

**A SURVEY OF MOTIVATIONAL FACTORS OF WHITE- COLLAR
AND BLUE-COLLAR EMPLOYEES AT MATTEL BANGKOK LIMITED**

**A MASTER'S PROJECT
BY
ROONGRAWEE SAITHEP**

**Presented in Partial Fulfillment of the Requirements for the
Master of Arts degree in Business English for International Communication
at Srinakharinwirot University
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**AN ABSTRACT
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Motivation which is a major issue for all organizations is used as a technique to increase employee work performance and productivity. The purpose of this study was to explore motivational factors and different needs of the employees at Mattel Bangkok Limited in two levels: white-collar and blue-collar. The study focused on theory of Maslow's hierarchy of needs which were physiological needs, safety needs, social needs, esteem needs, and self-actualization to implement and understand the needs of employees in working. The instrument of the study was a questionnaire, which was distributed to twenty white-collar and twenty blue-collar employees of Mattel Bangkok Limited. The findings revealed that the most significant motivational factors that white-collar and blue-collar employees needed most were "good payment" and "promotion". Other significant motivational factors which were "policy", "transportation", and "life Insurance" were also needed in different levels of needs. The results in this study could help provide Human Resources Management information in creating the strategies to increase employee efficiency in working to reach their individual goals and company achievement.

การสำรวจองค์ประกอบทางแรงจูงใจของพนักงานที่ทำงานในสำนักงานและ
พนักงานที่ทำงานในส่วนโรงงานของบริษัทแมทเทลกรุงเทพจำกัด

บทคัดย่อ
ของ
รุ่งระวี สายเทพ

เสนอต่อบัณฑิตวิทยาลัย มหาวิทยาลัยศรีนครินทรวิโรฒ เพื่อเป็นส่วนหนึ่งของการศึกษา
ตามหลักสูตรปริญญาศิลปศาสตรมหาบัณฑิต สาขาวิชาภาษาอังกฤษเพื่อการสื่อสารนานาชาติ
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การสร้างแรงจูงใจพนักงานซึ่งเป็นสิ่งที่สำคัญสำหรับทุกองค์กร เนื่องจากเป็นวิธีที่ก่อให้เกิด การปฏิบัติงานและหน้าที่อย่างมีคุณภาพ จุดมุ่งหมายของการศึกษานี้เพื่อหาองค์ประกอบทาง แรงจูงใจ และความแตกต่างทางความต้องการของพนักงานบริษัทแมทเทลกรุงเทพจำกัดสองระดับ ซึ่งเป็นพนักงานที่ทำงานในสำนักงาน และพนักงานที่ทำงานในส่วนโรงงาน การศึกษานี้อ้างถึง ทฤษฎีแรงจูงใจห้าขั้นของมาสโลว์ ซึ่งประกอบไปด้วย ความต้องการพื้นฐานทางกายภาพ ความ ต้องการความปลอดภัย ความต้องการการยอมรับและความผูกพันในสังคม ความต้องการการได้รับ ยกย่อง และความต้องการการประจักษ์ตน ซึ่งสอดคล้องกับองค์ประกอบทางแรงจูงใจของบริษัท แมทเทลกรุงเทพจำกัดที่จัดหาให้แก่พนักงาน เครื่องมือที่ใช้ในการศึกษานี้คือแบบสอบถามจำนวน 20 ชุดสำหรับพนักงานที่ทำงานในสำนักงาน และอีก 20 ชุดสำหรับพนักงานที่ทำงานในส่วน โรงงาน จากการศึกษาพบว่าองค์ประกอบทางแรงจูงใจที่สำคัญที่สุดของพนักงานทั้งสองระดับได้แก่ ค่าตอบแทนที่ดี การเลื่อนตำแหน่ง ส่วนองค์ประกอบทางแรงจูงใจที่สำคัญอื่นๆของพนักงานอัน ได้แก่ นโยบายบริษัท บริการรถรับส่ง และการทำประกันชีวิตแก่พนักงานนั้น พนักงานทั้งสองระดับ มีความต้องการที่แตกต่างกันออกไป องค์ประกอบทางแรงจูงใจที่พบจากการศึกษานี้ สามารถใช้เป็น ข้อมูลสำหรับแผนกทรัพยากรมนุษย์ในการสร้างสรรค์กลวิธีที่ช่วยเพิ่มศักยภาพในการทำงานของ พนักงานให้บรรลุเป้าหมายส่วนตนและเป้าหมายขององค์กรได้

The Master's Project Advisor, Chair of Business of English for International Communication Program and Oral Defense Committee have approved this Master's Project as partial fulfillment of the requirements of the Master of Arts degree in Business English for International Communication of Srinakharinwirot University

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Roongrawee Saithep

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CHAPTER I

Introduction

1.1 Background

Highly competitive and dynamic business environments requires a strategic approach to lead and raise the organization in a right path. Human resources development is one of the major strategies that requires a huge attention for any successful organizations.

Motivation enables us to make revisions in human resources activities based on the responses and behaviors of employees (Randall, 1998). Also Human Resources Department (HRD) has a role to promote many programs to support employees' efficiency and performance in working such as training program, off-site meeting program, and especially motivational program. Employee performance which is a joint function of ability and motivation has a significant influence on productivity (Kanungo, 1994). Each level of employee has different level of performance and motivation, understanding the difference is necessary for the right way to creating appropriate motivation

According to Edginton, Hudson, and Lankford (2000), motivation plays an exceedingly important role in moving an organization towards excellence. Motivation can have an effect on the output of a company's business and concerns both quantity and quality: the business relies heavily on the efficiency of production employees to make sure that products are manufactured in number that meet the demand for the period. On the other hand, lack of motivation could be caused by a number of problems (Clark, 1993), and these problems can lead to disastrous consequence of organization such as losing capital (www.bizhelp24.com).

Motivation of staff is a major issue for all organizations (Al-Alawi, 2005). There are three levels of employees in a company which are blue-collar level, white-collar level, and management level (Mascull, 2002). Motivation for the staff or employees should concern on different levels. In fact, each level of employees may need different motivational factors. For example, the study of Kawme (1992) suggests that employees who had lower connections with guest (blue-collar) were motivated by “appreciation of the work done” more than employees dealing with guests (white-collar) more often. Another example of the study, Kovack (1999) showed that management level of employees thought “interesting work” was the most important for them. While staff levels of employees thought “good wages” was the most important. According to both examples, different motivation programs in an organization need to be provided for different levels of employees.

The challenge of motivating employees has long been recognized as an integral part of managing organization of Mattel Bangkok Limited, the premier toy brand of the world. The company have been adopting many programs to promote its employees. Like any other business organization, Mattel Bangkok Limited also encounters tough competition in the market for its survival. To maintain and sustain its competitive position in the market, it is important for Mattel Bangkok Limited to keep a high quality of products. This can be done only if the employees are motivated enough to perform their job effectively and efficiently (Al-Alawi, 2005).

Motivational programs in Mattel Bangkok Limited have not been provided appropriately for different levels of employees. All motivational programs of Mattel Bangkok Limited are not aligned for all three levels of employees: blue-collar level, white-collar level and management level. For example, providing leadership training program for management

level was not effective. The subordinates still could not practice with high performance, as a result still there are amounts of defects and scraps which are occurred during producing products. This is because managers lack understanding employee motivation. In order to have more productivity of organization and achieve greater efficiency of employees' performance, Mattel Bangkok Limited needs to promote motivational programs and find out motivational factors which support the needs of employees in different level.

