

WORK CHARACTERISTICS THAT INFLUENCE THE WORK BEHAVIOR OF AN ORGANIZATION'S EMPLOYEES

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ABSTRACT

The main objective of this study was to investigate work characteristics that influence the work behavior of an organization's employees. The goal of this study was to look into the work characteristics of an organization's employees. To investigate a work behavior of an organization's employees. To investigate work characteristics as it affects the work behavior of 369 employees in an organization. The statistics used were number, percentage, mean, and standard deviation. Pearson's simple correlation coefficient, tolerance, VIF, and stepwise multiple regression The statistical significance was set at 0.05.

According to the findings of the study, there were 369 corporate employees, the majority of whom were female, age less than or equal to 25 years old, single status, bachelor's degree, and work experience of 2-5 years. 2) The work characteristics of an organization's employee Overall, it was high level and if comparing at a high level in each item, first consider the work feedback, followed by the work importance, the wide range of work skills, decision-making independence, and the work's coherence. 3) An analysis of the work behavior of an organization's employees. It was at the highest level overall, and were at the highest level in all items, first in terms of awareness, then learning, motivation, decision, and personality. 4) All factors, including the work feedback, followed by the work importance, the wide range of work skills, decision-making independence, and the work's coherence. The influence on organizational employees' working behavior was found to have a correlation of less than 10.0, making all variables in this study independent. The factors did not have a multifactorial relationship. Every independent variable in the multiple regression analysis can be used (multicollinearity). 5) The model analysis of the work behavior of an organization's employees found that the work behavior of an organization's employees = .976 + (.275 * work importance) + (.192 * work feedback) + (.096 * wide range of work skills) + (.104 * Decision-making independence) + (.125 * The work's coherence) which can explain 71.0 percent of an organization's employee work behavior with a standard error in forecasting of .349.

Keywords: work characteristics, work behavior

INTRODUCTION

Due to the current economic climate and high competition on both a national and international level, different business organizations must adapt to the new circumstances. To manage the risks and competition of a fiercely competitive market by using communication, Executive Vision Technology, business management, and the caliber of human resources in each organization to increase the effectiveness of business operations, providing services, and increasing the capacity to use resources for maximum benefit (Thibdee Tanhakon, 2018). The results indicated that the organizational culture, employee commitment and Organization Citizen Behaviour has positive association with Human Resource Management. The culture of the organization and high commitment of the employee both are necessary for the success Human Resource Management practices because culture and commitment enhance the motivation of the employees to cope with organizational goal. The outcome also indicated that Perceived Organizational Behaviour positively mediates among the link of organizational culture, employee commitment, Organization Citizen Behaviour and Human Resource Management. The support of the organization helps the culture and commitment of the employee to improve the performance of Human Resource Management practices. (Kerdpitak, 2020)

One of the primary goals of every organization is to achieve work efficiency goals. The study of management science revealed that organizations now place a high value on their employees because the new perspective views them as human capital. One of the key elements of an organization is its human capital, which emphasizes the importance of the individual as a foundation for an organization's performance. Because of the shifting social, economic, political, and cultural landscape, effective personnel management has a long-term and future impact on the stability of the organization. As a result of technological development, both the nature and circumstances of work have changed. In order for people to operate within the organization, they need a variety of skills, knowledge, abilities, and learning. The organization is in greater need of individuals with skills, knowledge, and high operational competency. Due to the fact that the organization is made up of numerous individuals who collaborate to achieve its goals, it pays more attention to the behavior of its members. both the organization's and the individual's objectives as a result, employee behavior has a significant impact on how well an organization performs in terms of efficiency and effectiveness in order to achieve its objectives. (Motowidlo, Borman AndSchmit, 1997 cited in Wallop Lomtaku, 2011 cited in Lalita Pete. Akleang, 2019)

Based on the foregoing, the researcher was interested in studying the nature of work that affects employees' working behavior in an organization in order to develop or improve employees' working behavior in an organization and as a guideline for developing employees' working behavior in other similar organizations. The researcher used the concepts and theories as a guideline to study the work behavior of an organization's employees at the individual, group, and organizational levels. The findings will be extremely beneficial. To be used as a guideline for future employee behavior development planning.

