

**THE IMPACT OF MANPOWER PLANNING, MOTIVATION, AND
PARTICIPATION OF EMPLOYEES TOWARD ORGANIZATIONAL
EFFECTIVENESS: A CASE STUDY OF LOGISTICS COMPANY GROUPS**



THE IMPACT OF MANPOWER PLANNING, MOTIVATION, AND
PARTICIPATION OF EMPLOYEES TOWARD ORGANIZATIONAL
EFFECTIVENESS: A CASE STUDY OF LOGISTICS COMPANY GROUPS



Somkamol Bhrommool

This Independent Study Manuscript Presented to
The Graduate School of Bangkok University

In Partial Fulfillment

Of the Requirements for the Degree

Master of Business Administration

2020



©2020

Somkamol Bhrommool

All Rights Reserved

**This Independent Study has been approved by
the Graduate School
Bangkok University**

Title: The impact of manpower planning, motivation and participation of employees
Toward organizational effectiveness a case study of logistics company groups

Author: Miss Somkamol Bhrommool

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

Bhrommool, S. M.B.A., August 2020, Graduate School, Bangkok University

The Impact of Manpower Planning, Motivation and Participation of Employees

Toward Organizational Effectiveness a Case Study of Logistics Company Groups

(78 pp.)

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

ABSTARCT

The purpose of this research was to study the impact of manpower planning, employee motivation, and employee participation affecting organizational effectiveness for the logistics company group. The 250 respondents were people who worked in the logistics company group. The researcher used the questionnaire as a research tool and distributed the questionnaire to the date from such respondents. The multiple regression model used hypothesis testing with statistical significance at the level of 0.05. The result was found that manpower planning, employee motivation, and employee participation affect the effectiveness of the organization.

Keywords: Manpower Planning, Employees Motivation, Employees Participation, Organizational Effectiveness

ACKNOWLEDGEMENT

I would like to express my sincere gratitude to Assoc. Prof. Dr.Suthinan Pomsuwan. Thank you for the shout of the teacher that made me always intend to work. His correct advice and encouragement supported my research from beginning to end. When I have a question, he is ready to help and advice every time.

I would like to thank Bangkok University for giving me the opportunity and time to complete the research. What's more, facilities such as a library or computer room are very useful in finding items that I need. Thank you for helping to provide guidance and information in this research.

I would like to thank the company that opened the opportunity to collect data and cooperate in collecting this questionnaire. Thank you to all the staff for their attention to helping in the questionnaire. Result in this questionnaire coming out well and completely as expected.

I would like to thank all my friends who are studying in MBA classes together. They always give me advice every time I get stuck in research and always encourage each other and also thank everyone for taking the time to answer my question when I have a question or problem.

Last but not least, I would like to thank my parents for the opportunity to study the Master of Business Administration program of Bangkok University and to support me as always.

Somkamol Bhrommool

TABLE OF CONTENTS

	Page
ABSTRACT.....	iv
ACKNOWLEDGEMENT.....	v
LIST OF TABLES.....	xii
LIST OF FIGURES.....	xiii
CHAPTER 1: INTRODUCTION.....	1
1.1 The Importance and Problem of the Study.....	1
1.2 Research Problems.....	4
1.3 Objectives of the Study.....	4
1.4 Hypothesis Proposition.....	5
1.5 Method of the Study.....	7
1.6 Tools and Statistics Used.....	7
1.7 Scope of the Study	7
1.8 Benefits of the Research.....	8
1.9 Limitations of the Research.....	9
1.10 Definition of Term.....	9
CHAPTER 2: LITERATURE REVIEW.....	11
2.1 The Background of the Company or Business Sector/ Industry, which is used to be the Case Study in this Research.....	12
2.2 Theories/Academic Concepts and Relevant Researches on Manpower Planning.....	13

TABLE OF CONTENTS (Continued)

	Page
CHAPTER 2: LITERATURE REVIEW (Continued)	
2.3 Theories/Academic Concepts and Relevant Researches on Motivation of Employees.....	16
2.4 Theories/Academic Concepts And Relevant Researches on Participation of Employees.....	19
2.5 Theories/Academic Concepts and Relevant Researches on Organizational Effectiveness.....	21
CHAPTER 3: METHODOLOGY.....	23
3.1 The Type of the Research and Tool.....	23
3.2 The Research Design.....	28
3.3 Data Analysis.....	28
3.4 The Quality of the Research Tool.....	29
3.5 The Data Collection.....	30
3.6 The Population and Sampling.....	31
3.7 The Sampling Technique.....	31
3.8 The Research Procedures and Timeline.....	32
3.9 The Hypotheses	32
3.10 Solutions for Limitations of the research	32
CHAPTER 4: DATA ANALYSIS.....	33
4.1 Demographic.....	33

TABLE OF CONTENTS (Continued)

	Page
CHAPTER 4: DATA ANALYSIS (Continued)	
4.2 Attitude toward Reward System in Logistics Company Group.....	37
4.3 Attitude toward Employee's Motivations in Logistics Company Groups.....	39
4.4 Attitude toward Employee's Participation in Logistics Company Groups	42
4.5 Attitude toward Organizational Effectiveness in Logistics Company Groups.....	44
4.6 Relationship between Manpower Planning, Employee's Motivation, Employee's Participation and Organizational Effectiveness	46
CHAPTER 5: CONCLUSION AND DISCUSSION.....	50
5.1 Conclusion.....	50
5.2 Discussion and Recommendation for Managerial Implications.....	51
5.3 Recommendations for Future Research.....	53
BIBLIOGRAPHY.....	54
APPENDIX.....	60
BIODATA.....	77
LICENSE AGREEMENT OF INDEPENDENT STUDY.....	78

LIST OF TABLES

	Page
Table 3.1: The Range of Mean Interpretation	27
Table 3.2: Illustrated the Summary of Descriptive Statistics for Data Analysis of Each Variable	28
Table 3.3: The Value of Cornbrash's Alpha Coefficient.....	30
Table 4.1: Summary of Demographic Data (n = 250).....	34
Table 4.2: Mean and Standard Deviation of Attitudes toward Manpower Planning.....	37
Table 4.3: Mean and Standard Deviation of Attitudes toward Employee's Motivations.....	40
Table 4.4: Table 4.4: Mean and Standard Deviation of Attitudes toward Employee's Participation.....	42
Table 4.5: Mean and Standard Deviation of Attitudes toward Organizational Effectiveness.....	45
Table 4.6: Analysis of the Impact of Manpower Planning on Dependent Variable.....	47
Table 4.7: Table 4.7: Analysis of the Impact of Employee's Motivation Dependent Variable.....	48
Table 4.8: Analysis of the Impact of Employee's Participation on Dependent Variable.....	48
Table 4.9: Summary of Hypothesis Testing.....	49

LIST OF FIGURES

	Page
Figure 1.1: Conceptual Framework.....	6



CHAPTER 1

INTRODUCTION

This chapter introduces the research proposal of the this study which includes the importance and research problems, objectives of the study, the conceptual framework, method of the study, statistics used and tools, scope of the study (independent variables and dependent variable/population and sample), benefits of the research, limitations and definitions of term of the research.

1.1 The Importance and Problem of the Study

Manpower planning, employee motivation and participation play very important roles in organizational success as key development tools to improve overall efficiency and effectiveness. Each organization has different problems. Whether it is about workers, performance, or even performance, were problems that arise resulting in the organization inefficiency. Therefore, researchers are working to figure out where the problems arise and how they affect organizational efficiency in order to find solutions. Company development identifies areas that require change to maximize profits. People are the most important corporate resource and the key to optimizing efficiency. Problems arising from manpower planning can complicate the entire plan of work. As a result, work is more difficult and the work comes out as a system, delays or errors in operation. Chandler & Piano (1982) stated that to fulfill company requirements, manpower planning must have the right number and the right type of people at the right time and the right place to do the right thing. The most important company resource is the human resource as without a labor force everything else is

meaningless whether it is machinery, tools or equipment (Abiodun, 1999). Adeniyi (1995) mentioned that the planning and development of manpower or staff were important for overall efficiency and company profitability. Therefore, efficient manpower will result in good organizational development. Company success and rewards depend on achievements (Fajana, 2002). Omole (2004) stated that provision of learning opportunities, development of training interventions and planning, implementation, and evaluation of training programs are all related to manpower development. To become internationally recognized, an organization needs to increase productivity, and this depends on the development of effective manpower.

Understanding employee motivation is another important factor for organizational development. The problem of motivation is another important factor in reducing employee productivity. If an employee doesn't want to work, it definitely affects the quality of work. The quality of each work they do is completely inefficient and error prone. Knowledge of the problem will facilitate a solution to improve efficiency and achieve targets. Motivation of employees in today's rapidly changing workplace will help organizations become more effective and survive. Bowen & Radhakrishna (1991) realized that understanding employee motivation is complicated. Managers must understand what motivates employees within the context of their roles and function. Motivating employees leads to change. Individuals and groups coordinate activities to achieve the goals needed in social aspects; decision-making and problem-solving. Management change can assist this process through effective communication. The most powerful tool is motivation to meet ineffective needs and achieve specific goals. Motivation promotes these activities and begins with physical or mental needs (Bartol & Martin, 1998) to provide employees with important

information about their work and environment. Motivation helps to activate communication, build conviction and create a shared identity through increased understanding. Huselid (1995) explained that motivating employees requires communication to comprehend the complexity of the task and is the job of a manager. Hackman (1980) explained that motivation was effective when employees were able to identify personal ambitions. However, motivation should not create too much stress on employees.

Participation or collaboration of employees is another factor that should be considered to fully understand the effect of participation in an organization. The lack of employees wanting to participate in the work can cause the organization to disorganize. Employees are completes their own work and does not want to cooperate to help develop or solve problems of the overall organization. Increased participation through employee involvement will result in greater efficiency with enhanced psychological satisfaction and willingness. Hiring employees helps to create a better work environment by inspiring and empowering them to generate productivity through increased commitment and accountability while avoiding conflicts associated with change (Heller, Pusic, Strauss & Wilpert, 1998). Employee participation increases efficiency through voluntary and willing cooperation and increases commitment and loyalty as the feeling of being part of the organization and belonging to a department. Increased motivation generates a good attitude as a mechanism that meets the needs of human growth (Wilkinson, 1998). Hall (2001) stated that employees who participate in corporate decision-making think they are tied to corporate goals and feel that they have to make fair decisions to manage their work without supervision. The basic democratic right for employees to increase their levels

of control of corporate decision-making is corporate participation (Wilkinson, Gollan, Marchington & Lewin, 2010). Participatory management creates a balance between the involvement of managers and staff in problem-solving, decision-making and data processing. Olaniyan & Ojo (2008) studied employee participation and developed reasoning for efficiency by assuming that there was a direct link between employee participation in decision-making and performance such as increased job satisfaction and productivity.

1.2 Research Problems

- 1.2.1 Does manpower planning affecting organizational effectiveness?
- 1.2.2 Does motivation of employees affecting organizational effectiveness?
- 1.2.3 Does participation of employees affecting organizational effectiveness?