This study explores significant motivational factors in two different levels of employees (blue-collar and white-collar employees) at Mattel Bangkok Limited. The study also examines similarities and differences of motivational factors in terms of physiological and psychological in order to provide proper motivational programs for employees at Mattel Bangkok Limited.

1.2 Objectives of the study

This study explores motivational factors of employees at Mattel Bangkok Limited in two different levels of employees: white -collar and blue-collar.

1.3 Research Questions

Research questions of the study are:

1. What are the significant motivational factors for white -collar and blue-collar employees?
2. How do motivational factors differ across two levels of employees (white -collar and blue-collar)?

1.4 Significance of the study

To be the premier company in business world today, the biggest task of HR managers is to motivate and retain employees (www.bpoindia.org). Mattel Bangkok Limited is facing the challenging issue of growing toys companies such as Lego company, competitor of Mattel Inc. Since a positive motivational work environment is a challenging managerial activity (Boyett, 2000), motivational programs are important to Mattel Bangkok Limited in developing its employees to work for them with effective performances. Moreover, as the crisis of Thai economics in 2006, the continuous increasing of petrol cost effects the high cost of zinc, which is the major material use of Mattel industry. The better performance employees have, the less capital loose. In order to decrease the defect of producing goods, motivation is concerned for supporting employees needs to satisfy with working. This research attempts to explore the rank of motivational factors of blue-collar and white collar employees in order to drive and support an organization to achieve the great productivity, and to retain of being the premier toy company in the world.

1.5 Scope of the study

The study focuses on the differences and similarities of motivational factors among forty Thai employees working in Mattel Bangkok Limited. The subjects are twenty blue-collar and twenty white-collar employees. This study excludes the management level, because most of them are foreigners who sign a contract year by year. They may not require to work in Thailand in a long period, therefore some motivational programs do not affect them such as Long Year Service Award.

1.6 Expected Outcomes

This study is conducted to explore motivational factors of employees. The results of this study could be the guideline for human resources department in developing new motivational programs to increase staff's work efficiency, which could reflect to the company productivity: reduce the capital by less occurrence of scraps and defects . Beside, the results of the study helps managers to retain efficient employees to work for the company in a long period in which this could lead to turnover reduction.

1.7 Definition of terms

In the study, there are many terms used specifically in the study.

- | | |
|--|---|
| 1. Blue-Collar Employee

(Blue-Collar Level) | Employees of Mattel Bangkok Limited, who are low educated, work on the floor as a practical work (in the plant) |
| 2. White-Collar Employee

(White-Collar Level) | Employees of Mattel Bangkok Limited, who graduated bachelor degree at least, work in the office, |
| 3. Management Level | Employees of Mattel Bangkok Limited who are managers and a vice president, and do not have a routine job |
| 4. Motivation | Psychological and physiological factors that drive employees to accomplish personal and organizational goals |

CHAPTER II

Literature Review

In order to find out motivational factors of employees and top three motivational factors of white-collar and blue-collar employees, this chapter focuses on motivation definition, the role of motivation in the organization, motivation theories, human resources management activities, and previous research related to motivation.

2.1 Definition of Motivation

The term *motivation* derives from the Latin word “movere”, which means “to move”.

Motivation represents “those psychological processes that cause the arousal, direction, and persistence of voluntary actions that are goal directed (Kreitner, 2001). **Motivation** is the process that energizes and directs an individual’s behavior toward the fulfillment of the individual’s needs and values (Schuler, 1998). Robins (2005) defined that “**motivation**” is the willing to do something and is conditioned by this ability to satisfy some need for each individual. “Need” means a physiological or psychological deficiency that makes certain outcomes appear. According to Maslow’s theory, motivation comes from within which is the mental process (www.easytraining.com). Humans are motivated by many factors such as psychological needs and physiological drives (Al-Alawi, 2005). For this research, “**motivation**” is defined as psychological and physiological factors that drive employees to accomplish personal and organizational goals.

2.2 The Role of Motivation in Organization

The way that employees perform in the workplace has a significant influence on organization's productivity. Employee behaviors such as absenteeism, tardiness, sloppy work habits, social loafing, apathy, slowness at work, committing errors in assembling materials, filing, and reporting, affect both the quality and quantity of work output and should be a concern of every manager. This is because those behaviors lead to company's destruction on capacity and productivity. Whenever employees exhibit high performance, managers must create conditions to sustain such behavior. Changing poor performance and sustaining high performance would require a clear understanding of the nature of work motivation. Managers need to understand the need of employees, if they want to successfully guide employees toward accomplishing organizational objectives (Kreitner, 2001). Without an understanding of work motivation, managers will not be able to develop appropriate motivational programs to combat low productivity and maintain high performance among organizational members. For this reason, the issue of work motivation and related programs have received considerable importance and attention in organizations (Kanungo, 1994).

Employees are motivated in different ways (Stredwick, 2000). Appropriate motivational programs could drive employees to work for an organization efficiently. In conclusion, the reasons why motivation plays roles in an organization are to help organization survive in any competitive business and make organization more productive (www.bpoindia.org).

However, the important point of motivation is individual's needs and organization's goals are compatible. If individual's needs and organization's goals are in the same direction, this result in the success of an organization.

2.3 Human Resources Management Activities

The productivity of most organizations is a function of the way at least three variables are managed: technology, capital and human resources (Robins, 2005). Human resource is a key to drive an organization to achieve the goals. Human is a performer to create initiative ideas in designing the product to respond to customers' needs. Each individual has different skill, ability, and background. Therefore, the organization has to use appropriate plans or programs in developing employees effectively.

Human resources management activities are actions complying to an organization's policy to achieve the goals. The activities are: issuing human resource policies, planning about human resources: job design, recruitment, employee selection, training and development, wage and welfare management, employee health and safety care, labour relation assistance, work performance evaluation, and internal communication management (Photanan, 2004)

In this study, motivation is considered to be a part of HR activities which involve policy, training, wage, and welfare. HR manager must concern on in order to use those activities as a motivational program for different levels of employees: white-collar and blue-collar.

2.4 Motivation Theories

Understanding what motivates employees and how they are motivated to work effectively plays an important role in gaining competitive advantage. One major motivation applied in this study is Maslow's (1943) Need-Hierarchy theory.

2.4.1 The Basic Motivational Cycle

The basic motivational cycle as a generalized framework is useful to understand work motivation of employees in all organizations.