Research Objective

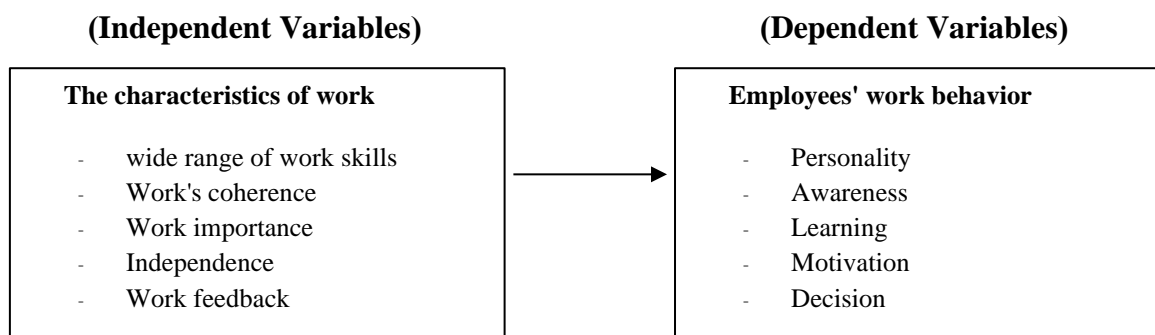
1. To study the nature of an organization's employee's work
2. To study the behavior of an organization's employees
3. To study the nature of work that influences the work behavior of an organization's employees.

Research Hypothesis

1. The work characteristics of one organization's employees were high level.
2. Employees of one organization's work behavior was high level.
3. The nature of work influences the work behavior of an organization's employees.

Conceptual Framework

The study of documents and research related to the nature of work that affects the work behavior of an organization's employees. The researcher employs Hackman and Oldham's concept of the nature of work (Hackman and Oldham, 1975, as cited in Supitcha Limtrakulthai, 2018) and Robbins' concept of working behavior (Robbin, 2005, cited in Lalita Amphoe Kiang, 2019), the researcher has created the following conceptual framework:



RESEARCH METHODOLOGY

This study's population consisted of 4,784 employees from a company. Because the sample used in the study was a definite population representative, Taro Yamane's formula was used to calculate sample size. The sample group was 369 people (Yamane, 1970) with a level of error of 0.05. To avoid data loss, the researcher collected this information using questionnaires for 379 sets. The researcher employs probability sampling in the form of simple random sampling.

Research Instruments

The questionnaire was used as a tool in this study, and it was divided into four parts, the first of which was about demographic characteristics, such as age, gender, and education level and work status and duration. It was a 5-item item-check questionnaire. Part 2 discusses the characteristics of an employee's work in an organization, with 20 items divided into 5 categories, including work feedback, work importance, wide range of work skills, in terms of decision-making independence and work unit unity. Part 3 focuses on an organization's employees' work behavior, with 20 items divided into 5 categories: personality, awareness,

learning, motivation, and decision. Part 4 suggestion about the Work characteristics of work that influence the work behavior of employees in an organization. Parts 2 and 3 contain questionnaires with an approximate scale. There are five levels on the Likert scale: higher, high, medium, low, very low.

Research Tools and Validity/Reliability

Research tool quality checkup consists of determining the measuring device's content validity (Content Validity) using the IOC (Index of Item - Objective Congruence) technique with three experts who consider the consistency index of the question with a value of 0.5 or higher. They were appropriate for questioning and were consistent with the research objectives. and the researcher determines the level of confidence (Reliability). The researcher used a modified questionnaire to test (Try-Out) with a group of 30 people to study and find the confidence. (Reliability) by calculating Cronbach's Alpha Coefficient (Cronbach's Alpha Coefficient). The questionnaire's confidence value was.943, with each item requiring a score of at least .7 before acceptance.

Data analysis and Statistics

The researcher went through all of the received questionnaires to ensure their completeness before statistically analyzing them with a computer and a statistical package with the following procedures:

1. Descriptive statistical analysis (Description Statistics) describes the demographic characteristics of the sample, which were qualitative variables. Using frequency statistics (Frequency) and percentages (Percentage), including analyzing the nature and behavior of an organization's employees' work. The data was analyzed using means (Mean) and standard deviation (Standard Deviation).

2. Examine the relationship between all independent variables. according to the terms established in preliminary terms, the analysis with linear regression (Linear Regression Analysis) using Pearson's simple correlation coefficient (Pearson Product Moment Correlation Coefficient) to find the relationship between 5 quantitative variables, namely wide range of work skills, The work's coherence, work importance, independence, work feedback.

3. Examine the suitability of the work characteristics that influence the work behavior of an organization's employees by using a VIF (Variance Inflation Factor) value of not more than 5, a tolerance value of not less than 0.2, and an Eigen Value of not more than 10.0, so that no independent variable was related and there was no multifactorial relationship between factors (Multicollinearity)

4. An examination of a model of work characteristics that influence the work behavior of an organization's employees. Stepwise Multiple Regression Analysis was used to predict variables in the model (Model) one by one.

