006). Empowerment means delegating power to subordinates and trying to get them involved in decision making (Russ, 2000). These two factors can motivate and confident to the employees which lead to increase work effectiveness.

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Questionnaire

The impact of reward system, workplace and job performance toward warehouse employees work effectiveness: case study of TKS logistic company.

Instruction: The research was built for the Master's degree program. Create of this research is to find the answer for various interpretation that affect employee work effectiveness. All participants, whether employees of TKS logistic or other will conduct this questionnaire. Participants must answer all 54 questions will cover all component of this research. In this questionnaire contain 5 part: the demographic data question, reward system, workplace, job performance and work effectiveness.

Part 1: Demographic Data

1. Age

1. 20-30 years 2. 31-40 years 3. 41-50 years 4. >50 years

2. Gender

1. Male 2. Female

3. Nationality

1. Thai 2. Cambodia

4. Status

1. Single 2. Married

5. Education

1. Highschool 2. Bachelor Degree 3. Master Degree

6. Position

1. Staff 2. Supervisor 3. Assistants 4. Manager

7. Work experience

1. ≤ 1 year 2. 2-5 years 3. 6-10 years 4. > 10 years

8. Salary

1. $\geq 15,000$ Baht 2. 15,001-18,000 Baht 3. 18,001-20,000 Baht
 4. 20,001-25,000 Baht 5. $> 25,000$ Baht

9. Other income

1. $\geq 5,000$ Baht 2. 5,001-10,000 Baht 3. 10,001-15,000 Baht
 4. 15,001-20,000 Baht 5. $> 20,001$ Baht

10. Working days/week

1. 4days/week 2. 5days/week 3. 6days/week

Part 2: Reward system (internal reward: sense of achievement, word of praise from the seniors, recognition, take pride from the job and work freedom or autonomy
external reward: salary, promotion, profit sharing, bonus or commission and etc.)

Part 2 Reward system	Least agree (1)	Less agree (2)	Moderate (3)	More agree (4)	Most agree (5)
1. Internal reward important to you?					
2. Does internal reward effect your performance					
3. Do you think the company should pay attention to internal reward					
4. Good internal reward can decrease work stress					
5. Does external reward is your considerable					
6. Do salary and position motivate your performance					
7. Do you think external rewards are effective at work					
8. Does the company give reasonable external reward					

Part 3: Workplace	Least agree (1)	Less agree (2)	Moderate (3)	More agree (4)	Most agree (5)
1. Do you think working atmosphere is considerable					
2. Will working climate effect your performance					
3. Is today climate meet you comfortable					
4. Do you think organization should give importance to working atmosphere					
5. Do you think that facilities are important					
6. Do facilities effect your performance					
7. The facilities that company provide meet you satisfy					
8. Do you agree that company should concern more about facilities					
9. Does safety is your concern					
10. Your performance depends on safety					

Part 3: Workplace	Least agree (1)	Less agree (2)	Moderate (3)	More agree (4)	Most agree (5)
11. Do you think company has good managing on safety?					
12. Do you think company should concern more about safety					

Part 4: Job performance	Least agree (1)	Less agree (2)	Moderate (3)	More agree (4)	Most agree (5)
1. Do you agree that developing is important					
2. Should the company pay attention on developing employees					
3. Does the company need to prepare more training program					
4. What do you think about today training program?					
5. These days I feel motivated to work as hard as I can					
6. I do this job as it provides long term security for me					

Part 4: Job performance	Least agree (1)	Less agree (2)	Moderate (3)	More agree (4)	Most agree (5)
7. I always complete my task efficiently and correctly.					
8. I am glad that I work for this company than other company					
9. punctuality					
10. work commitment					
11. work conduct and ethics					
12. teamwork					

Part 5: Work effectiveness	Least agree (1)	Less agree (2)	Moderate (3)	More agree (4)	Most agree (5)
1. the management of this company is supportive of me					
2. I have learned many new job skills in this position					
3. The amount of work I am expected to finish each week is reasonable					

Part 5: Work effectiveness	Least agree (1)	Less agree (2)	Moderate (3)	More agree (4)	Most agree (5)
1. The building, ground and layout of facilities are adequate for me to preform my work duties					
2. My department provide all equipment, supplies and resources necessary for me to perform my duties					
3. I feel very comfortable when I perform my duties					
4. My salary is reasonable with my performance					
5. Employees are encouraged to development their knowledge and skill					
6. Employees are involved in achieving the vision and mission					
7. Employees have equipment and material needed to perform work duties					
8. Employees are committed to the organization					