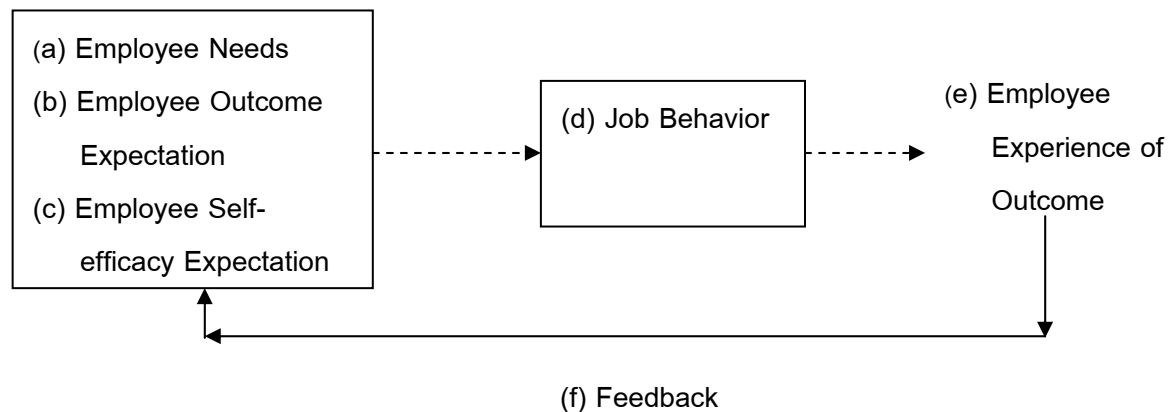


FIGURE 1 THE BASIC MOTIVATIONAL CYCLE (Kanungo, 1994)

Content and process theories suggest a generalized model of work motivation that has six elements (Figure 1). The explanation is that (a) the employee's needs such as, need for job security, money, personal growth; (b) the employee's expectations regarding the extent to which the required job behavior would lead to personal outcomes that can satisfy the need; (c) employee's self-efficacy expectations or expectations regarding the extent to which he/she can perform the required job behavior; (d) the employee's job behavior; (e) the experience of the outcomes of job behavior; and (f) feedback of such experience of consequences of job behavior for future motivation to engage in similar job behavior. (Kanungo, 1994) Each employee goes through motivational cycle and a manager who is interested in changing or improving employee performance must analyze and influence the various elements in the cycle.

2.4.2 Maslow's Hierarchy of Needs

Need theory represents the starting point for most contemporary thought on motivation. The best-known need theory is hierarchy of needs which was developed by psychologist, Abraham Maslow. Maslow's theory has been widely adopted by organizations and is frequently used as the foundation for organizational development programs such as job enrichment and quality of work-life projects (Kreitner, 2001). According to his theory, an organization must use a variety of factors to motivate behavior since individuals will be at different levels of the need hierarchy. The five needs is illustrated in FIGURE 2.

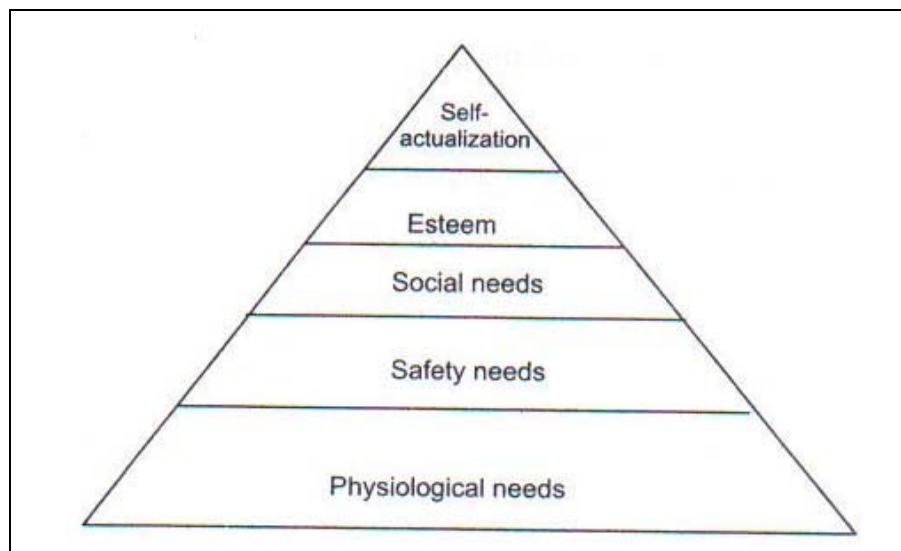


FIGURE 2 MASLOW'S NEED HIERARCHY (Stredwick, 2000)

Maslow (organized human needs into a hierarchy based on five need categories.

These need categories are in ascending order as follows: Physiological needs (Basic needs), security needs, Social needs (Belonging needs, Esteem needs, and Self-Actualization needs.

1. **Physiological needs** - Physiological needs were the most basic needs in Maslow's hierarchy and included needs that must be satisfied for the person to survive, including food, water, oxygen, sleep, sex and sensory satisfaction. Organizational factors that

might satisfy these needs include the minimum pay necessary for survival and working conditions.

- * amenable work schedule allowing opportunities for leisure time, vacation, and time off
- * concern for good working conditions where employees are not subject to excessive physical strain
- * a concern for adequate salary to the extent to which a job allows for the purchase of basic necessities (4 factors: shelter, medicine, clothing, and food)

Once an employee is making a satisfactory salary that will provide the four factors of basic needs, salary becomes less important and security needs such as having a saving plan rise to the forefront.

In Maslow's need hierarchy, the needs most directly related to money are physiological needs since money contributes to the comfort and safe environment of the next level of needs which is safety and security needs. Moreover, pay should prove especially motivational to people who have strong lower-level needs especially blue-collar employees. For these people, pay can be exchanged for food, shelter, and other necessities for life. However, supposing employees receive a healthy pay raise, doubtless, this raise will enable them to purchase food and shelter, but it might also demonstrate that their bosses care about them, give them prestige among friends and family, and sign their competence as a worker. Thus, using need hierarchy terminology, pay can also function to satisfy social, esteem, and self-actualization needs. If pay has this capacity to fulfill a variety of needs, then it should have especially good potential as a motivator (Johns, 1996).

2. **Safety and Security needs** - If the physiological needs are relatively satisfied, Maslow claimed that safety and security needs would emerge. These needs include a desire for security, stability, dependency, protection, freedom from fear and anxiety, and a need for structure, order, and law. Organizational conditions that might meet these needs include safe working conditions, fair and sensible rules and regulations, job security, pension and insurance plans, and freedom to unionize. According to Maslow, these needs must be at least minimally satisfied before an employee is concerned with social and belonging needs at work. For example, an employee is not likely to put much emphasis on making friends at work if he/she fears for his/her personal safety.

3. **Social needs** – Originally Maslow referred to this need as the need for belongingness and love. Social needs include the need for emotional love, friendship, and affectionate relationships with people in general, but especially a spouse, children, friends. Organizational factors that might meet these needs include the opportunity to interact with others on the job, friendly and supportive supervision, opportunity for teamwork, and opportunity to develop new social relationships.

According to Maslow's theory, employees pursue these things naturally after they are at least somewhat satisfied with things such as salary, benefit, and safe working conditions particularly because these considerations are most often known to the employees prior to accepting the job. By the same token, employees generally tend to seek acceptance in an organization before they make efforts to achieve status, a yet higher need on the hierarchy.

4. **Esteem needs** – Once employees feels accepted at work and is satisfied with their pay and benefits, they are likely to feel the need to distinguish themselves and be recognized. The need for esteem includes the desire for self respect, self-esteem, and for the

esteem of others, and may be focused either internally or externally. Internally, the esteem needs include a desire for strength, achievement, mastery, confidence, independence, and freedom. Externally this need consists of a desire for reputation or prestige, status, fame, dominance, recognition, attention, importance, dignity, and appreciation. Organizational factors that might satisfy these needs include the opportunity to master tasks leading to feelings of achievement, responsibility, awards, promotions, prestigious job titles, and professional recognition. Though not all employees seek out more responsibility and status, generally everyone like to be praised and appreciated for doing a good job.