1.3 Objectives of the Study

- 1.3.1 To study the impact of manpower planning towards organizational effectiveness.
- 1.3.2 To study the impact of motivation of employees towards organizational effectiveness.
- 1.3.3 To study the impact of participation of employees towards organizational effectiveness.

1.4 Hypothesis Proposition

The researcher research and make hypothesis to analyze the manpower planning, motivation and participation of employees impact to organizational effectiveness of logistics company groups or not.

Hypothesis 1: Manpower planning affecting organizational effectiveness in logistics company groups

Hypothesis 2: Employees motivations affecting organizational effectiveness in logistics company groups

Hypothesis 3: Employees participations affecting organizational effectiveness in logistics company groups

The Conceptual framework (the model is included)

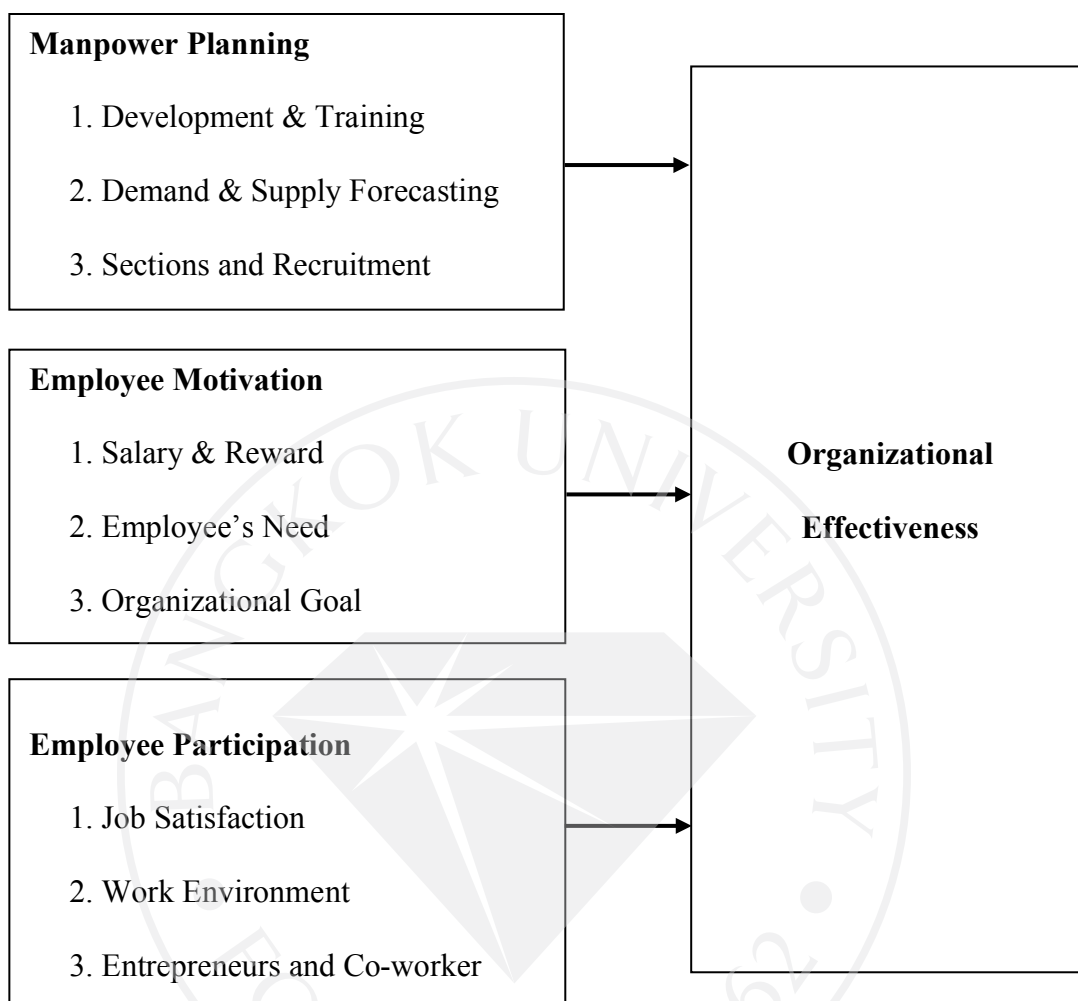


Figure 1.1: Conceptual Framework

This conceptual framework represents the variables for this study each sub variable is caused to each independent variable. There are three independent variables, which are manpower planning, employee motivation, and employee participation affecting organizational effectiveness.

1.5 Method of the Study

Quantitative research methodology was used to explore the impact of manpower planning, employee motivation and participation of employees toward organizational effectiveness using Logistics Company Groups Thailand as a case study. Data were gathered through a structured questionnaire from people working in offices. Survey questionnaires were completed by employees of Logistics Company Groups numbering about 250 people and representing 62.5% of the total workforce of 400 including warehouse staff, truck driver, shipping staff, accountant and support staff.

1.6 Tools and Statistics Used

This research survey used a closed-ended questionnaire as a tool to obtain demographic data and information about employee motivation, manpower planning and employee participation.

1.7 Scope of the Study

(Independent variables and dependent variable/population and sample)

1.7.1 Independents Variable:

1.7.1.1 Manpower Planning

- 1) Development & Training
- 2) Demand & Supply Forecasting
- 3) Selections and Recruitment

1.7.1.2 Motivation of employees

- 1) Salary or reward

2) Employee's need

3) Company Goal

1.7.1.3 Participation of employees

1) Job satisfaction

2) Work Environment

3) Entrepreneurs and Co-worker

1.7.2 Dependent Variable: Organizational Effectiveness

Populations and Sample: The study population was employees who were full-time workers for Logistics Company Groups in Chonburi. The sample was divided into five groups including warehouse staff, truck driver, shipping staff, accountant and support staff of employees who working in office of three companies in Logistics Company Groups. The total research population comprised 250 people representing 62.5% of the workforce of 400 and this number was accepted by advisor Assoc. Prof. Dr. Suthinan Pomsuwan due to the COVID-19 situation. Samples were collected from the population using convenience sampling.

1.8 Benefits of the Research

This study shall improve organizational effectiveness by assessing the impact of how manpower planning, employee motivation and employee participation affect organizational efficiency. Research analysis is crucial to explore existing as well as future case studies. A deeper understanding of a subject or concept is necessary to discover the important cases and identify knowledge gaps.

1.9 Limitations of the Research

Survey questionnaires were prepared in English. Most of the employees were Thais or came from neighboring countries. English was their second or third language and they lacked fluency. The employees had limitations in reading and interpreting the English language research topics that were not written in their native tongue.

1.10 Definition of Term

Manpower planning evaluates or calculates the number of people suitable for a job or a sufficient number to complete a job within a specified time. Manpower planning including parameters such as diverse skill types, number of people and different periods (Bulla & Scott, 1994). Here, manpower planning was assessed with relevance to the development and training of employees, demand and supply forecasting, and also selection or recruitment.

Employee motivation refers to the creation of change from the inside to increase efficiency and generate work enthusiasm (Sansone & Harackiewicz, 2000). This study of employee motivation also included salary and reward, needs and goals.

Employee participation relates to the involvement of employees in the decision-making process with work-related activities as another aspect of empowering work. This study also included studying the relationship between job satisfaction, work environment and entrepreneurs or co-workers. Organizational effectiveness refers to the efficiency of a company or group to achieve its goals by reducing the amount of generated waste. Various processes that is less effective under the organization's effectiveness (Bhatti & Qureshi, 2007).

Logistics Company Groups Thailand was selected as a case study.

Logistics Company Group includes three companies with similar operations and staff positions as TKS Logistics Company, Hutchison Ports Thailand (C1, C2) and JWD Info Logistics Company Ltd. (Leamchabang). Both upstream and downstream operations of these three companies were assessed.



CHAPTER 2

LITERATURE REVIEW

This chapter introduces the literature review and related research, including theory, academic concept and related research. Research topics is “The impact of Manpower Planning, Motivation, and Participation of Employees towards Organizational Effectiveness: A case study of Logistics Company Group” They would support all variables, which are both independent variables and dependent variables, to be the basis of accuracy as well as the reliability standards of this research. The structure of this chapter is as follows:

2.1 The Background of the Company or Business Sector/Industry, which is used to be the Case Study in this Research

2.2 Theories/Academic Concepts and Relevant Researches on Manpower Planning

2.3 Theories/Academic Concepts and Relevant Researches on Motivation of Employees

2.4 Theories/academic concepts and relevant researches (independent variable 3)

2.5 Theories/Academic Concepts and Relevant Researches on Organizational Effectiveness

2.1 The Background of the Company or Business Sector/Industry, which is used to be the Case Study in this Research

2.1.1 TKS Logistics Company

TKS Logistics Co., Ltd. is a company engaged in integrated logistics activities. The company was founded in 1990. All shareholders are Thai, but they still have Japan as their advisors, assistants and marketers. They have many years of experience in providing logistics services.

TKS Logistics Co., Ltd. provides many services including customs clearance service, importing steel sheet, coil, chemical sheet, machinery, electronic products, parts, etc., transportations, warehouse service, crane trucks, equipment rental, and machine installation.

2.1.2 Hutchison Ports Thailand (C1, C2)

Hutchison Ports Thailand (HPT) is a member of the Hutchison Port Holdings Group, an investor firm. The world's leading port developer and operator, HPT was established in 2006 to consolidate HPH's management of operations at Laem Chabang Port. These include Hutchison Laem Chabang Terminal Limited (HLT) and Thai Laem Chabang Terminal Co., Ltd. (TLT).

These facilities in Laem Chabang Port are convenient location of the Rayong and Laem Chabang industrial and manufacturing zones, home to many of the world's largest producers and manufacturers. The excellent road and rail connections to these areas and other industries in Thailand allow the passenger terminal to facilitate the rapid and efficient movement of goods to and from the country's offshore. HPT is committed to promoting the growth of container shipping volumes in Thailand and the modernization of the country.

Hutchison Ports Thailand (HPT) provides professional services with modern systems and facilities. Its main objective is to provide efficient and reliable services to customers and contribute to the economic growth and prosperity of Thailand.

2.1.3 JWD Infologistics Public Company Limited (Laem Chabang)

JWD started business in 1979 as a provider of specialized logistics solutions, including moving house and offices, real estate development and document storage services before changing into a logistics and supply service provider.

Idea and leadership in 3 industries characterize JWD's service: parts and automotive, dangerous goods and chemicals, food and cold chains. All three experts in these industries need experts in each specific field and must receive good information in accordance with applicable international standards.

JWD is fully integrated logistics and supply chain solutions service provider in ASEAN including five main activities as Warehouse Management Services (WMS), Distribution Services & Transportations, Moving Services and Information Management Services & Record.

2.2 Theories/Academic Concepts and Relevant Researches on Manpower

Planning

An organization needs human resource planning to achieve its strategic goals. Stybel (1982) stated that manpower planning involves identifying current and future job requirements, assessing the capabilities of internal human resources in relation to these needs, and developing a management framework. The main purpose of manpower planning is to supply human resources to meet both short and long-term company requirements to develop and improve efficiency. Bulla & Scott (1994)

defined manpower planning as a process to ensure that human resource requirements are identified to meet company needs. Sparrow & Hiltrop (1994) added that manpower planning is important for businesses to achieve empowerment, globalization, acquisition, decentralization or technology, and human resource management.