5. Using the equation $Y = a + b_1x_1 + b_2x_2 + b_3x_3 + \dots + b_nx_n$, construct a model of the work characteristics that influence the work behavior of an organization's employees.

a	= Forecasting equation constant
b1 , b2 , b3, bn	= Predictor variable regression coefficients
x1 , x2 , x3, xn	= Forecast variables
e	= Forecast standard error

FINDING

Results of a demographic analysis 369 corporate employees, the majority of whom were females aged less than or equal to 25, single, with a bachelor's degree, and having to work for 2 to 5 years.

An analysis of the work characteristics that influence the work behavior of an organization's employees Overall, it was high level. When comparing items, they were all at the high level. First, the work feedback, then work importance, wide range of work skills, independence and the work's coherence. In table 1 below.

Table 1 shows the mean and standard deviation of the work characteristics of an organization's employees by domain and overview.

The work characteristics of an organization's employees	\bar{x}	Opinion Level	
		S.D	Score
		Meaning	
1. Wide range of work skills		4.00	.775 High
2. Work's coherence	4.14	.742	High
3. Work importance		4.16	.738 High
4. Decision-making independence		4.14	.805 High
5. Work feedback		4.18	.790 High
Total		4.12	.688 High

An analysis of the work behavior of an organization's employees. It was at the highest level overall, and were at the highest level in all items, first in terms of awareness, then learning, motivation, decision, and personality, as shown in Table 2.

Table 2 shows the mean and standard deviation of the work behavior of an organization's employees by domain and overview.

The work behavior of an organization's employees	\bar{x}	Opinion Level	
		S.D	Score
		Meaning	
1. Personality	4.20	.711	Highest
2. Awareness	4.33	.658	Highest
3. Learning	4.27	.723	Highest
4. Motivation	4.24	.765	Highest
5. Decision	4.22	.745	Highest
Total	4.25	.648	Highest

The hypothesis test of the model analysis of the work behavior of an organization's employees found that the work behavior of an organization's employees = .976 + (.275 * work importance) + (.192 * work feedback) + (.096 * wide range of work skills) + (.104 * Decision-making independence) + (.125 * The work's coherence), as shown in Table 3.

Table 3 shows a model analysis of the work behavior of an organization's employees.

The work behavior of an organization's employees	Model 1	Model 2	Model 3	Model 4	Model 5
constant	1.327	1.131	1.027	1.014	.976
Work importance	.703	.467	.386	.346	.275
Work feedback	.282	.242	.202	.192	
Wide range of work skills	.152	.128		.096	
Decision-making independence				.108	.104
Work's coherence				.125	
R ²	.643	.689	.704	.709	.710
S.E	.388	.362	.354	.351	.349
F	660.734*	404.493*	288.729*	221.554*	180.945*
p-value of F	.000	.000	.000	.000	.000

** statistically significant at the .05 level

DISCUSSION AND CONCLUSION

According to the findings of this research. The researcher brought the following important issues to discuss the results.

1. Based on the findings, the work characteristics in the organization Overall, it was of high level. In comparison, all items were at the high level. First, the work feedback, then the work importance, The work's cohesiveness, Decision-making independence and wide range of work skills. It demonstrates that the company has a distinct classification of work skills. The organization also offers the chance to establish policies and organize the work. Making workers accountable for their own work, forcing them to concentrate on it, and learning from feedback how they performed will help them learn and become better workers. Performance is improved as a result which was consistent with the concept of Hackman and Oldham (1975 cited in Suphischa Limtrakoolthai, 2018) caused the experience of perceived responsibility for the results of work, receiving operations results in higher motivation at work, more efficient performance as well as a decrease in absenteeism and resignation. And, according to the Beuliam Lae Menguc concept (Bhuiam and Menguc, 2002 cited in Buntharika Ninphai, 2019), designing work characteristics that allow workers to work freely increases intrinsic motivation in workers. Taking on more responsibilities at work Depending on the characteristics of the job design that will be organized or designed, these will affect the state of mind that creates work satisfaction by the work that each individual performs. Because work design has an impact on the working behaviors of individuals within an organization and is directly related to performance. Supitcha Limtrakulthai (2018) investigated the relationship between work characteristics and work performance, the influence of perceived support from supervisors on the relationship between work characteristics affecting work performance, the influence of perceived organizational support on the relationship between work characteristics affecting work performance, and the relationship between performance and emotional attachment to the organization. Work characteristics have a positive influence on work performance, performance has a positive influence on organizational engagement, perceived support from supervisors has a positive influence on the relationship between work characteristics affecting

work performance, and perceived organizational support has a positive influence on the relationship between work characteristics affecting work performance.

