

# Factors Affecting Work Performance Efficiency of Employees at ABC Company, Sattahip Branch

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## Abstract

This research aimed to (1) study the level of work efficiency of employees of ABC Company, Sattahip Branch (2) study the factors affecting the work efficiency of employees of ABC Company, Sattahip Branch (3) compare the work efficiency of employees of ABC Company, Sattahip Branch classified by general data. The sample group was calculated using Yamane's formula into 30 similar groups and 122 samples by convenience sampling. The questionnaire was used to collect data via Google Forms. The statistics used for data analysis included percentage, mean, standard deviation, alpha coefficient, one-way analysis of variance, and multiple regression analysis. The results of the research found that the work efficiency of employees of CP Extra Public Company Limited, Sattahip Branch was at the highest level. Work achievement had the highest mean, followed by creative and challenging work characteristics and work processes. The results of the comparison of employee work efficiency classified by general data showed that gender, age, education level, status, department, and working period had different work efficiency, but were not statistically significant. Internal organizational factors and strategies had a statistically significant effect on employee work efficiency at the 0.05 level and ability It has a statistically significant effect on employee performance at the 0.001 level. Motivational factors for work, challenging and creative work characteristics have a statistically significant effect on employee performance at the 0.05 level. Career advancement has a statistically significant effect on employee performance at the 0.01 level. Work success has a statistically significant effect on employee performance at the 0.001 level.

**Keywords:** Work Efficiency, Internal Organizational Factors, Work Motivation

## 1. Introduction

Nowadays, the management and development of human resources are increasingly important for organizations in both private and government sectors because any change in any direction must involve individuals. Human resources have become an important part of the organization's efficiency and success. Moreover, the quality of human resources is considered

a part of determining the organization's growth opportunities. Since humans have the intelligence to choose to use other resources, it can be said that human resources are the indicators of sustainable success. However, whether an organization will achieve the desired success or not depends on human resources with knowledge, ability and expertise in their work. If there are none or there are unqualified individuals, the management to achieve the organization's goals will be very difficult.

ABC Company is a wholesale membership-based business that has expanded branches nationwide to supply consumer goods to member customers, entrepreneurs, and various service industries. The company is committed to being a trusted business partner by providing high-quality products at competitive prices, enabling entrepreneurs to manage their working capital efficiently and achieve sustainable growth. Guided by its mission to be a seamless B2B and B2C platform leader, ABC Company leverages technology and innovation to meet customer needs while being driven by outstanding personnel and strategic business partners.

For the reasons mentioned above, the researcher, as an employee of the organization, wanted to study the factors affecting the work efficiency of the employees of ABC Company, Sattahip Branch. He realized the importance of various factors such as personal factors, internal organizational factors, and motivational factors in work, including work quality, work quantity, time, cost, and work process. This is to provide guidelines for executives to use in planning work or developing the abilities of employees in each department, as well as to strengthen various factors that are still lacking to be more complete. This will lead to efficient operations and raise the quality in various aspects to be even higher, which will affect employees who are committed to the organization and will increase work efficiency to some extent.

## 2. Literature Review

Demographic characteristics, which include age, gender, family size, family status, income, occupation, and education, are the most popular criteria used in dividing the market share. Demographic characteristics are important and measurable statistics of the population that help define the target market, and are easier to measure than other variables. They are variables for classifying and summarizing data clearly for population surveys or personal factors (Sunicha Pitaklertkul, Wonchanok Chaisunthon, and Singha Chaweesuk, 2019, p. 71).

Performance is the work to achieve the objectives with appropriate techniques and methods in the operation to maximize the benefits, reduce problems and obstacles, and minimize conflicts. The results affect the behavior of personnel within the organization that are expressed in terms of work quality, work quantity, time, and cost (Peterson & Plowman 1989), which are elements of performance that lead the organization to success in the specified direction. It is important to make the work output of the highest quality as specified by the specified standards, allowing the organization to conduct business efficiently and sustainably (Certo, Samuel C. 2000).