Manpower planning has been defined in various formats. Maduabum (1998) viewed the concept as uniting activities to ensure the capability and number of employees required now and in the future, while Walker (1969) stated that analysis of human resources and development of activities was necessary under changing conditions. Ogunniyi (1992) conducted a critical analysis of over demand and supply shortages of human resources. The combination of business planning and manpower provides a stable market. Business strategies that focus on manpower development and deployment can increase success and achieve goals (Armstrong, 2009).

Manpower planning involves strategic development of the available workforce by monitoring resources to predict and meet future needs through taking steps to ensure the availability of necessary skills. Government agencies, industries and human resource managers must practice manpower planning. The basic model of manpower planning involves (1) the ability to answer relevant questions, (2) the flexibility to answer new and adaptable questions for future changes to the model structure and parameters, (3) the transparency of the model structure and sensitivity analysis, durability and transparency of the user interface, (4) efficiency, (5) data reliability statistical methods, and (6) news reporting on political, social and financial development.

Joshua & Adekunle (2016) examined manpower development and work efficiency of employees in public and private sectors. Results showed that employee training was not important in the public sector when compared to the private sector. The latter regarded human capital as the most valuable asset to drive corporate growth. Career growth did not produce the best performance, especially in the government sector that promoted operations regardless of labor productivity. Findings indicated that companies should focus on labor training because employees cannot be blamed if they do not have relevant job knowledge. The study concluded that staff competency awareness by experts in organizational development can improve work efficiency and increase productivity.

The recent economic crisis in Europe impacted shipping and logistics companies with dramatically reduced turnover. This study examined how warehouse manpower planning was used to counter the effects of the crisis. A survey was conducted among warehouses operated by retailers and logistic service providers. Results showed a significant relationship between turnover decline and four manpower planning strategies. The most effective workforce planning strategy was flexibility of the employees and workload balance. Therefore, we concluded that operational planning, and manpower in particular, were important strategies to combat the effects of the financial crisis through the understanding of warehouse management (De Leeuw & Wiers, 2015).

Yikici & Altinay (2018) stated that development was the main variable to improve the quality of university and school education. Focus should concentrate on school development through strategic planning and human resources. This research studied the role of strategic development and human resource planning in schools.

Qualitative research and interviews were conducted to analyze the activities of school administrators concerning the planning process, discussions with stakeholders, and components of strategic planning. Results showed that the roles of education and human resource planning were important for school development.

2.3 Theories/Academic Concepts and Relevant Researches on Motivation of Employees

Sansone & Harackiewicz (2000) defined motivation as an internal mechanism that guides behavior and reactions of employees to increase their performance to achieve efficiency. The term motivation means transfer or push and is derived from the Latin word 'movere'. Robbins & Coulter (2014) considered that inspiration was a process whereby individual efforts can be controlled and sustained to achieve company goals through effectiveness. Many different motivation theories have been coined to explain the causes and behaviors of activated and direct human stimulation (Seiler, Lent, Pinkowska & Pinazza, 2012). Steer (1994) mentioned that motivation enabled employees to increase productivity and improve overall efficiency. Factors that encourage employees to operate efficiently and effectively are beneficial. Islam & Ismail (2008) indicated that high salary, work safety, preferment, and good working conditions were top motivators for employees. Reward systems are often used to encourage and motivate employees. Corporate motivation can be divided into financial or non-financial and internal and external systems. Al-Alawi (2005) explored the motivating factors of information technology for industrial employees and determined that appreciation of salary increases, rewards, and bonuses were all important.

Motivation of employees is affected by various factors including the ability to make decisions and feel empowered by participating in the day-to-day running of the company. Motivation encourages employees to innovate, even if the final decision is made by senior management. Companies that offer encouragement or support have loyal and hardworking staff members. Social factors of the innovation process are also important. Proactive human resource management can increase trust among employees (Allen, Adomdza & Meyer, 2015). Employees are more likely to be involved in the organization process if they are aware of positive management support (Fernandez & Pitts, 2011). Jiang, Wang & Zhao (2012) suggested that communication was an important element, while human resource management methods consisting of employment and selection, awards, design, and teamwork affected the motivation and ability of employees. Motivation levels for each individual are different. In 1985, Deci and Ryan introduced the theory of self-determination. This consists of two types of motivation as internal and external that lead to different actions (Ryan & Deci, 2000).

Motivation supports behavior modification and helps people to achieve a specific purpose. Motivated employees are more focused, with the ability to work independently; motivation improves efficiency (Vansteenkiste, Lens & Deci, 2006). The topic of motivation is often discussed in the field of organizational behavior and encompasses different forms and theories. Maslow, Alderfer, McClelland, Hackman, and Hertzberg opined that development progress and growth were influential incentives to maximize staff potential. Employee motivation is the most important element for any organization to achieve maximum efficiency and success (Chintallo & Mahadeo, 2013).

Kazimoto (2016) studied the relationship between employee dedication and organizational performance using objective sampling methods and descriptive and inferential statistics. Results showed that employees of retail companies in the city had high determination and job satisfaction. Job allocation was deemed important to attract employees and ensure company prosperity. Tuysuz (2015) determined that trust in supervisors, trust in colleagues and trust in the company had significant relationships with employee motivation. Focus on company goals increased trust and motivation while improving the work environment. Reasons that affected this situation included technology development and simplicity in accessing demographic information such as age, schooling and gender. This study examined whether trust in the organization improved the motivation of employees.

The research sample was selected to study job satisfaction and job motivation. The basic model consists of an image of both the professional life of the employees and the needs of the organization to meet the basic needs of employees to achieve personal goals. Results indicated that basic needs were a major requirement for employees. Job satisfaction measures the attitude of employees toward their work. Money and rewards can enhance work behavior of employees and reduce the staff turnover rate (Sahito & Vaisanen, 2017).

Shahzadi, Javed, Pirzada, Nasreen & Khanam (2014) investigated whether motivation affected employee retention and other behaviors. Motivation is important to retain employees. They provided examples of how to effectively treat employees using practices explained by motivation theory to improve organizational efficiency in a competitive labor market. Many employees never develop their full potential. Shahzadi et al. explained the importance of staff retention by identifying, analyzing,

and critiquing employee motivation theory, and the relationship between employee motivation and retention. Retain employees by saying that employers are having difficulty attracting new employees to the organization and also claim that they are having problems keeping their employees even when unemployment is high, organizations are strongly concerned about their best employee treatment.

2.4 Theories/Academic Concepts and Relevant Researches on Participation of Employees

Employee participation can be improved by creating an environment that allows people to apply decisions and actions that affect their work. Employee involvement is a process whereby employees engage in decisions rather than following orders as part of the processes and tools used for motivation. Assigning employees to participate in company decisions enables greater control and freedom of choice. Bridging the communication gap between employers and employees allows employees to become involved in strategic planning activities (Locke, Schwinger & Latham, 1986). Employee participation is a company philosophy that allows employees to participate in decisions that directly affect their work.

Employee participation allows staff to become involved with financial decisions. This increases economic efficiency by promoting greater commitment. Employee participation is a very different concept and is different from active and ongoing discussions about the existence of an organization. In addition, the significance of the different forms is clear. Eaton & Voos (1992) and Blyton & Turnbull (1994) used the term employee participation to cover wide-ranging concepts. looseness of these methods can lead to uncertainty in analysis and bias towards their

results and policies. Some authors defined participation as a group process involving employees and their employers, while others valued the process of employee involvement in decisions. Other definitions include informal participation in day-to-day operations between employers and employees. There are people who focus on participation as a process and those involved as a result of participation.

Bhuiyan (2010) determined that participation in industrial decisions increased employee satisfaction, productivity, and profits by helping employers to achieve organizational goals. The characteristics and types of participation and motivation of Bangladeshi garment department employees were studied. Causes of employee involvement in bad decisions and the relationship between forced participation of employees were investigated. Results indicated a positive relationship between motivation and decision-making, with the main reasons for lack of management as lack of union activities, lack of labor diversity, illiteracy of workers, and political groups of workers.

Appropriate performance measurement is important to translate organizational strategy into action. Developing high-quality operational metrics is a challenge that requires the right level of context as meaningful for managerial and employee usage. Results showed that when employees became more involved, the performance index had better quality. Efficiency of employees was also higher when evaluating they found that using these indicators to compensate or not reward money has no effect. The conclusion of this research suggests that employees engaged in determining the performance index have a positive impact on the quality of the performance index. They talk about the impact on managers who want to make sure

that employees are involved in setting operational goals that affect employee performance (Groen, Wouters & Wilderom, 2017).

Employee participation in management and job satisfaction is an important issue in Chinese society and influences general human resource management. The effect of employee participation on the satisfaction of new generation employees was studied in the Chinese manufacturing industry. Results indicated that involvement of the new generation of management, supervision, and decision-making influenced job satisfaction. The willingness of employees to participate also played a role in adjusting the relationship between true participation and satisfaction (Zhu, Xie, Warner & Guo, 2015).

2.5 Theories/Academic Concepts and Relevant Researches on Organizational Effectiveness

Organizational effectiveness is a branch of social activities and science. The practice of organizational development covers a wide range of activities with endless forms. Examples include team-building with high-level management, structural changes in the municipality, and increased company workload. The productivity of an organization requires long-term efforts to promote the ability to deal with changes in the external environment. This is often achieved with the help of external or internal consultants, behavioral science consultants, or change agents including organizational development as a whole process for data collection, operational planning, intervention and evaluation to increase stability between organizational structures.

Optimizing development is a continuous and systematic process to effectively adapt internal capabilities to the rapidly changing external market environment,

regulations, and technologies. Improving organizational efficiency is a process whereby organizations develop internal capabilities for maximum efficiency and effectiveness. Morse (1997) stated that satisfaction of employees refers to the level of fulfillment of desires. Employee satisfaction is an indicator of the happiness of employees with their work and work environment. Many factors affect an organization's effectiveness and one is employee satisfaction. An effective organization should have a culture that promotes employee satisfaction (Bhatti & Qureshi, 2007).

Effectiveness criteria include distinct characteristics of many direct and indirect variables that are linked to company objectives. However, this relationship is only a necessary condition. As stated, all criteria that may comply with this requirement are inappropriate. There are many people who are unable to apply to various organizations (for example, some organizations do not have a problem of absence and turnover or may be overloaded) and many people do not follow the generally accepted rules of the organization. It is an assumption that all organizations seek to achieve certain objectives and to develop a group of organizations through proper management of mobility facilities and no life. The study of organizational effectiveness must grapple with the question of how and where the end of the organization.