5. Self-actualization - The highest need in Maslow's hierarchy was for self-actualization, which refers to the needs for self-realization, continuous self-development, and the process of becoming all that a person is capable of becoming the best one.

Organizational conditions that might provide self-actualization by motivating in:

- * work that is meaningful and rewarding and personally challenging
- * opportunities to be creative and innovative
- * being in a challenging environment where they have a certain degree of autonomy

Hersey (2001) stated that "self-actualization is the need to maximize one's potential, whatever it may be. A musician must play music, a poet must write, a professor must teach". Employees concerned with self-actualization perceive their occupation as a meaningful career in which they are fulfilling a higher purpose rather than just to pay the bill.

According to Maslow, individuals are motivated to satisfy their physiological needs before they reveal an interest in safety needs, and safety must be satisfied before social needs become motivational. Higher-level needs are not important until lower-level needs are satisfied. However, the levels of the need hierarchy are not rigidly separated, but overlap to

some extent. Thus, it is possible for a higher-level need to emerge before a lower-level need is completely satisfied (Steers, 1991). In fact, Maslow estimated that working adults satisfied about 85 percent of their physiological needs, 70 percent of their safety needs, 50 percent of their social needs, 40 percent of their self-esteem needs, and 10 percent of their self-actualization needs. In Maslow's need hierarchy, the needs most directly related to money are physiological needs since money contribute the comfort and safe environment of next level of needs which is safety and security needs. Moreover pay should prove especially motivational to people who have strong lower-level needs. For these people, pay can be exchanged for food, shelter, and other necessities of life. However, supposed you receive a healthy pay raise, doubtlessly, this raise will enable you to purchase food and shelter, but it might also demonstrate that your boss cares about you, give you prestige among friends and family, and signal your competence as a worker. Thus, using need hierarchy terminology, pay can also function to satisfy social, esteem, and self-actualization needs. If pay has this capacity to fulfill a variety of needs, then it should have especially good potential as a motivator (Johns, 1996).

2.5 Motivational Programs of Mattel Bangkok Limited

Mattel Bangkok Limited places an importance on employees' better and happy work lives. According to present existing programs, Mattel Bangkok Limited has been keeping on initiating motivational programs for its employees. Altogether there are forty-eight programs which are categorized in various periods as shown in Table 1.

TABLE 1 TYPES OF MOTIVATIONAL PROGRAMS IN MATTEL BANGKOK LIMITED

Daily	Monthly	Annually	Occasionally	Permanently
-Transportation	- Wage/OT/	- Bonus	- Promotion	- "One Mattel" policy
- Shift allowance	- Salary	- New year party	-Job rotation	-Code of conduct policy
			- Kudo/Applause	
- Heat allowance	- Birthday party	- Gift distribution	Award	- High Technology
- CPF allowance	- Food coupon	(Barbie dolls)	(recognition award)	(office equipment)
machine				
controllers	- Allowance	- Sport day	- Training Course/	-Work life Balance policy
	Emergency			
- A box of milk	ResponseTeam	-Songkran day	off-site meeting	-Mattel values policy
- Diligent allowance	- Diligent allowance	- Health Checking	- Being R+/ Champion	
			for an assigned	
	- Provident fund	- Uniform	project	
		- Scholarship	- Seminar in aboard	
		for MBK		
		employees' children	- Welfare Party	
		- Life insurance	- Scholarship for	
		- Medical insurance	MBK employees	
		- Appropriate job		
		scope	- Fruit Basket	
		-Perfect	for hospitalization	
		attendance awards)	- Emergency loan	
		- Performance award	- Subsidize for	
		(Smart Point		
		Redemption)	employee death	
		- Vacation (Annual		
		leave)	- Health for dental	
			- Activity events	
			(Kaizen and Safety	
			Week)	
			- Long year service	
			award	
			- Cleaning (office) day	
			- Community project	

Mattel Bangkok Limited provides forty-eight programs to motivate its employees, and those programs are separated into different periods of time: day, month, year, and occasion. The purpose of this classification is to motivate employees continually and appropriately for all their working lives and all long year services. Lindner (1998) found that employees are not

motivated solely by money. Motivation for better performance of employees depends on achievement, recognition and career growth (Boyett, 2000). Therefore, Mattel Bangkok Limited keeps on creating more motivational programs not only focusing on money, but also on recreation activities. Forty-eight programs could motivate its employees both in physiological and psychological factors. However, the motivational programs of Mattel Bangkok Limited is classified by motivational periods rather than in terms of levels of employees. The needs of each level of employees are different. For example, blue-collar employees who work in a factory need better working environment (air condition) than white-collar employees who work in the office with comfort temperature.

2.6 Motivation for White-Collar and Blue-Collar Employees

In terms of job description, white-collar and blue-collar employees are different. White-collar employees perform tasks which are less “physically laborious” yet often more highly paid than blue-collar employees, who do manual work. Blue-collar employees are members of the working class who perform manual labor. They could be called “production workers”. Blue-collar work may be skilled or unskilled, and may involve factory work, building and construction trade, mechanical work, technical installation (Mascull, 2002).

As the different job description above, this effects work environment. For example, workspace contrast, the higher ranking executives/white-collar employees may have large corner offices with impressive views and expensive furnishings, where the clerks/blue-collar employees may share small, windowless cubicles with plain utilitarian furniture (Mathis, 2004). In this case, there a the different need of motivation in working. Blue-collar employees need good working environment, while white collar employee pay attention on other

motivational factors. White-collar employees are satisfied with their job opportunity and promotion, followed by welfare, transportation, insurance, and entertainment activities (Kaewpradab, 2006). This could prove that white-collar and blue-collar employees have different needs in working. So it is crucial to know their motivational factors that could support them to have effective performance.

2.7 Related Research

The relevant studies below related to employee motivation. Each study found the different ranking motivational factors of white-collar and blue-collar employees.

Srisuk (2002) examined motivational factors of employees in operating level (blue-collar employee) in northern region industrial estate based on Maslow's (1943) need hierarchy. The study gathered information from questionnaires of three hundred and twenty-five employees of white-collar employees in north region industrial estate. The respondents were asked to rank the motivational factors. The results are that most of the respondents rated all motivational factors which are psychological need: achievement, possibility of growth, and advancement.

According to the study of Kaewpradab (2006), she investigated motivational factors to create satisfaction of staff level which were white-collar employees at Mattel Bangkok Limited. A motivation theory of Maslow's (1943) need hierarchy is used to analyze in the study. Employees are satisfied with their job opportunity and promotion, followed by welfare, transportation, insurance, and entertainment activities. The study also showed that employees still need to be a part of an organization which is consistent with Maslow's theory, social need.

Likewise, Al-Alawi (2005) studied motivational factors which affect productivity and performance of information technology employees in Bahrain hotel industry. The results show that the first rank of motivational factor is the "Letter of Appreciation" (95.8%). The second factor is Employee of the Month/Year award (89.5%). And the third factor is Salary Increase and Bonus (71%). Employees place more importance on psychological factors which are the "Letter of Appreciation" and "Employee of the Month/Year award", than physiological factors which are "Salary Increase and Bonus".