For internal organizational factors, the 7S Framework of McKinsey is a model that is a guideline for analyzing internal factors of the organization, which is a tool used to analyze organizational management that will help the organization's management to have higher working potential. The successful management depends on variables that are interrelated at least 7 elements, consisting of 1) Strategy is a strategy that guides the behavior of the

organization in its current and future operations, which includes both concepts (Concept) and actual implementation (Strategic Implementation). An organization with a good strategy will be able to set the right direction and respond to market changes effectively (Thanaphon Phanrai, 2022, p. 24 - 27). 2) Structure is the division of duties and responsibilities within the organization clearly. An organization with a simple structure will help communication and operations to be fast and efficient (Rittichai Boontham and Wilailak Ruangsom, 2019). 3) Operational system (System) is a process related to all operations of the organization, such as information systems, personnel management systems, planning systems, and internal control systems. Organizations with good operating systems will be able to operate efficiently and reduce errors (Somporn Maneechan, 2021) 4) Management style (Style) refers to the person with the most influence in the group, who must play a role in setting the direction and motivating the team. Choosing the right management style will affect the organization's work efficiency (Yuki, 1989) 5) Personnel or employees (Staff) (Mark Davis, Nicholas Aquilano, and Richard Chase, 2003) proposed the theory of personnel needs in the organization. The results of a survey of personnel needs in the organization showed that personnel want good leaders, advancement opportunities, job security, and fairness in work. Organizations that can meet these needs will help personnel be satisfied and work efficiently. 6) Skills or abilities (Skill) are employee skills that are an important factor in driving the organization. Developing and training employees to increase necessary skills will help the organization compete and adapt to changes in the industry effectively (Chanin Niraya, 2023) and 7) Shared Values (Shared Values) refer to the approach that everyone in the organization adheres to together in working to drive the organization to success. Shared values And the same goal of the organization will help the work of the personnel to be directed towards the same goal as a team (Chaemluang Sriwilai, Phom Khanthahat, and Thanison Yunyong, 2022).

Herzberg (1979) mentioned the Two-Factor Theory, which mentioned what motivates people to work, consisting of 2 factors 1) Motivation Factors are factors directly related to work or it can be said that they are factors that stimulate the work environment that makes people satisfied and motivates people in the organization to work more efficiently. Most of these factors are related to various activities. 2) Hygiene Factors are factors that are prerequisites to prevent everyone from being dissatisfied with the work they are doing, but they are not motivators in any way. Paying attention or being careful about the supporting factors is necessary, but there are still not enough conditions to motivate everyone to be more productive.

