

Motivation to Increase Work Efficiency in Elders

การสร้างแรงจูงใจเพื่อเพิ่มประสิทธิภาพการทำงานในผู้สูงอายุ

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Abstract

People are mostly perceiving about the elders are lack of working efficiency and capabilities regression. Nevertheless, there is a number of them that still have abilities to work; both of physical and mental capabilities. The elders have profound working experiences, high-skilled, and they are quality people; since getting older does not mean the declining of their abilities. Thus, it should bring to use for benefits. This study aims at two objectives; 1) Study basic theory, knowledge, review literatures, research and motivation pattern that increase efficiency of elders' performance at work. And 2) recommend concept of motivation pattern that increase efficiency of elder's performance at work. This study reveals that motivation offer pattern is influencing on the enhancement of work skills, knowledge and personal characteristic of elders.

Keywords: Motivations, Work Efficiency, Elders

Introduction

In the event of need is shortage, the deficiency occurs then imbalance drives a person's behavior to encourage the balance of need for oneself. The management should be able to precisely foresee the situations and solutions that motivate its employees to achieve their work performance. The motivation of need is important for management to encourage employee in organization and under supervision in proposing of creating the highest need; Self-Actualization Need (Ivancevich et al. 2011). Motivation is influencing on both service and industrial sector; the product quality is depending upon the quality of work motivation, hence

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it is the responsibility of supervisor or superior person to learn what the work motivations for their supervision are. Apart of that, it is not easy to manage work motivation due to difference of characteristic or behavior of each employee, which is reason why they need the difference motivation at work (Rue and Byar, 1999).

Luecke, (2006) Work motivation is a part of performance management scheme in the organization; understanding the organization's goal, let employees know how important they are by enriching motivation to increase their productivities. Although, this kind of motivation might not applicable to some group of employees but they still need to improve their own work performance. (Ivancevich et al., 2011) To be effective management, one of the most significant responsibilities is making an effort to encourage employees to completely successful in their works. The management should study and understand employees' need, suitable accommodate and spontaneous response to their needs, along with responsible for achieve organization target. This internal enhancement of each organization member will be encouraged and driven employees' work efficiency to the highest level. Most of employees feel compliment as a motivation present to encourage their work performance (Manning and Curtis, 2015)

Competency is brought as human resources' tool in challenging environment to the organization in order to develop the difference of individual's working efficiency (Ozcelik and Ferman, 2006), resulting in High Performance Organization that will be more competitive organization among the challenging business environment nowadays. According to this, the employees are developed to the highest potential competency in order to deliver the best work performance to the organization. Each single employee will be taken part in single job duty at the beginning of the first stage until end of process. Thus, member of the organization must comply with competency and behavior required by vision, mission and values set by organization (Nisda Vetchanont, 2552) to increase work efficiency is value added through human resources development process and this could expand to other competencies by connecting to work structures of employees' job description, however, this should have a clear picture of responsibility in each position, including compensation scheme (Castillo, 2005)

Retirement Elders – View from Senility to Active Elder

The proportion of increased population in the past is not rapidly increased proportion similar at the nowadays; found that average age of Thai people is fifty-five years old (World Health Organization, 2013), population census from National Statistical Office (Year 2543 and 2553) found that Thai people has longer life expectancy which similar to the result survey

by World Health Organization. Furthermore, Chermasak (2558) and Surachai (2554) provides additional opinions that apart from Thai people has longer life expectancy than the past at 60 and 70 years old, the majority in this group still active and having capabilities to work. The elders still believe that they are having abilities both of physical and intelligence, also ready to work, including potential to learn new things that enhance their work experience. The study also found that elders who have valuable experience and was successful during their lives, tends to be higher recognized by others (Kahana et al., 2014) Included Learning experience which important factor support elders to be active elders (Chaiyos and Yuwaree, 2016). To be active elders, it should have been well-prepared and adapt oneself in each life age. Appropriate life planning and management, especially starting from adult age to elder age, a person that perceives elder is challenging life to be handled, characteristic of steady, concentration also focus on being conscientious, as well as represents of being generous, logical thinking and agreeableness. These elements show the tendency of turning to be active elders much better than other kind of personalities (Kahana et al. 2012, Hambrick & McCord. 2010)