Lindner (1998) studied employee motivation at Piketon Research and Extension Center and Enterprise Center. The purpose of the study was to describe the importance of certain factors in motivating employees. The result shows the top three of motivational factors. Maslow's theory need-hierarchy theory was applied to use in analyzing in this study, it shows that the number one ranked motivator, "interesting work", is a self-actualizing factor. The number two ranked motivator, "good wages", is a physiological factor. The number three ranked motivator, full appreciation of work done, is an esteem factor. In summary, employees place importance on psychological factor "Interesting Work" than physiological one "Good Wage".

Previous studies carried out by researchers in the area of motivation based on only white-collar employees (who work in the office rather than operating in the plant). In this study, the researcher will identify the motivational factors of both two levels of employees which are white-collar and blue-collar who work in the same company. Also the study will explore the similarities and differences of motivational factors among two levels of employees.

CHAPTER III

Methodology

This chapter presents the methodology of the research. It outlines the target population (two levels of employees at Mattel Bangkok Limited), instrumentation, pilot testing, data collection, and data analysis.

3.1 Research Instruments

3.1.1 Pilot Study

To maximize the reliability and validity of the questionnaire, the researcher conducted an initial survey of Eight employees both blue-collar and white-collar. The pilot study was a questionnaire that contains a list of all forty-eight current motivational programs provided by Mattel Bangkok Limited. The participants were asked to identify motivational factors that they preferred. The initial survey tool about five to ten minutes to complete. The questionnaire was modified based on the pilot test.

When the motivational factors had the equal frequency and they were in a similar type such as awards and policy, they were grouped in the same category. The results of the pilot study were categorized in terms of career development/growth, compensation and benefit (monetary and non-monetary), working condition, policy, social responsibility, and recognition program. Then, motivation programs were listed into seventeen items (see Table 2).

TABLE 2 SEVENTEEN MOTIVATIONAL PROGRAMS OF THE PILOT STUDY

Career Development/Growth
1 Promotion/Career Growth
2 Job Rotation
3 Internal Training Course
4 Going Aboard for a Seminar
Compensation and Benefit (Monetary)
5 Wage/OT/Salary/Allowance/ Bonus
6 Food Coupon
7 Emergency Loan
8 Provident Fund
Compensation and Benefit (Non-Monetary)
9 Life Insurance
10 Transportation
11 Health Checking
12 Birthday Party/ New Year Party
Working Condition
13 High Technology Equipment
Policy
14 Work Life Balance Policy/ One Mattel Policy (Establish attachment among employees)
Social Responsibility
15 Community Project
Recognition Programs
16 Kudo Applause/Service Year Awards
17 Gift Distribution (Barbie doll)

All seventeen items of motivational factors including physiological and psychology factors (Table 3) were used in designing a questionnaire to find the top three motivational factors of white-collar and blue-collar employees.

3.1.2 Types of Instruments

An instrument used in this study was only a questionnaire.

3.1.2.1 Questionnaire

A survey questionnaire based on seventeen items of the pilot study was developed to collect data for this research. The questionnaire consisted of three parts. The first part (Part A) was about the personal data of the respondents. This part was designed to consider if the different backgrounds of employees affect on rating motivational factors. The second part (Part B) asked the respondents to rate significant items of each motivation category that motivate employees in working. The reasons of rating also were given by the respondents for comparing the differences or similarities of the motivational factors between two levels of employees: blue-collar and white-collar. And the final part (Part C) asked employees to suggest any other programs and activities that they needed the company to provide.

3.2 Target Population

There were one thousand two hundreds and sixteen employees of Mattel Bangkok Limited. They are divided into three levels: management and white-collar levels for two hundred fifty six people and blue-collar level for nine hundred fifty one people.

3.2.1 Sample Selection

In this study, the researcher selected forty employees who have worked in the office (white-collar employees) and on the floor (blue-collar employees). The researcher balanced the response by selecting twenty people of blue-collar employees who were selected from different section of work center and twenty and twenty people of white-collar

employees who were selected from different department. The selected respondent were distributed as showed in Table 3.

TABLE 3 NUMBER OF WHITE-COLLAR AND BLUE-COLLAR EMPLOYEES

Blue-Collar Employees		White-Collar Employees	
Department by section	Number	Department	Number
Die-cast	3	Human resources	4
PIM	3	Finance	4
Vaccum	5	Materials	4
Ransberg/Handspray	3	Engineering	4
Tampo	3	Quality Control	4
Assembly	3		
Total	20	Total	20

3.3 Procedures

3.3.1 Data Collection

A pilot study was carried out by asking eight employees (four of white-collar and four of blue-collar) to rank motivational programs of Mattel Bangkok Limited from forty – eight current programs, promoted by HR department. After that selected motivational programs were categorized and listed into seventeen items. Then, a questionnaire which consists of three parts: personal data, ranking motivational factors, and suggestion of other motivational programs, was designed for the research for forty employees to do. The respondents will be asked to rate the scale from the most important = 5 to the least important = 1. The results of ranking from white-collar and blue-collar employees will be compared and analyzed in terms of differences and similarities. Then the discussion and conclusion is made.

3.3.2 Data Analysis

The collected data were analyzed to find out the most significant rank of motivational factors of Mattel employees: blue-collar and white-collar. The personal background in Part A was calculated into percentage.

Each item in Part B of the questionnaire was individually rated through a scale of 1-5 (5 was the highest scale rating, while 1 was the lowest scale rating). The motivational factors which were in the highest scale rating were held to be the most significant motivational factors, and they were calculated into percentage based on the frequency of respondents .

The suggestion in the last part of questionnaire which were provided by the employees was categorized into five needs based on Maslow's theory for the summary.

CHAPTER IV

Findings and Discussion

This chapter presents the findings of the study which are divided into three parts: personal background of Mattel employees, rank order of significant motivational factors of employees, and suggestion of employees.

4.1 Personal Background of Mattel Employees

This section presents personal backgrounds of twenty white-collar employees and twenty blue-collar of employees which were classified by gender, age, marital status, education, salary, and service year. The demographic profile of the respondents is summarized in Table 4.

TABLE 4 DEMOGRAPHICS OF RESPONDENTS

Profile	Category	White-Collar		Blue-Collar	
		Frequency	Percentage	Frequency	Percentage
Gender	Male	10	50%	1	5%
	Female	10	50%	9	95%
Age	<25	1	5%	5	25%
	>25	10	50%	9	45%
	>30	8	40%	3	15%
	>36	1	5%	3	15%
	Single	14	70%	11	55%
Marital Status	Married	6	30%	9	45%
	Diploma	3	15%	-	-
Education	Bachelor	13	65%	-	-
	Master	4	20%	-	-
	High School	-	-	20	100%
	>6,000 Baht	-	-	20	100%
Salary	>30,000 Baht	7	35%	-	-
	>10,000 Baht	13	65%	-	-
	<5	13	65%	3	15%
Service Year	>5	4	20%	11	55%
	>10	3	15%	6	30%

The data shows that half (50%) of the white-collar employees and 95% of blue-collar employees are female. Most white-collar and blue-collar employees are single and their age are between 25-29 years old. While 65% of white-collar employees obtain a higher degree (bachelor and master's degree), all blue-collar employees graduated in high school. Most white-collar employees (65%) who work for the company less than 5 years, obtain salary between 10,001-30,000 baht. But all blue-collar employees whose majority work for the company more than 5 years, obtain salary less than 10,000 baht.