	Least agree (1)	Less agree (2)	Moderate (3)	More agree (4)	Most agree (5)
Part 5: Work effectiveness					
9. Reward is an important driving force					



แบบสอบถาม

ผลกระทบบของระบบการให้รางวัลสถานที่ทำงานและผลการปฏิบัติงานที่มีต่อประสิทธิภาพการทำงาน
ทำงานของพนักงาน: กรณีศึกษา บริษัท ขนส่งโลจิสติกส์

Instruction: The research was built for the Master's degree program. Create of this research is to find the answer for various interpretation that affect employee work effectiveness. All participants must answer all 54 questions will cover all component of this questionnaire contain 5 part: the demographic data question, reward system, workplace, job performance and work effectiveness.

Part 1: Demographic Data

1. อายุ

1. 20-30 ปี 2. 31-40 ปี 3. 41-50 ปี 4. >50 ปี

2. เพศ

1. ชาย 2. หญิง

3. สัญชาติ

1. ไทย 2. อื่นๆ

4. สถานะ

1. โสด 2. แต่งงาน

5. การศึกษา

1. มัธยม 2.ปริญญาตรี 3. ปริญญาโท

6. ตำแหน่ง

1. พนักงานทั่วไป 2. ผู้จัดการ 3. ผู้ช่วย 4. ผู้จัดการ

7. ประสบการณ์การทำงาน

1. ≤1 ปี 2. 2-5 ปี 3. 6-10 ปี 4. >10 ปี

8. เงินเดือน

1. ≥15,000 บาท 2. 15,001-18,000 บาท 3. 18,001-20,000 บาท
 4. 20,001-25,000 บาท 5. >25,000 บาท

9. รายได้อื่น ๆ

1. ≥5,000 บาท 2. 5,001-10,000 บาท 3. 10,001-15,000 บาท
 4. 15,001-20,000 บาท 5. >20,001 บาท

10. วันทำงานต่อสัปดาห์

1. 4 วัน/สัปดาห์ 2. 5 วัน/สัปดาห์ 3. 6 วัน/สัปดาห์

Part 2: ระบบรางวัล (รางวัลภายใน: ความรู้สึกของความสำเร็จ, คำชมเชยจากผู้อาวุโส, การยอมรับ, ภูมิใจในงานและเสรีภาพในการทำงานหรืออิสระรางวัลภายนอก: เงินเดือนโปรโมชั่นการแบ่งปันผลกำไรโบนัสหรือคอมมิสชันและอื่น ๆ)

Part 2: ระบบรางวัล	น้อยที่สุด (1)	น้อย (2)	ปานกลาง (3)	มาก (4)	มากที่สุด (5)
1. รางวัลภายในที่สำคัญสำหรับคุณ					
2. ผลตอบแทนภายในจะส่งผลต่อการทำงานของของคุณหรือไม่					
3. คุณคิดว่า บริษัท ควรให้ความสำคัญกับผลตอบแทนภายในหรือไม่					
4. รางวัลภายในที่สามารถลดความเครียดในการทำงาน					
5. รางวัลภายนอกเป็นสิ่งสำคัญสำหรับคุณหรือไม่					
6. เงินเดือนและตำแหน่งกระตุ้นการทำงานของของคุณ					
7. คุณคิดว่าผลตอบแทนภายนอกนั้นมีประสิทธิภาพในการทำงานหรือไม่					
8. บริษัท ให้รางวัลภายนอกที่สมเหตุสมผลหรือไม่					

Part3: ที่ทำงาน	น้อยที่สุด (1)	น้อย (2)	ปานกลาง (3)	มาก (4)	มากที่สุด (5)
1. คุณคิดว่าบรรยากาศการทำงานมีความสำคัญ					
2. บรรยากาศในการทำงานจะส่งผลต่อประสิทธิภาพการทำงานของคุณ					