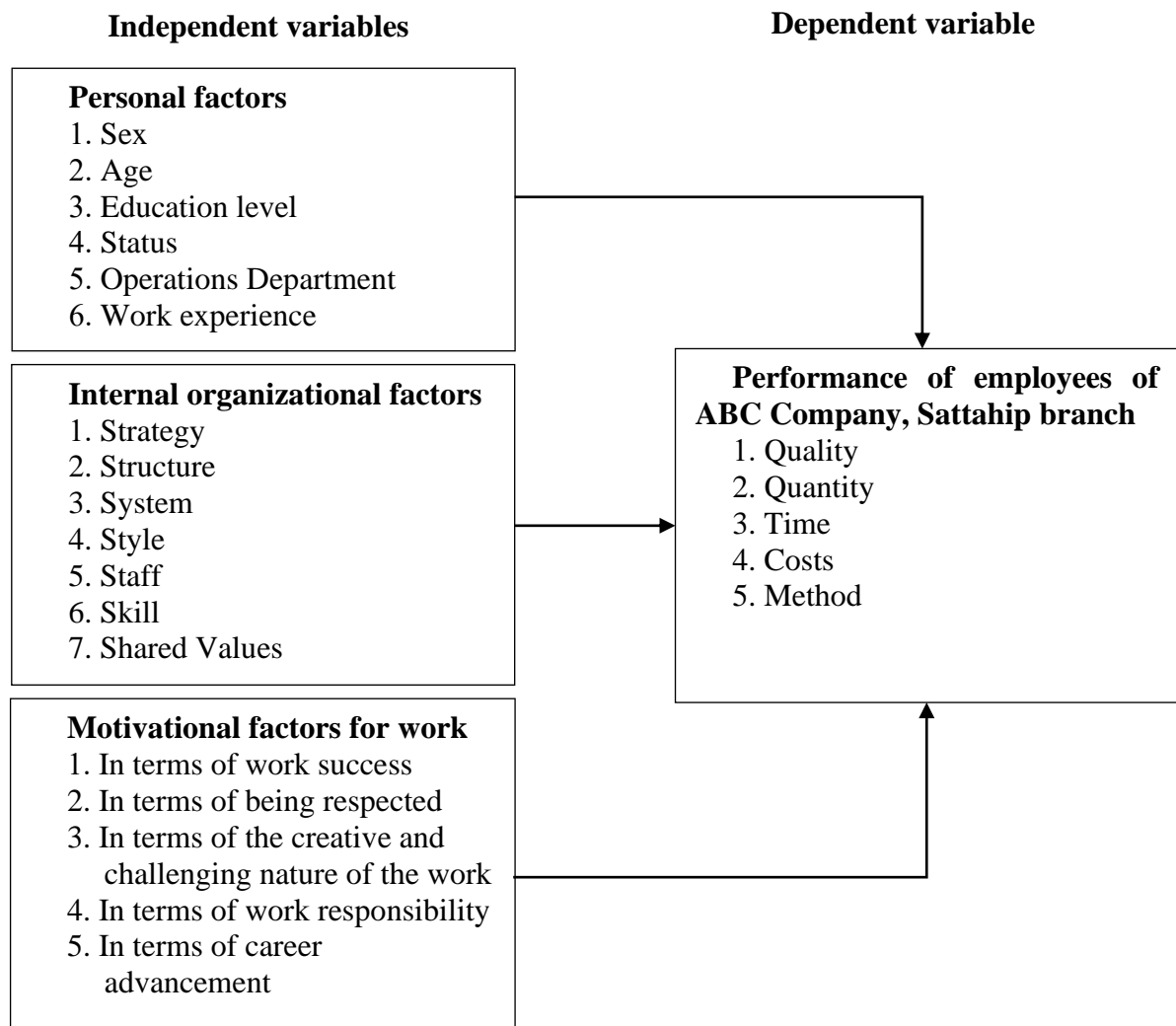
### 3. Objective

3.1 To study the level of performance of employees of ABC Company, Sattahip branch.

3.2 To study the factors affecting the performance of employees of ABC Company, Sattahip branch.

3.3 To compare the performance of employees of ABC Company, Sattahip branch, classified by general information.

#### 4. Conceptual framework



#### 5. Research Methodology

The sample group consists of 175 employees of ABC Company, Sattahip branch. The sample size was determined using Yamane's formula (Taro Yamane, 1976) with a confidence level of 95% (0.95) and an acceptable margin of error of 5% (0.05). A minimum sample size of 121 participants was required to estimate proportions with a margin of error not exceeding 5% at a 95% confidence level. For ease of data analysis and evaluation, the researcher selected a total sample size of 122 participants.

Data were collected through a questionnaire administered to the sample group of employees working at ABC Company, Sattahip branch. The respondents completed the questionnaire via Google Forms. The researcher distributed the questionnaire through social networking platforms, including Line and email.

The research instrument used for data collection was a questionnaire. The validity and reliability of the instrument were assessed to ensure accuracy and consistency. Content validity was evaluated using the Index of Item-Objective Congruence (IOC), ranging from 0.50 to 1.00, while the reliability of the questionnaire was assessed using Cronbach's alpha, which yielded a value of 0.96. Data analysis involved comparing the mean and standard deviation, one-way analysis of variance (One-Way ANOVA), and multiple regression analysis.

## 6. Results

The study found that there were 122 respondents, most of whom were female, aged 21-30, had an education level lower than a bachelor's degree, and had worked for 1-3 years.