4.2 Significant Motivational Factors of White-Collar and Blue-Collar Employees

This section presents significant motivational factors of white-collar and blue-collar employees. Both white-collar and blue-collar employees selected the same significant motivational factors, which were "good payment", "promotion", "policy", "life Insurance", and "transportation". However, both groups ranked such factors in different order.

4.2.1 The Most Significant Motivational Factors of White-Collar and Blue-Collar Employees

There are significant motivational factors of white-collar and blue-collar employees. But the most two significant motivational factors of "Good Payment" and "Promotion" are needed by both levels of employees as it shows in Table 5.

TABLE 5 RANK ORDER OF MOST SIGNIFICANT MOTIVATIONAL FACTORS OF WHITE-COLLAR AND BLUE-COLLAR EMPLOYEES

Motivational Factors	White-Collar Employees			Blue-Collar Employees		
	Frequency	Percentage	Rank Order	Frequency	Percentage	Rank Order
Good Payment	18	90%	1	16	80%	1
Promotion	14	70%	2	14	70%	2

The most significant motivational factor of white-collar employees (90%) and blue-collar employees (80%) is “good payment”. This shows that money is the best motivator for white-collar and blue-collar employees to have effective work performance. This complies to the statement of Kovack (1999). He said that monetary as it is the lowest level needs of Maslow’s need-hierarchy theory (1943) is the best motivational way to motivate employees. Monetary are the first priority of basic needs (physiological need) that both white-collar and blue-collar employees need. Having enough money in spending for living completely, the next level of needs (safety needs, social needs, esteem needs, and self-esteem needs) are needed respectively.

Al-Alawi (2005), who studied on motivational factor affecting productivity and performance of information technology employees in Bahrain hotel industry, found that 71% as a high percentage of information technology employees rank monetary factor (salary and bonus increasing). The result of Al-Alawi’s study (2005) is consistent with this study. Employees at Mattel Bangkok Limited still give an importance to “physiological need” (good wage) the most. However, The study of Al-Alawi (2005) focuses on white-collar employees only, while this study focuses on the needs of white-collar and blue-collar employees.

Further analysis of the rank order shows that the rank order established with this study is different from Lindner (1998) in the academic field. Employees at Piketon Research and Extension Center place an importance on “self-actualized need” which is “psychological need” more than “physiological need” which is “good wage”. This implies that employees at Piketon Research and Extension Center are fulfilled completely with lowest level need, so they do not select “good wage” as number one rank order as employees at Mattel Bangkok Limited do. Nevertheless, the study of Lindner (1998) focuses on white-collar employees only which is different from this study. This study focuses on the two levels of employees: white-collar and blue-collar employees which can be implied and convinced that both of them, who work in industrious field, need the same physiological needs as the most significant motivational factor.

According to Maslow's theory (1943), “promotion” is “esteem need”. When employees get a promotion, it means they can get a desire of achievement, mastery, and reputation. And they feel satisfied with their pay and benefit (Hersey, 2001). “Promotion” ranked number two can be categorized as “good payment”, because employees could earn more salary when they get promoted. The benefit of motivational factors of “good payment” (physiological need) and “promotion” (esteem need) is to gain more money. This could prove the statement of Steers (1991) that the levels of the need hierarchy are not rigidly separated but overlap to some extent. However, all five basic needs of Maslow's need-hierarchy theory (1943) are arranged in a hierarchy of importance. Physiological needs represent the starting point for motivation at the lowest level (Bassy, 2002).

4.2.2 Other Significant Motivational Factors of White-Collar and Blue-Collar

Employees

The results show that there are differences in work motivation based on the two different job levels. Having a higher education, white-collar employees who work in the office can use more multi-skills in their job. White-collar employees' job descriptions are about job analysis. However, blue-collar employees use their energy in working. They only work on the floor as their practical work. White-collar employees depart from blue-collar employees rank at third, fourth and fifth order as shown in Table 6.

TABLE 6 RANK ORDER OF OTHER SIGNIFICANT MOTIVATIONAL FACTORS OF WHITE-COLLAR AND BLUE-COLLAR EMPLOYEES

Motivational Factors	White-Collar Employees			Blue-Collar Employees		
	Frequency	Percentage	Rank Order	Frequency	Percentage	Rank Order
Policy	11	60%	3	8	40%	5
Life Insurance	9	45%	4	6	30%	3
Transportation	7	35%	5	9	45%	4

White-collar employees place an importance on "Policy" (Safety need), "Life Insurance" (Safety Need), and "Transportation" (Physiological Need) respectively. White-collar employees selected policy as number three because "policy" is included many motivational programs of the company. It can be said that "transportation" and "life insurance" are just a fragment of all motivational programs that white-collar employees would get benefits from the company. Therefore, white-collar employees selected "policy" and "Life at the same time.

Blue-collar employees gave an importance to “physiological Need” (transportation) than safety needs (life insurance and policy). According to Maslow’s theory, “physical needs”, which is a lowest level needs of human beings, include things that make humans comfort with safety environment (Johns, 1996). “Transportation” is a motivational factor that blue-collar employees could be served by the company in their daily life. However, blue-collar occasionally employees will get the benefits of “Life insurance” and “policy”. For example, when employees die, they could get the insurance’s advantages. For blue-collar employees, “policy” could be an abstract which they could not get its benefit immediately and directly. Blue-collar employees seem not to be fully satisfied in physiological needs, then the higher level of needs which are “life insurance” and “policy” which are safety needs, are ranked number four and five. If the physiological needs are relatively satisfied, Maslow claimed that safety and security needs would emerge (1943).