CHAPTER 3

RESEARCH METHODOLOGY

This chapter will introduce the research methodology, which covers on the type of the research and research design, the quality of the research tool, the data collection, the population and sampling, the sampling technique, the research procedures and timeline, and the hypotheses test and data analysis. The structure of this chapter is as follows:

3.1 The Type of the Research and Tool

This study is the survey research, which uses the closed-ended questionnaire to be a tool to collect the data. This questionnaire has 5 parts: the demographic data question (10 questions), the manpower planning (12 questions), the employee's motivation (12 questions), the employee's participation (12 questions), and organizational effectiveness (12 questions). The total question is 58 questions.

Part 1: (10 questions)

- 1) Gender
- 2) Age
- 3) Nationality
- 4) Status
- 5) Educations
- 6) Department
- 7) Positions
- 8) Work Experience

9) Salary

10) Other Income

Part 2: (12 questions)

1) Employees are able to improve themselves more by planning the workforce of the company

2) Training has a positive effect on the development of employees' competence and ideas

3) The company should organize training and development on a regular basis

4) Train employees to develop more knowledge and capabilities and be ready to accept new things that will happen

5) Pre-manpower planning makes employees work easier

6) Manpower planning in advance makes everyone aware of his or her duties before starting to work

7) Manpower planning in advance makes work to be carried out conveniently and quickly

8) Manpower planning in advance makes employees more satisfied with work than not being prepared for anything

9) The company has selected job duties that are suitable for the employees' ability

10) Positioning the right people for the job makes employees want to work more

11) Recruiting staff to help with various tasks appropriately resulting in the most efficient work

12) Allocation of qualifications suitable for the activities of that job

Part 3: (12 questions)

1) Do you think you are satisfied with your salary now?

2) Good work and admirable work often receive appropriate compensation

3) Employees have already been appropriated between work and compensation

4) The more work experience the higher the level, the better the salary

5) Salary and position help good work pressure

6) The Company helps respond to all employees' needs. Such as progress and development

7) The Company has facilities for employees, which makes everyone want to work more

8) The company understands the needs of employees very well and is always ready to support and help

9) Employees are ready to move forward with the company

10) Employees will do everything for the company to be most effective

11) The Company and employees share the same goals and love each other

12) Having a clear company goal makes you more productive

Part 4: (12 questions)

1) How heavy are you satisfied with the job or position you are doing now?

2) Do employees think that the position or job is now appropriate for each individual's ability?

3) You see that you are not suitable for this job and make your work come out of poor quality and you don't want to participate with it

4) You want to be more participation when you are satisfied with your work

5) A good working environment in company can affect your work and the desire to participate in work

6) The good working environment in each day will make you work better and want to work more

7) Do you think your work environment in company is good?

8) The performance of your work depends on the working environment

9) Co-worker always creates problems with your work and therefore you often don't want to get involved with the job

10) Does your co-worker help you solve work problems when problems occur?

11) Do you think a good co-worker has made our work better?

12) A good co-worker will make the best of your work and make you want to participate in more

Part 5: (12 questions)

1) Employees are involved in achieving the vision and mission

2) Each department has measure employees quality of work

3) It's good if manager set personal and business objectives

4) The organization has a clear vision and mission that is good for employees.

5) Employees know what is expected of them

- 6) Employees are encouraged to development their knowledge and skills
- 7) Employees are committed to doing quality work
- 8) Regularly measure organizational performance
- 9) There should be performance evaluation with the employees
- 10) Employees have equipment and materials needed to do their job
- 11) Morale is positive
- 12) Employees are committed to the organization

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

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

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 Design

The questionnaire would be measured as follows:

Part 1: the fact: nominal and ordinal scales

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

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

3.3 Data Analysis

The statistical techniques applied for data analysis were as follows:

3.1 Descriptive Statistics. It was used for analyzing the following data:

Demographic data including gender, age, nationality, status, educations, department, positions, work experience, salary and other income would be measured by using percentage ratio and frequency counting.

Respondents' attitudes toward independent and dependent variables 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
Manpower Planning	Independent	Mean and Standard Deviation
Employees Motivation	Independent	Mean and Standard Deviation

(Continued)

Table 3.2 (Continued): Illustrated the Summary of Descriptive Statistics for Data
Analysis of Each Variable

Variable	Type of Variable	Descriptive Statistics
Employees Participation	Independent	Mean and Standard Deviation
Organizational Effectiveness	Dependent	Mean and Standard Deviation

Inferential Statistics Multiple Regression technique was used for analyzing the relationship between independent and dependent variable. The purpose of conducting this relationship analysis was to find out the degree of influence of the attitude toward the impact of manpower planning effect on organizational effectiveness, attitude toward the impact of employees motivation effect on organizational effectiveness, attitude toward the impact of employees participation effect on organizational effectiveness as independent variables, and attitude toward organizational effectiveness as on dependent variable. However, such relationship was proposed in each hypothesis of this study. Moreover, the analysis was conducted at 0.05 level of statistical significance.

3.4 The Quality of the Research Tool

3.4.1 Content Validity

Assoc. Prof. Dr.Suthinan Pomsuwan, advisor of the independent study were checked the questionnaires for content validity.

3.4.2 Reliability

The value of Cornbrash's alpha coefficient was conducted for measuring the reliability of the questionnaire. The data from questionnaires were analyzed by using Cornbrash's Alpha and the questionnaire would be approved when the alpha value must be 0.7-1.00. The reliability test was conducted with a volunteer sample group of 30 respondents.

Table 3.3 this table shows that each part of the questionnaire has been recognized the value of Cornbrash's alpha coefficient. The results showed that the questionnaire with acceptable reliability equal to or greater than 0.7.

Table 3.3: The Value of Cornbrash's Alpha Coefficient

Statement of each part	Alpha coefficient	Accept/Not accept
Manpower Planning	.855	Accepted
Employees Motivations	.770	Accepted
Employees Participations	.701	Accepted
Organizational Effectiveness	.796	Accepted
Total Value	.905	Accepted

3.5 The Data Collection

In this research, use quantitative data collection methods using surveying from questionnaires with closed-ended questions. The questionnaire was sent to the testers divided into 50% is a questionnaire that is filled out on paper and another 50%

is online through the Google form due to the convenience of collecting information each company. For reasons from the COVID-19 situation, the access to collect questionnaires was different for each company. So the researchers used an online archive for companies where they were inconvenient for outsiders to the area.

3.6 The Population and Sampling

The number of the original population planned was 400 people. But because of the situation at COVID-19, pandemic at the time of the survey, causing researcher agree to reduce the population to 250 people, representing 62.5% of the total 400 people. The population in this study were working people who work in Logistics Company Groups in Chonburi and the sample was employees who working in office of three companies in Logistics Company Groups, numbering about 250 persons including manager, warehouse staff, truck driver, shipping staff, accountant or support staff.

3.7 The Sampling Technique

This research uses sampling techniques from purposive sampling to select the groups 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 the company in order to get the correct answer and cover the whole company.

3.8 The Research Procedures and Timeline

The data from questionnaires were analyzed by using Cornbrash's Alpha and the questionnaire would be approved when the alpha value must be 0.7-1.00. The reliability test was conducted with a sample group of 30 respondents. After test the reliability of sample population of 30 people in the SPSS program and received an Alpha commission of 0.905. The advisor approved to start a survey of 250 people and the survey timeline start from date of 11 until 30 June 2020. By the date 12-17 June 2020, Researcher have sent the first questionnaire to the TKS Logistics Company first, waiting to see the feedback and if there is any correction, it will be corrected in time and when there is no problem then send the questionnaires to the other two companies by sending from 22 June 2020 and all the questionnaires will be collected completely within the period 29-30 June 2020 for the data to be further processed.

3.9 The Hypothesis

Hypothesis 1: Manpower planning affecting organizational effectiveness

Hypothesis 2: Employees motivations affecting organizational effectiveness

Hypothesis 3: Employees participations affecting organizational effectiveness

3.10 Solutions for Limitations of the Research

The survey questionnaire is prepared in English. Most of the employees are Thai nationals or from neighboring countries. Therefore, the researcher solved by conducting two questionnaires, divided into Thai and English, to make data collection more efficient.

CHAPTER 4

DATA ANALYSIS

The research findings derived from data analysis were presented in five parts as follows:

4.1 Demographic Data

4.2 Attitude toward manpower planning in Logistics Company Groups

4.3 Attitude toward employee's motivations in Logistics Company Groups

4.4 Attitude toward employee's participation in Logistics Company Groups

4.5 Attitude toward organizational effectiveness in Logistics Company

Groups

4.1 Demographic Data

The research findings of this part presented the respondents' personal data including gender, age, nationality, status, educations, department, positions, work experience, salary and other income. 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 Data	Frequency	Percent
Gender		
Male	161	64.4
Female	89	35.6
Total	250	100
Age		
20-30 years	88	35.2
30-40 years	87	34.8
40-50 years	51	20.4
More than 50 years	24	9.6
Total	250	100
Nationality		
Thai	242	96.8
Others	8	3.2
Total	250	100
Status		
Single	155	62
Married	95	38
Total	250	100

(Continued)

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

Demographic Data	Frequency	Percent
Educations		
High School	88	35.2
Bachelor Degree	153	61.2
Master Degree	9	3.6
Total	250	100
Department		
Accountant	41	16.4
Warehouse	67	26.8
Shipping	43	17.2
Driver	41	16.4
Staff	58	23.2
Total	250	100
Positions		
Manager	42	16.8
Assistant	51	20.4
Staff	157	62.8
Total	250	100

(Continued)

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

Demographic Data	Frequency	Percent
Work Experience		
Less than 1 year	24	9.6
2-5 years	87	34.8
5-10 years	73	29.2
More than 10 years	66	26.4
Total	250	100
Salary		
Less than 15,000 Baht	53	21.2
15,000-20,000 Baht	68	27.2
20,001-25,000 Baht	83	33.2
More than 25,000 Baht	46	18.4
Total	250	100
Other Income		
Less than 5,000 Baht	159	63.6
5,000-10,000 Baht	43	17.2
More than 10,000 Baht	48	19.2
Total	250	100

Table 4.1 illustrated that most respondents were male (64.4%), aging between 20-30 years (35.2%), Thai nationality (96.8%), single status (62%) and Bachelor degree (61.2%). Moreover, it found that department was warehouse (26.8%) and

positions was staff (62.8%) while work experience was 2-5 years (34.8%), Salary between 20,001-25,000 Baht (33.2%) and other income was less than 5,000 Baht.