3. ในทุกวันนี้สภาพแวดล้อมในการทำงานทำให้รู้สึกสบาย ในการทำงานแล้วหรือไม่					
4. คุณคิดว่าองค์กรควรให้ความสำคัญกับบรรยากาศการ ทำงานหรือไม่					
5. คุณคิดว่าสิ่งอำนวยความสะดวกมีความสำคัญ					
6. สิ่งอำนวยความสะดวกมีผลต่อประสิทธิภาพของคุณ					
7. สิ่งอำนวยความสะดวกที่ บริษัท จัดเตรียมไว้ให้คุณ					
8. คุณเห็นด้วยหรือไม่ว่า บริษัท ควรกังวลเกี่ยวกับสิ่งอำนวยความสะดวกเพิ่มเติม					
9. ความปลอดภัยเป็นสิ่งที่คุณกังวลหรือไม่					
10. ประสิทธิภาพของคุณขึ้นอยู่กับความปลอดภัย					
11. คุณคิดว่า บริษัท มีการจัดการด้านความปลอดภัยที่ดีหรือไม่?					
12. คุณคิดว่า บริษัท ควรคำนึงถึงความปลอดภัยมากขึ้น					

Part 4: ผลการปฏิบัติงาน	น้อยที่สุด (1)	น้อย (2)	ปานกลาง (3)	มาก (4)	มากที่สุด (5)
1. คุณเห็นด้วยหรือไม่ว่าการพัฒนาที่มีความ สำคัญ					
2. บริษัท ควรให้ความสำคัญกับการพัฒนาพนักงาน					
3. บริษัท จำเป็นต้องเตรียมการฝึกอบรมเพิ่มเติมหรือ หรือไม่					

4. คุณคิดอย่างไรเกี่ยวกับโปรแกรมการฝึกอบรมในวันนี้					
5. วันนี้ฉันรู้สึกมีแรงจูงใจที่จะทำงานให้หนักที่สุดเท่าที่จะทำได้					
6. ฉันทำงานนี้เพราะให้ความปลอดภัยในระยะยาวสำหรับฉัน					
7. ฉันทำงานให้เสร็จอย่างมีประสิทธิภาพและถูกต้องเสมอ					
8. ฉันดีใจที่ได้ทำงานกับ บริษัท นี้มากกว่า บริษัท อื่น					
9. การตรงต่อเวลา					
10. ความมุ่งมั่นในการทำงาน					
11. การปฏิบัติงานและจริยธรรม					
12. การทำงานเป็นทีม					

Part 5: ประสิทธิภาพในการทำงาน	น้อยที่สุด (1)	น้อย (2)	ปานกลาง (3)	มาก (4)	มากที่สุด (5)
1. การจัดการของ บริษัท นี้สนับสนุนฉัน					
2. ฉันได้เรียนรู้ทักษะการทำงานใหม่มากมายในตำแหน่งนี้					
3.					

ปริมาณงานที่ฉันคาดว่าจะเสร็จในแต่ละสัปดาห์นั้นสมเหตุสมผล					
4. อาคารสถานที่และสิ่งอำนวยความสะดวกต่าง ๆ เพียงพอสำหรับฉันในการทำงานของฉัน					
5. แผนกของฉันจัดหาอุปกรณ์วัสดุและทรัพยากรทั้งหมดที่จำเป็นสำหรับการปฏิบัติหน้าที่ของฉัน					
6. ฉันรู้สึกสบายใจเมื่อปฏิบัติหน้าที่					
7. เงินเดือนของฉันเหมาะสมกับผลงานของฉัน					
8. ส่งเสริมให้พนักงานพัฒนาความรู้และทักษะ					
9. พนักงานมีส่วนร่วมในการบรรลุวิสัยทัศน์และพันธกิจ					
10. พนักงานมีอุปกรณ์และวัสดุที่จำเป็นในการปฏิบัติงาน					
11. พนักงานมีความมุ่งมั่นต่อองค์กร					
12. รางวัลเป็นแรงผลักดันที่สำคัญ					

Thank you for your cooperation

BIODATA

First Name–Last Name

Worapon Sanongkun

Email

worapon.sano@bumail.net

Education Background

High School at The Regent international

School Pattaya

Bachelor's degree at Burapha University

International College

Work Experience

3 years in Logistics Management field



Bangkok University

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Day 12 Month December Year 2020

Mr./ Mrs./ Ms. Worapon Sanongkum now living at 226/4

Soi _____ Street _____

Sub-district Bueng District Siracha

Province Chonburi Postal Code 20230 being a Bangkok

University student, student ID 7620201306

Degree level ... Bachelor Master ... Doctorate

Program MBA Department - School Graduat School

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