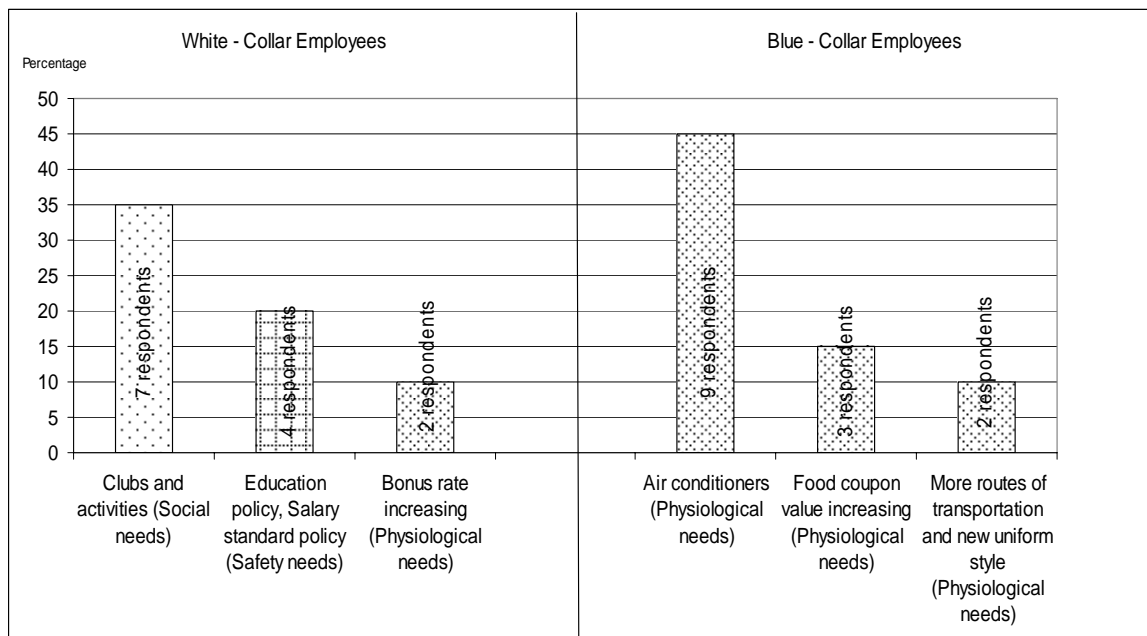


FIGURE 3 ADDITIONAL NEEDS OF WHITE – COLLAR AND BLUE-COLLAR EMPLOYEES ON MOTIVATIONAL FACTORS

Additional needs of employees in Figure 3 shows that white-collar employees (35%) need to have clubs and activities which are **social needs**. Due to plant expanding, white-collar employees usually have many meetings a day about product increasing. Each meeting, many serious issues on development and production are raised. This sometimes makes employees get tensed, and sometimes offences always come up among the team during the meeting. Activities and clubs which do not relate to work might be important motivational programs for white-collar employees to gain back and refresh the good feeling among them. Social needs of white-collar employees are consistent to the study of Kaewpradab (2006). Her investigation shows that motivational factors that could make white-collar employees satisfied are social needs which is to feel as part of the company.

Figure 3 also shows that additional need of blue-collar employees (45%) are on air conditioners the most which was under work environment category. According to Maslow's hierarchy of needs, work environment and compensation represent lower level needs, which have to be fulfilled to a higher degree before higher needs may emerge (Bassy, 2002). Since employees spend so many hours a day and so many days of their lives at work, the work conditions are important in order to feel comfortable and to be so sure that the health is not at risk in anyways. The factory is kind of a heavy industry. It is a die-cast manufacturing which involves with machines and heat. Blue-collar employees have to work in hot temperature all day long.

In fact, Human resources management is the main key to arrange and provide appropriate environment for employees to work. HRM activity is to care about health and safety of employees (Photanan, 2004). Inappropriate work environment could impact employees' work performances and company's productivity. Another activity of HRM is to

support employees in reaching organizational goals in facility for employees individually, including to provide adequate relaxing activities to serve employees in the appropriate ways. Maslow's theory about human motivation can be applied to work situations as well. Every person strives for the fulfillment of certain needs(Bassy, 2002). The knowledge of an employee's unfulfilled needs of HRM may enable companies to influence the work performance.

4.3 Motivational Programs of Mattel Bangkok Limited

Both white-collar and blue-collar employees of Mattel Bangkok Limited were partially fulfilled their needs regarding to Maslow's need hierarchy. For example, physiological needs, both white-collar and blue collar employees received salary, OT, and bonus. Safety needs, they worked for the company with clear policy: Code of Conduct, and Global Manufacturing Principle (GMP). Social needs, the company organized activities for employees to do together which was community projects: Mattel Volunteers in Special Olympics, Participants in I-day at US Embassy, and School Teaching program for rural schools which are under Mattel Children Foundation. Self-esteem, the company provided rewards (Kudo award which is a certificate giving and Applause award which is a certificate plus money for 500) to the employees who have outstanding performance and these rewards were present publicly. The rewards could help employees feel more confident in working. This is to show that they are recognized as a professional. Regarding self-actualization, Hersey (2001) found that employees concerned with self-actualization perceive their occupation as a meaningful career which they are fulfilling a higher purpose rather than just to pay the bills. The company may not provide things to its employees directly as this need depends on each employees. They have different and varied in their potential which could fulfill this level of need. However, for

pushing its employees self-actualization, the company support them indirectly by giving many opportunities in work challenges for their creation and innovation. For example, Kaizen project, any department or any employees can create any ways to make cost saving for material resources.

CHAPTER V

Conclusions

This chapter presents a conclusion and limitation of the research findings that are at the core purpose of this study. In addition, recommendations for the further studies are also included.

5.1 Conclusion

The purpose of the study was to find out the significant motivational factors of white-collar and blue-collar employees of Mattel Bangkok Limited

The ranked importance of motivational factors of employees at Mattel Bangkok Limited provide useful information for the managers and employees. Knowing how to use this information in motivation Mattel employees is complicated. Key motivation concepts based on the theories of Maslow (1943) is employed in this study. In order to maximize productivity of the company, management should begin by focusing on physiological factor which is the basic needs of human before focusing on self-actualization which is psychological factor.

In this study, motivational factors that both white-collar employees and blue-collar employees are good payment, promotion, policy, life insurance, and transportation. The results of this study shows the most significant and outstanding factors that would easily help managers to improve and implement existing motivational programs of Mattel Bangkok Limited.

Regardless of the results in this study, good payment appears to be the most important factor linking to highest ranking percentage of Mattel employees both white-collar and blue-collar. Options such as promotion, policy, transportation and life insurance which are categorized to be non-monetary compensation should be considered. Promotion can be used to make work more interesting and increasing pay by adding higher level responsibilities to a job and providing monetary compensation to employees for accepting this responsibility.

Having the same top five motivational factors that white-collar and blue-collar employees prefer the most shows that good payment, promotion, policy, life insurance, and transportation are the best existing motivational programs of the company. And the results in the suggestion part of the questionnaires show the real needs of employees. The open question of the last part of the questionnaire is a chance providing for employees to show their opinion on what they want the company to provide them. There are other motivational programs that employees need which are not included in existing motivational programs of the company. Social needs are the most required of white-collar employees which refers to any clubs for employees to do activities together, while physiological needs are the most required of blue-collar employees which refer to especially in better working environments.

This study provides information which are benefit the human resources department in better understanding the needs of employees at Mattel Bangkok Limited. The human resources managers could consider and develop the following factors to respond to the needs of their employees:

* To provide appropriate motivational factors to employees, the human resources managers should evaluate the needs of employees every year.

* HR managers should concern about the basic needs of employees first because the results of this study showed that good payment was the first rank of motivational factors of employees. And they should also concern on creating more motivational programs by concerning on the different needs of different levels of employees. As the results of this study showed that white-collar employees gave importance on social needs and blue-collar employees gave on physiological needs.

5.2 Limitations and Recommendations for Further Studies

Limitations of this research were as follows.

1. Compared to a total number of employees (one thousand two hundred and sixteen) in Mattel Bangkok Limited, forty was a small number. The result of this study might not apply to use for all population in the company. For further study, it should explore motivational factors of employees for all departments and all work centers of the company for more accurate and credible findings.

2. The study focused on motivational programs of Mattel Bangkok Limited, toy industry. So the further study should be conducted for other fields of business with different work environment such as food industry and garment industry, in order to see if there are similar or different results from this study.