4.2 Attitude toward manpower planning in Logistics Company Groups.

The research findings of this part presented the respondents' attitudes toward manpower planning. 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 1-4 as follows:

Table 4.2: Mean and Standard Deviation of Attitudes toward Manpower Planning

Manpower Planning	Mean	S.D.	Interpretation
1. Development and Training			
1.1 Employees are able to improve themselves more by planning the workforce of the company	3.94	.763	Rather Agree
1.2 Training has a positive effect on the development of employees' competence and ideas	3.92	.619	Rather Agree
1.3 The company should organize training and development on a regular basis	3.91	.714	Rather Agree
1.4 Train employees to develop more knowledge and capabilities and be ready to accept new things that will happen	3.94	.643	Rather Agree

(Continued)

Table 4.2 (Continued): Mean and Standard Deviation of Attitudes toward Manpower

Planning

Manpower Planning	Mean	S.D.	Interpretation
2. Demand and Supply forecasting			
2.1 Pre-manpower planning makes employees work easier	4.02	.614	Rather Agree
2.2 Manpower planning in advance makes everyone aware of their duties before starting to work	3.95	.681	Rather Agree
2.3 Manpower planning in advance makes work to be carried out conveniently and quickly	4.06	.685	Rather Agree
2.4 Manpower planning in advance makes employees more satisfied with work than not being prepared for anything	3.93	.594	Rather Agree
3. Selections and Recruitment			
3.1 The company has selected job duties that are suitable for the employees' ability	3.80	.627	Rather Agree
3.2 Positioning the right people for the job makes employees want to work more	3.91	.717	Rather Agree
3.3 Recruiting staff to help with various tasks appropriately resulting in the most efficient work	4.00	.691	Rather Agree

(Continued)

Table 4.2 (Continued): Mean and Standard Deviation of Attitudes toward Manpower Planning

Manpower Planning	Mean	S.D.	Interpretation
3.4 Allocation of qualifications suitable for the activities of that job	3.84	.561	Rather Agree
Total	3.93	.659	Rather Agree

Table 4.2 showed that most respondents moderated that organizational effectiveness should be concern with demand and supply forecasting ($\bar{x} = 4.06$, S.D. = 0.685). The least respondents should be concern with selections and recruitment ($\bar{x} = 3.80$, S.D. = 0.627). Moreover, total respondents rather agree ($\bar{x} = 3.93$, S.D. = 0.659) with manpower planning that affecting to organizational effectiveness of logistics company group.

4.3 Attitude toward Employee's Motivations in Logistics Company Groups

The research findings of this part presented the respondents' attitudes toward employee's motivations. 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 1-4 as follows:

Table 4.3: Mean and Standard Deviation of Attitudes toward Employee's Motivations

Employees Motivation	Mean	S.D.	Interpretation
1. Salary and Reward			
1.1 Do you think you are satisfied with your salary now?	3.71	.921	Rather Agree
1.2 Good work and admirable work often receive appropriate compensation	3.92	.662	Rather Agree
1.3 Employees have already been appropriated between work and compensation	3.59	.635	Rather Agree
1.4 The more work experience the higher the level, the better the salary	3.83	.703	Rather Agree
2. Employees 'Need			
2.1 Salary and position help good work pressure	3.85	.675	Rather Agree
2.2 The Company helps respond to all employees' needs. Such as progress and development	3.72	.661	Rather Agree
2.3 The Company has facilities for employees, which makes everyone want to work more	3.71	.693	Rather Agree

(Continued)

Table 4.3 (Continued): Mean and Standard Deviation of Attitudes toward Employee's Motivations

Employees Motivation	Mean	S.D.	Interpretation
2.4 The company understands the needs of employees very well and is always ready to support and help	3.85	.750	Rather Agree
3. Organizational Goal			
3.1 Employees are ready to move forward with the company	4.01	.694	Rather Agree
3.2 Employees will do everything for the company to be most effective	3.98	.607	Rather Agree
3.3 The Company and employees share the same goals and love each other	3.97	.676	Rather Agree
3.4 Having a clear company goal makes you more productive	4.01	.742	Rather Agree
Total	3.84	.698	Rather Agree

Table 4.3 showed that most respondents moderated that organizational effectiveness should be concern with organizational goal (\bar{x} = 4.01, S.D. = 0.742) and the least respondents should be concern with salary and reward (\bar{x} = 3.59, S.D. = 0.635). Moreover, total respondents rather agree (\bar{x} = 3.84, S.D. = 0.698) with

employee's motivation that affecting to organizational effectiveness of logistics company group.

4.4 Attitude toward Employee's Participation in Logistics Company Groups

The research findings of this part presented the respondents' attitudes toward employee's participation. 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 1-4 as follows:

Table 4.4: Mean and Standard Deviation of Attitudes toward Employee's Participation

Employees Participation	Mean	S.D.	Interpretation
1. Job Satisfaction			
1.1 How heavy are you satisfied with the job or position you are doing now?	4.02	.703	Rather Agree
1.2 Do employees think that the position or job is now appropriate for each individual's ability?	3.75	.612	Rather Agree
1.3 You see that you are not suitable for this job and make your work come out of poor quality and you don't want to participate with it	3.48	.822	Rather Agree
1.4 You want to be more participation when you are satisfied with your work	3.92	.606	Rather Agree

(Continued)

Table 4.4 (Continued): Mean and Standard Deviation of Attitudes toward Employee's Participation

Employees Participation	Mean	S.D.	Interpretation
2. Work Environment			
2.1 A good working environment in company can affect your work and the desire to participate in work	3.96	.636	Rather Agree
2.2 The good working environment in each day will make you work better and want to work more	3.88	.600	Rather Agree
2.3 Do you think your work environment in company is good?	3.80	.713	Rather Agree
2.4 The performance of your work depends on the working environment	3.72	.768	Rather Agree
3. Entrepreneurs and Co-worker			
3.1 Co-worker always creates problems with your work and therefore you often don't want to get involved with the job	3.66	.694	Rather Agree
3.2 Does your co-worker help you solve work problems when problems occur?	3.75	.605	Rather Agree
3.3 Do you think a good co- worker has made our work better?	3.97	.639	Rather Agree

(Continued)

Table 4.4 (Continued): Mean and Standard Deviation of Attitudes toward Employee's Participation

Employees Participation	Mean	S.D.	Interpretation
3.4 A good co-worker will make the best of your work and make you want to participate in more	3.94	.665	Rather Agree
Total	3.82	.672	Rather Agree

Table 4.4 showed that most respondents moderated that organizational effectiveness should be concern with job satisfaction ($\bar{x} = 4.02$, S.D. = 0.703). The least respondents should be concern with job satisfaction ($\bar{x} = 3.48$, S.D. = 0.822) but in the area of improper work conditions and poor quality work results in a lack of desire to participate in work. Moreover, total respondents rather agree ($\bar{x} = 3.82$, S.D. = 0.672) with employee's participation that affecting to organizational effectiveness of logistics company group.

4.5 Attitude toward Organizational Effectiveness in Logistics Company Groups

The research findings of this part presented the respondents' attitudes toward organizational 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 1-5 as follows:

Table 4.5: Mean and Standard Deviation of Attitudes toward Organizational Effectiveness

Organizational Effectiveness	Mean	S.D.	Interpretation
1. Employees are involved in achieving the vision and mission	4.06	.703	Rather Agree
2. Each department has measure if their quality of work	3.74	.823	Rather Agree
3. It's good if managers set personal and business objectives.	3.86	.694	Rather Agree
4. The organization has a clear vision and mission that is good for employees.	3.77	.713	Rather Agree
5. Employees know what is expected of them	3.74	.689	Rather Agree
6. Employees are encouraged to development their knowledge and skills	3.79	.694	Rather Agree
7. Employees are committed to doing quality work	3.87	.673	Rather Agree
8. Regularly measure organizational performance	3.56	.687	Rather Agree
9. There should be a performance evaluation with the employees	3.73	.697	Rather Agree

(Continued)

Table 4.5 (Continued): Mean and Standard Deviation of Attitudes toward
Organizational Effectiveness

Organizational Effectiveness	Mean	S.D.	Interpretation
10. Employees have equipment and materials needed to do their job	3.74	.628	Rather Agree
11. Morale is positive	4.17	.785	Rather Agree
12. Employees are committed to the organization	3.95	.721	Rather Agree
Total	3.83	.709	Rather Agree

Table 4.5 showed that most respondents moderated that organizational effectiveness should be concern with employees are involved in achieving the vision and mission (\bar{x} =4.06, S.D. = 0.703). The least respondents should be concern with performance evaluation with the employees (\bar{x} =3.73, S.D. = 0.697). Moreover, total respondents rather agree (\bar{x} =3.83, S.D. = 0.709) that the organizational effectiveness will affect the success of logistics company group.

4.6 Relationship between Manpower Planning, Employee's Motivation, Employee's Participation and Organizational Effectiveness

The research findings of this part presented the relationship in terms of the Manpower planning, Employee's motivation, Employee's participation and

Organizational 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 Manpower Planning on Dependent Variable

Manpower Planning	b	Beta	t	Sig	Interpretation
1. Development and Training	.050	.055	.814	.416	Not supported
2. Demand and Supply forecasting	.132	.140	2.061	.040*	Supported
3. Selections and Recruitment	.399	.418	6.394	.000*	Supported

Adjust R Square= .288, F=33.089, *P≤ 0.05

Table 4.6 showed that Demand and Supply forecasting, selections and requirement impact to organizational effectiveness (Beta = .140 and .418, Sig = .040 and .000) at 0.05 level of statistical significance. The result of adjust R square is 0.288. This finding supports the research hypothesis, which was proposed that Demand and Supply forecasting, and selections and requirement impact to organizational effectiveness while Development and Training did not impact to organizational effectiveness (Sig>0.05). That was interpreted that the finding did not support the hypothesis, which was proposed that Development and Training did not impact to organizational effectiveness. The summary of the results of hypothesis testing was illustrated in Table 4.6

Table 4.7: Analysis of the Impact of Employee's Motivation Dependent Variable

Employee's Motivation	b	Beta	t	Sig	Interpretation
1. Salary and Reward	.339	.351	6.147	.000*	Supported
2. Employees Need	.185	.205	3.404	.001*	Supported
3. Organizational Goal	.290	.330	6.455	.000*	Supported

Adjust R Square= .524, F=90.270, *P≤ 0.05

Table 4.7 showed that Salary and Reward, Employees need, and Organizational goal impact to organizational effectiveness (Beta = .351, .205 and .330 Sig = .000, .001 and .000) at 0.05 level of statistical significance. The result of adjust R square is 0.524. This finding supports the research hypothesis, which was proposed that Salary and Reward, Employees need, and Organizational goal impact to organizational effectiveness. The summary of the results of hypothesis testing was illustrated in Table 4.7

Table 4.8: Analysis of the Impact of Employee's Participation on Dependent Variable

Employee's Participation	b	Beta	t	Sig	Interpretation
1. Job Satisfaction	.313	.344	5.392	.000*	Supported
2. Work Environment	.158	.163	2.362	.019*	Supported
3. Entrepreneurs and Co-worker	.368	.330	5.490	.000*	Supported

Adjust R Square= .545, F=98.150, *P≤ 0.05

Table 4.8 showed that Job satisfaction, work environment and entrepreneurs and co-worker impact to organizational effectiveness (Beta = .344, .163 and .330 Sig = .000, .019 and .000) at 0.05 level of statistical significance. The result of adjust R square is 0.545. This finding supports the research hypothesis, which was proposed that Job satisfaction, work environment and entrepreneurs and co-worker impact to organizational effectiveness. The summary of the results of hypothesis testing was illustrated in Table 4.8 dependent variable: organizational effectiveness

Table 4.9: Summary of Hypothesis Testing

Hypothesis	Result
Hypothesis 1: Manpower planning affecting organizational effectiveness in logistics company groups	Supported Except in the topic of Development and Training
Hypothesis 2: Employees motivations affecting organizational effectiveness in logistics company groups	Supported
Hypothesis 3: Employees participation affecting organizational effectiveness in logistics company groups	Supported

Table 4.9 showed that both hypothesis 2 and 3 were supported while hypothesis 1 was supported, except only one sub variable that is the topic of development and training was not support.