From the internal organizational factors, strategy, management style, capability, structure, system, personnel, and shared values of the organization, overall, the internal organizational factors were at a high level, ranked from highest to lowest.

From the motivation factors, work success, creative and challenging work, work responsibility, career advancement, and respect, overall, the motivation factors were at a high level, ranked from highest to lowest.

From the study of employee performance, it was found that overall opinions were at the highest level of agreement. When considering each item, it was found that the factors with the highest levels were work volume, operating costs, and work processes, and the factors with the highest levels were work quality and time.

The researcher analyze multiple regression analysis of internal organizational factors classified by aspect that affect overall employee performance. Shown as Table 1

**Table 1.** The results of the multiple regression analysis of internal organizational factors classified by aspect that affect overall employee performance

Internal organizational factors	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	S.E.	$\beta$		
Constant	0.890	0.250		3.553	0.001
Strategy	0.190	0.082	0.216	2.326	0.022*
Structure	-0.019	0.101	-0.022	-0.188	0.852
System	0.078	0.075	0.100	1.031	0.305
Style	0.118	0.080	0.143	1.469	0.144
Staff	-0.38	0.085	-0.046	-0.452	0.652
Skill	0.348	0.084	0.385	4.148	0.000***
Shared Values	0.129	0.083	0.166	1.554	0.123

R = 0.821, R<sup>2</sup> = 0.673, \* Statistically significant at 0.05, \*\*\* Statistically significant at 0.001

From Table 1, The results of the multiple regression analysis of internal organizational factors classified by each aspect that affect the overall performance of employees using the Multiple Regression Analysis statistics show that internal organizational factors can explain the variance in the performance of employees of ABC Company, Sattahip branch. by 67.3 percent ( $R^2 = 0.673$ ) with statistical significance at the 0.001 level. The internal organizational factors that significantly affect the performance of employees of ABC Company, Sattahip Branch are: Strategy and Competence.

The researcher analyze multiple regression analysis of motivation factors classified by each aspect that affect overall employee performance. Shown as Table 2

**Table 2.** The results of the multiple regression analysis of motivation factors classified by each aspect that affect overall employee performance

Motivational factors for work	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	S.E.	$\beta$		
Constant	0.584	0.255		2.285	0.024
In terms of work success	0.398	0.077	0.413	5.177	0.000***
In terms of being respected	-0.031	0.054	-0.043	-0.577	0.565
In terms of the creative and challenging nature of the work	0.184	0.084	0.203	2.177	0.032*
In terms of work responsibility	0.177	0.080	0.197	2.208	0.029**
In terms of career advancement	0.132	0.071	0.160	1.851	0.067

$R = 0.822$ ,  $R^2 = 0.676$ , \* Statistically significant at 0.05, \*\* Statistically significant at 0.01, \*\*\* Statistically significant at 0.001

From Table 2, The results of the multiple regression analysis of motivation factors classified by each aspect that affects the overall performance of employees using the Multiple Regression Analysis statistics show that motivation factors can explain the variance in the performance of employees of ABC Company, Sattahip Branch by 67.6 percent ( $R^2 = 0.676$ ) with statistical significance at the 0.001 level. The motivation factors that significantly affect the performance of employees of ABC Company, Sattahip Branch are: work achievement, challenging and creative work, and career advancement.

## 7. Discussion of Results

From the study results, it was found that the level of work performance of employees of ABC Company, Sattahip branch was at the highest level, which was not consistent with the hypothesis set, which was consistent with the research of Thanaporn Phanrai (2022, p. 101).

In addition, internal organizational factors and work motivation factors had a high impact on the work performance of employees of ABC Company, Sattahip branch. Internal organizational factors that affected work performance included strategy and ability, which

affected employee work performance. Motivational factors that affected employee work performance included challenging and creative work characteristics, career advancement, and work success, which affected employee work performance, which was consistent with the research of Ruangrit Mahamontri (2021, p. 71).

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