3. This study was conducted generally on Mattel employees in different departments and sections regardless of types of work and working hours (day shift only). Further studies may specify on shift of working at Mattel Bangkok Limited. This might help to explore the different needs of employees.

4. Most respondents of blue-collar employees in this study is female. So further studies should focus on male as a target population. Different genders might have different needs of motivational factors.

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APPENDIX A

Questionnaire

This questionnaire is designed to obtain information needed for the research entitled “A Survey of Motivational Factors of Blue-Collar and White-Collar Employees at Mattel Bangkok Limited”. The research is a requirement for a Master degree in Business English for Intercommunication, Srinakharinwirot University. The questionnaire contains three parts which are personal data, suggestion of other motivational programs and ranking motivational factors.

Part A

Personal Data

- Gender *Male* *Female*
- Age *25-30 years* *31-35 years* *36 and over years*
- Status *Single* *Married* *Divorced*
- Education *Primary School Certificate* *High School Certificate*
 Diploma Degree *Bachelor Degree*
 Master Degree
- Service Year *1-5* *5-10* *10 up*
- Salary *1,000-5,000 Baht* *6,000-10,000 Baht*
 10,0001-30,000 Baht *30,001-50,000 Baht*
- Levels of Employee *White-Collar* *Blue-Collar*
- Department

Part B

Section A Directions Please rank motivational factors that motivate you in doing job better in each category (1=least important to 5=most important). Then make a mark for the reason of rating motivational factor with 5 score. Remember that motivational factors in each category cannot be rated with the same score.

Category 1 Career development

Score	1	2	3	4	5
Motivational Factors					
1. Promotion/Career Growth					
2. Job Rotation					
3. Internal Training Course					
4. Going Aboard for a Seminar					

Reason of rating the motivational factor with 5 score	
Career and life stability/security for myself and family	
Pride in my ability and potential /More confidence in working and job's quality	
Acceptability (Feeling as a part of an organization)	
More experiences and challenges/Skills development in working	
Salary increasing/Money saving	
Convenience/ Making task achieve fast and efficiently	
Others.....	
.....	

Category 2 Compensation and Benefit (Monetary)

Score	1	2	3	4	5
Motivational Factors					
1.Wage/OT/Salary/ Allowance/Bonus (Good Payment)					
2. Emergency Loan					
3. Provident Fund					
4. Food Coupon					

Reason of rating the motivational factor with 5 score	
Career and life stability/security for myself and family	
Pride in my ability and potential /More confidence in working and job's quality	
Acceptability (Feeling as a part of an organization)	
More experiences and challenges/Skills development in working	
Salary increasing/Money saving	
Convenience/ Making task achieve fast and efficiently	
Others.....	
.....	

Category 3 Compensation and Benefit (Non-Monetary)

Score	1	2	3	4	5
Motivational Factors					
1. Transportation					
2. Health Checking					
3. Life Insurance					
4. Birthday/New Year Party					

Reason of rating the motivational factor with 5 score	
Career and life stability/security for myself and family	
Pride in my ability and potential /More confidence in working and job's quality	
Acceptability (Feeling as a part of an organization)	
More experiences and challenges/Skills development in working	
Salary increasing/Money saving	
Convenience/ Making task achieve fast and efficiently	
Others.....	
.....	

Category 4 Working Condition

Score	1	2	3	4	5
Motivational Factors					
1. High Technology/ Equipment					

Reason of rating the motivational factor with 5 score	
Career and life stability/security for myself and family	
Pride in my ability and potential /More confidence in working and job's quality	
Acceptability (Feeling as a part of an organization)	
More experiences and challenges/Skills development in working	
Salary increasing/Money saving	
Convenience/ Making task achieve fast and efficiently	
Others.....	
.....	

Category 5 Policy

Score	1	2	3	4	5
Motivational Factors					
1. Work Life Balance and One Mattel Policy (Establish attachment among employees)					

Reason of rating the motivational factor with 5 score	
Career and life stability/security for myself and family	
Pride in my ability and potential /More confidence in working and job's quality	
Acceptability (Feeling as a part of an organization)	
More experiences and challenges/Skills development in working	
Salary increasing/Money saving	
Convenience/ Making task achieve fast and efficiently	
Others.....	
.....	

Category 6 Social Responsibility

Score	1	2	3	4	5
Motivational Factors					
1. Community project					

Reason of rating the motivational factor with 5 score	
Career and life stability/security for myself and family	
Pride in my ability and potential /More confidence in working and job's quality	
Acceptability (Feeling as a part of an organization)	
More experiences and challenges/Skills development in working	
Salary increasing/Money saving	
Convenience/ Making task achieve fast and efficiently	
Others.....	
.....	

Category 7 Recognition Programs

Score	1	2	3	4	5
Motivational Factors					
1. Kudo/Applause/ Service Year Awards					
2. Gift Distribution					

Reason of rating the motivational factor with 5 score	
Career and life stability/security for myself and family	
Pride in my ability and potential /More confidence in working and job's quality	
Acceptability (Feeling as a part of an organization)	
More experiences and challenges/Skills development in working	
Salary increasing/Money saving	
Convenience/ Making task achieve fast and efficiently	
Others.....	
.....	

Part C

Suggestion

Are there any other programs/activities/welfares etc. that you need from the company? If the answer is "Yes", please identify.

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APPENDIX B



Mattel, Inc.

Contact: Corporate Communications
Mattel, Inc.
310-252-3630
corpcomm@mattel.com

Company Quick Facts

Since its founding in 1945, Mattel, Inc. has created some of the world's most recognized toy brands, including Barbie® and Hot Wheels®. Mattel is also the parent company of Fisher-Price, a leading developer of infant and preschool products, and Pleasant Company, the maker of the American Girl® line of books and dolls. Today, the company offers a wide variety of toys for infants, toddlers, school-aged children and adult collectors, and also is an innovator of infant products such as babygear™.

With annual revenues of approximately \$5 billion, Mattel is a component of the Standard & Poor's 500 and ranked among the FORTUNE 500. Mattel's stock is traded on the New York Stock Exchange under the ticker symbol MAT. Mattel products are sold in more than 150 countries.

Leadership: Robert A. Eckert, Chairman and Chief Executive Officer

Mattel, Inc. Headquarters: El Segundo, California, USA

Global Locations: North America, Latin America, Europe and Asia Pacific

Business Units: Mattel Brands
Fisher-Price Brands
Pleasant Company

Core Brands: Barbie®, Hot Wheels
Matchbox®, Masters of the Universe®, American Girl®, Polly
Pocket!™, Diva Starz™, Tyco R/C® and UNO®
Fisher-Price®, Rescue Heroes™, Little People®, View-Master®,
babygear™, See 'N Say® and Power Wheels®

Entertainment Licenses: Warner Bros., Disney, Nickelodeon®, 4Kids Entertainment and
BBC Worldwide, for such brands as Harry Potter®, Sesame Street®,
Barney™, Blue's Clues™, Dora the Explorer™, Winnie the Pooh,
SpongeBob™ SquarePants, Yu-Gi-Oh, Batman and Superman

Employees: 27,000 in 36 countries

Web site: <http://www.mattel.com>

VITAE

VITAE

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1995 English-French Program from Chalermkwansatree School,
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Srinakharin University, Bangkok