2. Based on the findings, the employees of the organization's work behavior Overall, it was at the highest level, and when compared to other items, it was at the highest level in all items, first in terms of awareness, then learning, motivation, decision-making, and personality, indicating that employees in the organization have a good relationship with one another. Employees benefit from corporate training as well. Furthermore, employees receive feedback from the organization in order to improve their work potential and become more efficient. Employees were also eager to complete tasks as assigned. However, employee performance must always be decided by the supervisor. This concept was in line with Mallika Tonsorn's (2001) cited in Sorawee Sukrak (2017). Because work behaviors can be both good and bad, they are crucial to the growth and survival of both people and organizations. For both good behavior, such as that which encourages work, and bad behavior, such as that which discourages work, etc. There is always a reason why a behavior occurred in the first place. Understanding the various factors, such as individual and organizational level variables, that influence the differences in work behavior is essential to studying and comprehending it. Personality, awareness, attitude, and skills, among other things, are among the individual level variables. Organizational variables included reward resources, organizational structure, and design work, among others. And, according to Robbins (Robbins, 1993, cited in Satit Chuayyao, 2017), the study of organizational behavior consists of individuals, groups, and organizations, with group-level behaviors influencing individual-level behaviors. As a result, the behavior of the supervisor, which is a group-level variable, influences the behavior of the employee, which is a personal-level variable. Leaders at higher levels have an impact on employees at lower levels. In accordance with the chain of command. Saranya Wongpraparatt (2016) conducted research on the factors influencing the working behavior of Thai, Burmese, and Cambodian employees in the electronics industry. The findings indicated that demographic factors in terms of working age were a motivating factor in terms of increased responsibility, work success collaboration with coworkers, and factors within the organization's policies and regulations characteristics of the commander's work order Salary and welfare stories handed down from generation to generation The working environment influences the behavior of Thai, Burmese, and Cambodian employees in industrial factories.

3. Based on the findings, the factor model influencing organizational employees' working behavior was the organizational employee's working behavior = $.976 + (.275 * \text{work importance}) + (.192 * \text{work feedback}) + (.096 * \text{wide range of work skills}) + (.104 * \text{Decision-making independence}) + (.125 * \text{the work's coherence})$. It was able to explain the work behavior of an organization's employees at 71.0 percent with a standard error in forecasting of $\pm .349$, indicating the work importance. The work feedback, wide range of work skills, decision-making independence and the work's coherence influence the work behavior of the organization's employees. At the .05 level, the difference is statistically significant. According to Robbin's theory, this (Robbin, 2005, cited in Lalita, Khiang, 2019). Level Individual as each organization is made up of unique individuals on each side with varying backgrounds in terms of age, gender, status, attitude, values, and skill level, organizational analysis at this level is the most fundamental level. These factors have a direct impact on awareness, decision-making,

learning, and motivation of 14 people in the organization at the individual, group, and organizational levels. This level of analysis will allow personnel management to tailor personnel to the needs of the work. And Bruce's concept (Baruch, 1968, cited in Saranya Wongpraparat, 2016) Work behavior or work of people in an organization has been determined by two factors: Work motivation (Motivation) and ability (Ability) are important determinants of work behavior. Motivation has been determined by a person's needs, and the need is a physical effect (Physical Condition), which includes the working environment. obtaining social support, a person's ability has been the result of his or her brain ability, education, experience, and training. Furthermore, work behavior can be studied based on quantitative and qualitative performance. Personal information such as absenteeism, late arrivals, leave, and accidents, among other things. Niramon Tantisiri- Anusorn (2015) conducted research to study and compare factors influencing working behavior for efficiency of operational level employees of Inno Fresh International Co., Ltd. Personnel of 230 people. Data were collected using a 5-point estimation scale questionnaire. A packaged program was used to analyze the data. Frequency, percentage, mean, and standard deviation were the statistics used in data analysis. ANOVA one-way test and pairwise comparisons Using Chef Fei's method, the research findings revealed that the overall and individual aspects of Inno fresh International Co., Ltd.'s behavior in working for efficiency were appropriate compensation. Working environment, interpersonal relationships, and opportunities for career advancement and stability at a high level

SUGGESTIONS

1. Suggestions for employing the research findings

1.1 Organizations should focus on developing personnel policies or plans that promote and improve employees' quality of life in the long run.

1.2 Promoting employee autonomy in decision-making, such as being responsible for assigned tasks alone, allows employees to make decisions in the workplace without the need for supervisors. As a result, employees will pay more attention to their duties and enjoy their work more.

2. Suggestions for additional research

2.1 This study was a survey research on Work characteristics that influence the work behavior of an organization's employees using a questionnaire as a tool. As a result, for a more in-depth study of corporate employees' working behavior, interviews or surveys should be used to gather more information.

2.2 Should investigate other factors influencing the work behavior of the organization's employees. In addition to the nature of the organization's employees' work, such as welfare factors, internal factors, etc.

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