CHAPTER 5

CONCLUSION AND DISCUSSION

The research topic was the impact of manpower planning, employee's motivation and employee's participation affecting on organizational effectiveness. This chapter included the demographic data, attitude of independent and dependent variables, discussion, and recommendations for future research.

5.1 Conclusion

5.1.1 Demographic Data

Most respondents were male, aging between 20-30 years, Thai nationality, single status, and bachelor's degree. Moreover, they were staff in the warehouse department who had work experience of 2-5 years along with salary between 20,001-25,000 Baht and other income was less than 5,000 Baht.

5.1.2 Attitude toward Variables

1) Employees rather agree along with manpower planning that will affect the organizational effectiveness

2) Employees rather agree along with employee's motivation that will affect the organizational effectiveness

3) Employees rather agree along with employee's participation that will affect the organizational effectiveness

4) Employees have rather agree with the organizational effectiveness affecting in the logistics company group

5.1.3 Hypothesis Results

Manpower planning, employees' motivation, and employees' participation affecting on organizational effectiveness in logistics company groups.

5.2 Discussion and Recommendations for Managerial Implications

This research showed that, among three independent variables; manpower planning, employees' motivation and employees' participation concern affected organizational effectiveness in logistics company group.

The result from this study showed that hypothesis 1 was supported, which is manpower planning affecting organizational effectiveness in logistics company group. They are related to theory of Bulla & Scott (1994) which defines that manpower planning is the process to ensure the organization's human resource needs are identified and planned to meet those needs in organizations. As Maduabum (1998) mentioned that uniting of activities assured the capability and number of the employees that the organization needs in the future and now. In addition, they are related to the other research findings of Joshua & Adekunle (2016) study examined the development of manpower and work efficiency of employees in the public and private sectors. The study concluded that the perception of competence in employees by organizational development specialists is one thing to improve the work efficiency of employees in the workplace and implicitly increase the overall efficiency of the organization.

However, this sub variables, which are development and training, it does not relate to all the theory and research findings that mentioned in the chapter 2.

For the hypothesis 2, the result was supported which defined employees motivation has impact on organizational effectiveness and they are related to theory of Steer (1994) also mentioned that the goal of motivation is to enable employees to increase efficiency, increase productivity, and improve the overall performance of the organization. The factors that motivate employees to work more efficiently and full efficiency are important for organizations to find; furthermore, another theory defined employees' motivation towards their work and the effectiveness, if they have the motivation to work in comparison to employees with less or no motivation (Vansteenkiste, Lens & Deci, 2006). Effective work and focus on goals in the organization along with the organization's trust and motivation will help improve the work environment. In addition, they are related to the other research findings of this research's results that basic needs are still a major problem for employees in the organization. Job satisfaction is the attitude of the employees towards their work. Money and rewards can enhance the work behavior of employees (Sahito & Vaisanen, 2017).

The third hypothesis, the result was supported which defined employees participation has impact on organizational effectiveness and they are related to theory of Locke, Schwinger & Latham (1986), they mentioned that employee participation is a company philosophy that allows employees to take part in decisions that directly affect their work. Employee participation is a pattern that allows employees to become more involved in decision-making or financial participation in their organization. Such a model is often seen as a way to increase economic efficiency by promoting greater commitment to employees. In addition, they are related to the other research article of Bhuiyan (2010) which found that participation in industry decisions could

increase employees' satisfaction, productivity, and profits. It helps employers to achieve organizational goals.

This was confirmed in the research that, among three independent variables; manpower planning, employee's motivation and employee's participation have an effect to the organizational effectiveness.

5.3 Recommendations for Future Research

Increasing the effectiveness of the organization, employees are one of the important variables that will enhance and improve the organization. From this study, it was found that the key factors that influence the effectiveness of the organization are motivation and employees' participation. Therefore, the organization should apply these studies as a guideline for managing personnel in the organization for everyone to make the organization more efficient.

The independent variable that the hypothesis does not support is the development and training, it may have to be modified to the part of the question that might make it more comprehensive for the employees' opinions. Question may not correspond to other variables.

The opinions of employees at work are complex and vary from person to person or organization. Therefore, it is recommended to test the quality perspective again in future research. In addition, other independent variables such as family or economic variables should be included as well as the internal and external factors that affect employees' performance in order to get further results and usage for the research in the future.

BIBLIOGRAPHY

- Abiodun, E. J. A. (1999). *Human resources management: An overview*. Shomolu, Lagos: Concept.
- Adeniyi, O. I. (1995). Staff training and development in A. Ejioogu; I. Achumba, I. Asika (Eds.). *Reading in Organizational Behaviour in Nigeria* (159-167). Lagos. Maltho Use.
- Al-Alawi, A. I. (2005). Motivating factors on information technology employees in Bahrain hotel industry. *Issues in Information Systems*, 1(2), 112-115.
- Allen, M. R., Adomdza, G. K., & Meyer, M. H. (2015). Managing for innovation: Managerial control and employee level outcomes. *Journal of Business Research*, 68(2), 371–379.
- Armstrong, M. (2009). *Handbook of human resource management practice* (11th ed.). London: Kogan Page.
- Bartol, M. K., & Martin, D. C. (1998). *Management*. New York: McGraw-Hill.
- Bhatti, K., & Qureshi, T. (2007). Impact of employee participation on job satisfaction. Employee commitment and employee productivity. *International Review of Business Research Papers*, 3(2), 54–68
- Bhuiyan, M. A. H. (2010). Employee participation in decision making in RMG sector of Bangladesh: Correlation with motivation and performance. *Journal of Business and Technology (Dhaka)*, 5(2), 122-132.
- Blyton, P., & Tumbull, P. (1994). *The dynamics of employee relations*. London: Macmillan.

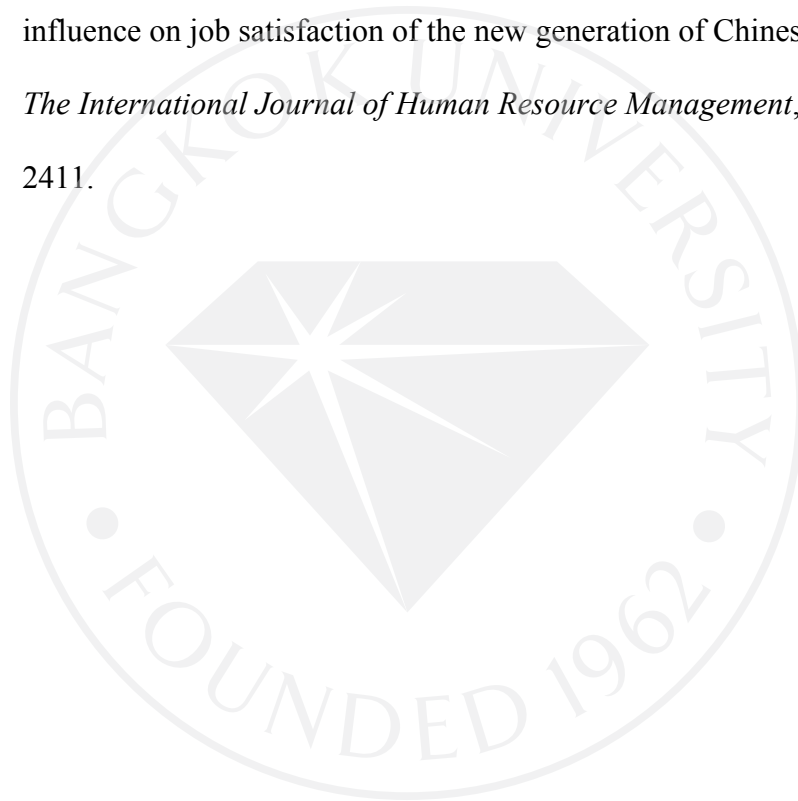
- Bowen, B. E., & Radhakrishna, R. B. (1991). Job satisfaction of agricultural education faculty: A constant phenomena. *Journal of Agricultural Education*, 32(2), 16-22.
- Bulla, D. N., & Scott, P. M. (1994). Manpower requirement forecasting: A case example. In D. Ward, Bechet T. P. & Tripp (Eds.), *Human resource forecasting and modeling*. New York: The Human Resource Planning society.
- Chandler, R. C. & Plano, J. (1982). *Dictionary of public administration*. New York: John Wiley & Sons.
- Chintaloo, S., & Mahadeo, J. (2013). *Effect of motivation on employees' work performance at Ireland Blyth Limited*. London: Business Research Conference Imperial College.
- De Leeuw, S., & Wiers, V. C. (2015). Warehouse manpower planning strategies in times of financial crisis: evidence from logistics service providers and retailers in the Netherlands. *Production Planning & Control*, 26(4), 328-337.
- Eaton, P. B., & Voos, A. E. (1992). Union and contemporary innovations in work organization, *compensation and employee participation*. New York: Unions and Economic Competitiveness.
- Fajana, S. (2002). *Human resource management: An introduction*. Lagos: Labofin and Company.
- Fernandez, S., & Pitts, D. W. (2011). Understanding employee motivation to innovate: Evidence from front line employees in United States Federal agencies. *Australian Journal of Public Administration*, 70(2), 202-222.

- Groen, B. A., Wouters, M. J., & Wilderom, C. P. (2017). Employee participation, performance metrics, and job performance: A survey study based on self-determination theory. *Management Accounting Research*, 36, 51-66.
- Hackman, J. R. (1980). Work redesign and motivation. *Professional Psychology*, 11(3), 445–455.
- Hall, H. (2001). Input-friendliness: Motivating knowledge sharing across intranets. *Journal of Information Science*, 27(3), 139-146.
- Heller, F., Pusic, E., Strauss, G., & Wilpert, B. (1998). *Organisational participation: Myth and reality*. Oxford: Oxford University.
- Huselid, M. A. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal*, 38(3), 635-672.
- Islam, R., & Ismail, A. Z. H. (2008). Employee motivation: Malaysian perspective, *International Journal of Commerce and Management*, 18(4), 344-362.
- Jiang, J., Wang, S. & Zhao, S. (2012). Does HRM facilitates employee creativity and organizational innovation? A study of Chinese firms. *The International Journal of Human Resource Management*, 23(19), 4025–4047.
- Joshua, O., & Adekunle, A. O. (2016). Manpower development & employee job performance in the Nigerian public & private sectors: A comparative study of lagos broadcasting corporation and channels television. *European Journal of Business and Management*, 8, 108-114.

- Kazimoto, P. (2016). Employee engagement and organizational performance of retails enterprises. *American Journal of Industrial and Business Management*, 6(4), 516-525.
- Locke, E., Schwinger, D., & Latham, G. P. (1986). Participation in decision making: When should it be used?. *Organizational Dynamics*, 14(3), 65-79.
- Maduabum, C. P. (1998). *Perspectives on manpower planning and development in Nigeria: Text and cases*. Badagry: Ascon.
- Morse, N. C. (1977). *Satisfactions in the white-collar job*. New York: Ayer.
- Ogunniyi, O. (1992). Manpower planning issues and problems in Nigeria. *New Trends in Personnel Management: A Book Readings*. Badagry: Ascon.
- Olaniyan, D. A., & Ojo, L. (2008). Staff training and development: A vital tool for organizational effectiveness. *European Journal of Scientific Research*, 24(3), 326-331.
- Omole, M. A. L. (2004). Training and re-training: A variable of technological development. *Journal of Industrial Education*, 14(2), 76-85.
- Robbins, S. P., & Coulter, M. (2014). Employee's attitudes and job satisfaction. *Human Resource Management*, 43(4), 395-407.
- Ryan, R., & Deci, E. (2000). Intrinsic and extrinsic motivations: Classic definitions and new directions. *Contemporary Educational Psychology*, 25(1), 54-67.
- Sahito, Z., & Vaisanen, P. (2017). The diagonal model of job satisfaction and motivation: Extracted from the logical comparison of content and process theories. *International Journal of Higher Education*, 6(3), 209-230.
- Sansone, C., & Harackiewicz, J. M. (2000). *Intrinsic and extrinsic motivation: The search for optimal motivation and performance*. San Diego, CA: Academic.

- Seiler, S., Lent, B., Pinkowska, M., & Pinazza, M. (2012). An integrated model of factors influencing project managers' motivation findings from a Swiss survey. *International Journal of Project Management*, 30(1), 60-72.
- Shahzadi, I., Javed, A., Pirzada, S. S., Nasreen, S., & Khanam, F. (2014). Impact of employee motivation on employee performance. *European Journal of Business and Management*, 6(23), 159-166.
- Sparrow, P. R., & Hiltrop, J. (1994). *Human resource management: The new agenda*. London: Willey.
- Steer, R. M. (1994). *Introduction to organizational behavior* (4th ed.). New York: Harper Collins.
- Stybel, L. J. (1982). Linking strategic planning and management manpower planning. *California Management Review*, 25(1), 48-56.
- Tuysuz, M. (2015). *Effects of perceived organizational trust on employee motivation: An application on retail store employees*. Unpublished master's thesis, Marmara University, Istanbul.
- Vansteenkiste, M., Lens, W., & Deci, E. L. (2006). Intrinsic versus extrinsic goal contents in self-determination theory: Another look at the quality of academic motivation. *Educational Psychologist*, 41(1), 19-31.
- Walker, J. W. (1969). Forecasting manpower needs. *Harvard Business Review*, 47(2), 152-164.
- Wilkinson, A. (1998). Empowerment in Poole. In M. Poole & M. Warner (Eds.). *International encyclopaedia of business and management handbook of human resource management* (pp. 501-517). London: ITB.

- Wilkinson, A., Gollan, P. J., Marchington, M., & Lewin, D. (2010). Conceptualizing employee participation in organizations. *The Oxford handbook of participation in organizations* (pp. 3-25). Oxford: Oxford University.
- Yikici, B., & Altinay, F. (2018). The importance of strategic planning and human power in school development. *Quality & Quantity*, 52(1), 509-520.
- Zhu, Y., Xie, Y., Warner, M., & Guo, Y. (2015). Employee participation and the influence on job satisfaction of the new generation of Chinese employees. *The International Journal of Human Resource Management*, 26(19), 2395-2411.





Questionnaire

The impact of Manpower Planning, Motivation, and Participation of
Employees towards Organizational Effectiveness:

A Case study of TKS Logistics Co., Ltd.

Instruction: The research was built to meet the Master's degree program. Which will find the answers to the various interpretations that affect the organization or company. All employees of logistics company groups will conduct this questionnaire and totaling are 250 people. The component of this research will be covered 5 parts: the demographic data question, the manpower planning, the motivation of employees, the participation of employees, and the organizational development.

Part 1: Demographic data

1. Gender

- ☐ 1. Male ☐ 2. Female

2. Age

- ☐ 1. 20-30 years ☐ 2. 30-40 years

- ☐ 3. 40-50 years ☐ 4. >50 years

3. Nationality

- ☐ 1. Thai ☐ 2. Cambodia

4. Status

- ☐ 1. Single ☐ 2. Married

5. Educations

- ☐1.High School ☐2.Bachelor Degree ☐3. Master Degree

6. Department

- ☐1.Accountant ☐2.Warehouse ☐3.Shipping
- ☐4.Driver ☐5. Staff

7. Positions

- ☐1.Manager ☐2.Assistant ☐3.Staff

8. Work experience

- ☐1. ≤ 1 year ☐2. 2-5 years ☐3. 5-10 years ☐4. ≥ 10 years

9. Salary

- ☐1. $>15,000$ Bath ☐2. 15,000-20,000 Bath
- ☐3. 20,000-25,000 Bath ☐4. $>25,000$ Bath

10. Other income

- ☐1. $>5,000$ Bath ☐2. 5,000-10,000 Bath ☐3. $>10,000$ Bath

Part 2: Manpower Planning	Least agree (1)	Less agree (2)	Moderate Agree (3)	More agree (4)	Most Agree (5)
1. Employees are able to improve themselves more by planning the workforce of the company					

2. Training has a positive effect on the development of employees' competence and ideas					
3. The company should organize training and development on a regular basis					
4. Train employees to develop more knowledge and capabilities and be ready to accept new things that will happen					
5. Pre-manpower planning makes employees work easier					
6. Manpower planning in advance makes everyone aware of their duties before starting to work					
7. Manpower planning in advance makes work to be carried out conveniently and quickly					
8. Manpower planning in advance makes employees more satisfied with work than not being prepared for anything					
9. The company has selected job					

duties that are suitable for the employees' ability					
10. Positioning the right people for the job makes employees want to work more					
11. Recruiting staff to help with various tasks appropriately resulting in the most efficient work					
12. Allocation of qualifications suitable for the activities of that job					

Part 3: Employee's Motivation	Least agree	Less agree	Moderate Agree	More agree	Most Agree
	(1)	(2)	(3)	(4)	(5)
1. Do you think you are satisfied with your salary now?					
2. Good work and admirable work often receive appropriate compensation					

3. Employees have already been appropriated between work and compensation					
4. The more work experience the higher the level, the better the salary					
5. Salary and position help good work pressure					
6. The Company helps respond to all employees' needs. Such as progress and development					
7. The Company has facilities for employees, which makes everyone want to work more					
8. The company understands the needs of employees very well and is always ready to support and help					
9. Employees are ready to move forward with the company					
10. Employees will do everything for the company to be most effective					

11. The Company and employees share the same goals and love each other					
12. Having a clear company goal makes you more productive					

Part 4: Employee's Participation	Least agree (1)	Less agree (2)	Moderate Agree (3)	More agree (4)	Most Agree (5)
1. How heavy are you satisfied with the job or position you are doing now?					
2. Do employees think that the position or job is now appropriate for each individual's ability?					
3. You see that you are not suitable for this job and make your work come out of poor quality and you don't want to participate with it					

4. You want to be more participation when you are satisfied with your work					
5. A good working environment in company can affect your work and the desire to participate in work					
6. The good working environment in each day will make you work better and want to work more					
7. Do you think your work environment in company is good?					
8. The performance of your work depends on the working environment					
9. Co-worker always creates problems with your work and therefore you often don't want to get involved with the job					
10. Does your co-worker help you solve work problems when					

problems occur?					
11. Do you think a good co-worker has made our work better?					
12. A good co-worker will make the best of your work and make you want to participate in more					

Part 5: Organizational Effectiveness	Least agree (1)	Less agree (2)	Moderate Agree (3)	More agree (4)	Most Agree (5)
1. Employees are involved in achieving the vision and mission					
2. Each department has measure if their quality of work					
3. It's good if managers set personal and business objectives.					
4. The organization has a clear vision and mission that is good for employees.					
5. Employees know what is expected of them					

6. Employees are encouraged to development their knowledge and skills					
7. Employees are committed to doing quality work					
8. Regularly measure organizational performance					
9. There should be a performance evaluation with the employees.					
10. Employees have equipment and materials needed to do their job					
11. Morale is positive					
12. Employees are committed to the organization					

Thank you for your cooperation

แบบสอบถาม

ผลกระทบของการวางแผนกำลังคนแรงจูงใจและการมีส่วนร่วมของพนักงาน

ที่มีต่อประสิทธิผลขององค์กร:

กรณีศึกษาของ บริษัท ที. เค. เอส. โลจิสติกส์ จำกัด

คำแนะนำ: การวิจัยสร้างขึ้นเพื่อตอบสนองหลักสูตรปริญญาโท ซึ่งจะพบคำตอบของการตีความที่หลากหลายที่มีผลต่อองค์กรหรือบริษัท

พนักงานทุกคนของกลุ่มบริษัทโลจิสติกส์จะดำเนินการนี้ แบบสอบถามจำนวน 250 คน องค์กรประกอบของงานวิจัยนี้ครอบคลุม 5 ส่วน

ได้แก่ คำถามข้อมูลประชากร การวางแผนกำลังคน แรงจูงใจของพนักงาน การมีส่วนร่วมของพนักงานและการพัฒนาองค์กร

ส่วนที่ 1: ข้อมูลทั่วไป

1. เพศ

☐ 1. ชาย

☐ 2. หญิง

2. อายุ

☐ 1. 20-30 ปี

☐ 2. 30-40 ปี

☐ 3. 40-50 ปี

☐ 4. มากกว่า 50 ปี

3. สัญชาติ

☐ 1. ไทย

☐ 2. อื่นๆ

4. สถานะ

☐ 1. โสด

☐ 2. แต่งงาน

5. การศึกษา

☐ 1. มัธยม

☐ 2. ปริญญาตรีหรือเทียบเท่า

☐ 3. ปริญญาโท

6. แผนก

☐ 1. บัญชี

☐ 2. คลัง

☐ 3. ซัพพลาย

☐ 4. คนขับรถ

☐ 5. ทั่วไป

7. ตำแหน่ง

- ☐1. ผู้จัดการ ☐2. ผู้ช่วย ☐3. ทั่วไป

8. ประสบการณ์การทำงาน

- ☐1. น้อยกว่า1ปี ☐2. 2-5 ปี ☐3. 5-10 ปี ☐4. มากกว่า10ปี

9. เงินเดือน

- ☐1. น้อยกว่า 15,000 ☐2. 15,000-20,000
☐3. 20,000-25,000 ☐4. มากกว่า 25,000

10. รายได้อื่นๆ

- ☐1. น้อยกว่า 5,00 ☐2. 5,000-10,000 ☐3. มากกว่า 10,000

ส่วนที่2 : การวางแผนกำลังคน	น้อยที่สุด	น้อย	ปานกลาง	มาก	มากที่สุด
	(1)	(2)	(3)	(4)	(5)
1.พนักงานสามารถพัฒนาตนเองได้มากขึ้นโดยการวางแผนกำลังคนของบริษัท					
2.การฝึกอบรมมีผลในเชิงบวกต่อการพัฒนาความสามารถและความคิดของพนักงาน					
3.บริษัทควรจัดการฝึกอบรมและพัฒนาอย่างสม่ำเสมอ					
4.ฝึกอบรมพนักงานเพื่อพัฒนาความรู้และความสามารถมากขึ้นและพร้อมที่จะยอมรับสิ่งใหม่ที่จะเกิดขึ้น					

5.การวางแผนกำลังคนล่วงหน้าทำให้พนักงานทำงานได้ ง่ายขึ้น					
6.การวางแผนกำลังคนล่วงหน้าทำให้ทุกคน ตระหนักถึงหน้าที่ของตนก่อนเริ่มทำงาน					
7.การวางแผนกำลังคนล่วงหน้าทำให้สามารถดำเนินงาน ได้อย่างสะดวกและรวดเร็ว					
8.การวางแผนกำลังคนล่วงหน้าทำให้พนักงานพึงพอใจ ในงานมากกว่าที่ไม่ได้เตรียมไว้ สำหรับอะไร					
9.บริษัทได้คัดเลือกหน้าที่งานที่เหมาะสมกับ ความสามารถของพนักงาน					
10.การจัดตำแหน่งคนที่เหมาะสมสำหรับงานทำให้พนักงาน ต้องการทำงานมากขึ้น					
11.การสรรหาพนักงานเพื่อช่วยในงานต่างๆ อย่างเหมาะสมส่งผลให้งานมีประสิทธิภาพมากที่สุด					
12.การจัดสรรคุณสมบัติที่เหมาะสมกับกิจกรรมของงาน นั้น ๆ					

ส่วนที่ 3 : แรงจูงใจของพนักงาน	น้อยที่สุด (1)	น้อย (2)	ปานกลาง (3)	มาก (4)	มากที่สุด (5)
1. คุณคิดว่า คุณพอใจกับเงินเดือนของคุณตอนนี้หรือไม่?					
2. งานที่ดีและงานที่น่าชื่นชมมักได้รับค่าตอบแทนที่เหมาะสม					
3. พนักงานได้รับการจัดสรรระหว่างงานและค่าตอบแทนเรียบร้อยแล้ว					
4. ยังมีประสบการณ์ในการทำงานมากเท่าไรเงินเดือนก็สมควรมากเท่านั้น					
5. เงินเดือนและตำแหน่งช่วยในการทำงานที่ดี					
6. บริษัทช่วยตอบสนองความต้องการของพนักงานทุกคน เช่น ความก้าวหน้าและการพัฒนา					
7. บริษัทมีสิ่งอำนวยความสะดวกสำหรับพนักงานซึ่งทำให้ทุกคนต้องการทำงานมากขึ้น					
8. บริษัทเข้าใจถึงความต้องการของพนักงานเป็นอย่างดี และพร้อมเสมอที่จะสนับสนุนและช่วยเหลือ					
9. พนักงานพร้อมที่จะก้าวไปข้างหน้ากับบริษัท					
10. พนักงานจะทำทุกอย่างเพื่อให้บริษัทมีประสิทธิภาพสูงสุด					
11. บริษัทและพนักงานมีเป้าหมายร่วมกันและรักซึ่งกัน					

และกัน					
12.การมีเป้าหมายของบริษัทที่ชัดเจนทำให้คุณมี ประสิทธิผลมากขึ้น					

ส่วนที่ 4 : การมีส่วนร่วมของพนักงาน	น้อยที่สุด (1)	น้อย (2)	ปานกลาง (3)	มาก (4)	มากที่สุด (5)
1. คุณพอใจกับงานหรือตำแหน่งที่คุณทำมากแค่ไหน					
2. พนักงานคิดว่าตำแหน่งหรืองานในปัจจุบันเหมาะสม กับความสามารถของแต่ละคนหรือไม่?					
3. คุณเห็นว่าคุณไม่เหมาะกับงานนี้และทำให้งานของคุณ มีคุณภาพไม่ดีและคุณไม่ต้องการมีส่วนร่วม					
4. คุณต้องการมีส่วนร่วมมากขึ้นเมื่อคุณพอใจกับงานของ คุณ					
5. สภาพแวดล้อมการทำงานที่ดีในบริษัทสามารถส่งผล กระทบต่อการทำงานของคุณและความปรารถนาที่จะมี ส่วนร่วมในการทำงาน					
6. สภาพแวดล้อมการทำงานที่ดีในแต่ละวันจะทำให้คุณ ทำงานได้ดีขึ้นและต้องการทำงานมากขึ้น					
7. คุณคิดว่าสภาพแวดล้อมการทำงานในบริษัทของคุณดี หรือไม่?					

8.ประสิทธิภาพการทำงานของคุณขึ้นอยู่กับสภาพแวดล้อมในการทำงาน					
9.เพื่อนร่วมงานมักสร้างปัญหาเกี่ยวกับงานของคุณและดังนั้นคุณมักไม่ต้องการมีส่วนร่วมกับงาน					
10.เพื่อนร่วมงานของคุณช่วยคุณแก้ไขปัญหการทำงานเมื่อเกิดปัญหาหรือไม่					
11.คุณคิดว่าเพื่อนร่วมงานที่ดีช่วยให้งานของเราดีขึ้นหรือไม่?					
12.เพื่อนร่วมงานที่ดีจะทำให้งานของคุณดีที่สุดและทำให้คุณต้องการมีส่วนร่วมมากขึ้น					

ส่วนที่ 5 : ประสิทธิภาพขององค์กร	น้อยที่สุด (1)	น้อย (2)	ปานกลาง (3)	มาก (4)	มากที่สุด (5)
1.พนักงานมีส่วนร่วมในการบรรลุวิสัยทัศน์และเป้าหมาย					
2.แต่ละแผนกมีการวัดคุณภาพงานของพวกเขาหรือไม่					
3.เป็นเรื่องที่ดีถ้าผู้จัดการกำหนดวัตถุประสงค์ส่วนบุคคลและบริษัท					
4.องค์กรมีวิสัยทัศน์และเป้าหมายที่ชัดเจนสำหรับพนักงาน					

5.พนักงานรู้ว่าพวกเขาคาดหวังอะไร					
6.ส่งเสริมให้พนักงานพัฒนาความรู้และทักษะ					
7.พนักงานมีความมุ่งมั่นที่จะทำงานที่มีคุณภาพ					
8.วัดประสิทธิภาพขององค์กรเป็นประจำ					
9.ควรมีการประเมินผลการปฏิบัติงานกับพนักงาน					
10.พนักงานมีอุปกรณ์และวัสดุที่จำเป็นในการทำงาน					
11.กำลังใจในการทำงานเป็นสิ่งสำคัญ					
12.พนักงานมีความมุ่งมั่นต่อองค์กร					

ขอบคุณสำหรับความร่วมมือ

BIODATA

First Name-Last Name

Somkamol Bhrommool

Email

Somkamol.bhro@bumail.net

Educational Background

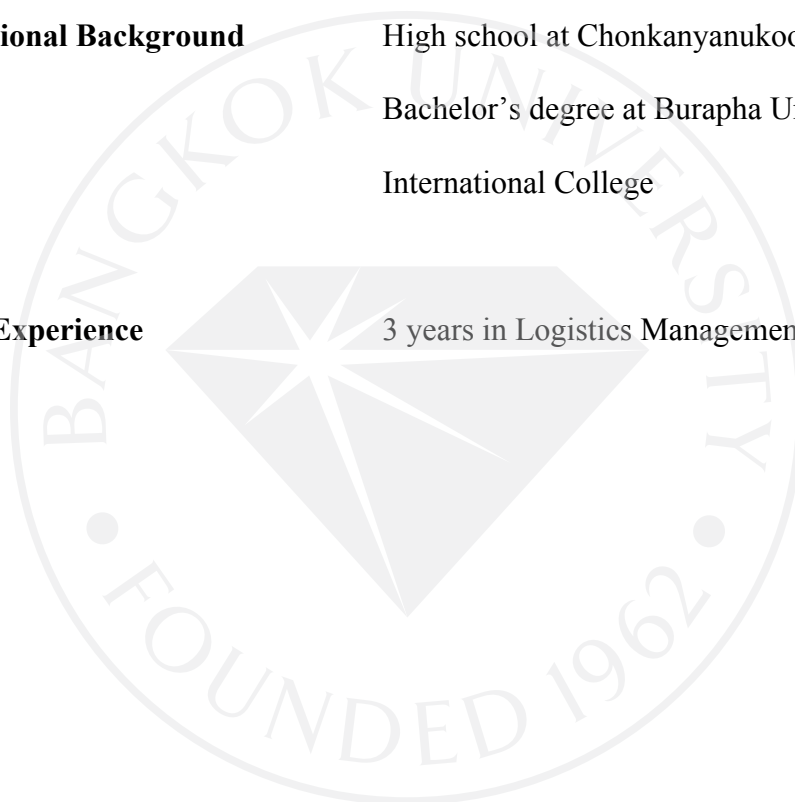
High school at Chonkanyanukoon School

Bachelor's degree at Burapha University

International College

Work Experience

3 years in Logistics Management field



Bangkok University

License Agreement of Dissertation/Thesis/ Report of Senior Project

Day 12 Month December Year 2020

Mr./ Mrs./ Ms. Somkamol Bhrommool now living at 76/82
Soi Assumption Street Surasak
Sub-district Surasak District Srinacha
Province Chonburi Postal Code 20110 being a Bangkok
University student, student ID 7620201314
Degree level ... Bachelor ☒ Master ... Doctorate
Program MBA Department - School Graduate school
hereafter referred to as "the licensor"

Bangkok University 119 Rama 4 Road, Klong-Toey, Bangkok 10110 hereafter referred to as
"the licensee"

Both parties have agreed on the following terms and conditions:

1. The licensor certifies that he/she is the author and possesses the exclusive rights of dissertation/thesis/report of senior project entitled The impact of manpower planning, motivation, and participation of employees toward organizational effectiveness. submitted in partial fulfillment of the requirement for Master's Degree in Business Administration of Bangkok University (hereafter referred to as "dissertation/thesis/report of senior project").
2. The licensor grants to the licensee an indefinite and royalty free license of his/her dissertation/thesis/report of senior project to reproduce, adapt, distribute, lend the original or copy of the manuscript.

The licensee shall collect, use or disclose the personal data of the licensor, in accordance with the terms and conditions of the permission granted. I, the licensor, hereby consent to the collection, usage and storage of my personal data by the licensee.

3. In case of any dispute in the copyright of the dissertation/thesis/report of senior project between the licensor and others, or between the licensee and others, or any other inconveniences in regard to the copyright that prevent the licensee from reproducing, adapting or distributing the manuscript, the licensor agrees to indemnify the licensee against any damage incurred.

This agreement is prepared in duplicate identical wording for two copies. Both parties have read and fully understand its contents and agree to comply with the above terms and conditions. Each party shall retain one signed copy of the agreement.

([Redacted]) Licensors

([Redacted]) Licensee
(Director, Library and Learning Center)

([Redacted]) Witness
(Program Director)

([Redacted]) Witness
(Dean, Graduate School)