Being Old Not Effect to Work Efficiency

Elder employees still represent the productivity capability much better than employees in younger age or teenagers, even though their working speed is declining when compare to younger, their work correctness still steady. Apart of that, they is enjoying of being individual, careful, responsible, and punctual. Male elder age more than 65 years old still has capability to work and good health condition; shows that their education level normally better than the retired elders. According to the educational level, in relation to IQ (Intelligence Quotient) whether affect to work efficiency (McMahon, 1999) provides clearly in this point that when we apply any intelligence Quotient test in order to predict what the characteristic of clever person is, and always use test result comparing with intelligence level; however, there is another point which should be significantly bear in mind that test result let us know how IQ level of that person is but when let this person lives in routine days, it is found that person who obtains less IQ test level is much better handle work efficiency than higher IQ test level. Therefore, we should well understanding of intelligence testing for human that is not provide us crystal clear enough the definition set for acumen or intelligence.

However, the study of human development for entire lifespan aims to the transformation of human as individual, from obvious angle and not complicated to in depth angle and complex. There will be focused on four elements; physical, social, emotion and ideas intelligence in propose of better understanding in transformation process and be able to

apply knowledge for suitable control the transformation direction, as well as predict how this transformation affect to the person. Furthermore, it helps us better understand ourselves at each age in our lifespan, in addition to helps other in living routine days (Elizabeth 1984, Papalia et al. 2006, Carol and Elizabeth, 2016)

This study will focus on early elder age and elder, under viewpoint of Physical Development, Cognitive Development and Physicosocial Development; Carol and Elizabeth, 2016, commented on education to elder provide the important connection with work efficiency of elders such as cognitive and memory, intelligence, creativity, coping and adaptation, motivation (William et al. 1999, Daffy and ATWATER. 2008 Ashford and Cony 2013) as presented in table 1:

Table 1: Human Transformation of Middle and Elder Age

Age	Physical Development	Cognitive Development	Physiosocial Development
40 – 65 years old (Middle Age)	The declining level of sensation and physical condition. Partial Androgen Deficiency in Males and Menopause in Female at this age	Cognitive reach to the highest level, high-skilled in problem solving, work creativity may decline but keep better work quality, some of person this age might be successful in occupation, and be promoted to the highest position. However, some of them might be bored in job and change to another job	Continue to develop in awareness analysis, stress might appears at this age with the increase responsibility to children and elder parents

Table 1: Human Transformation of Middle and Elder Age (cont.')

Age	Physical Development	Cognitive Development	Physiosocial Development
65 Years old and above (Elder / Old age)	Most of this group age still in good health condition but a bit declining in physical efficiency and taking longer responsive time for work	Most of this group age still in cognitive enthusiasm, even there is some stage declining in memory and intelligence, so they are looking for something to do to compensate the declining	Retiring oneself from employment, face to being lost identity, life partner and death and also reaching close to family members and friends in similar age to look for the meaning of life, as well as adjust oneself to fit in current situation and still would like to be in an attention

Source: Elizabeth.(1981). Developmental Psychology.5th Ed.,Papalia et al. (2001).Human Development 8th Ed., Carol and Elizabeth. (2006) Life-Span Human Development. 5th Ed.

There is unclear definition of retirement in a certain age in other countries, some set the retirement age at 60 or 65 years old. Elders who is in retirement period and still at full time work or part time work, is currently in connection for elder working for a period of time but considering to reduce work hours and gradually release some tasks from their responsibilities until reach to retirement date, so called semi-retired. (Papalia et al. 2001) There is a study of University of Cornell, regard of descending personal reasons to continue working during retirement period; 46% represent enjoy ongoing income, 35% represent maintain enthusiasm, 18% represent reduce leisure time and 16% represent not wish to retire. Moreover, work is a crucial part of individual life along adult age, results in pros and cons which in relation to elder and affects to work efficiency. Many research papers indicate that the particular personality or being elder is not in relation to work efficiency. (William et. Al,

1999) (Quinn and Burkhauser 1990, ref. Hoffman et. Al, 1994) indicates that middle-class small business entrepreneur elders at 65 years of age do not wish to retire because they feel not ready to retire and need to earn more money. Regarding to Social Security Center report, it shows that male and female elders at 65 years of age and above, return to work after retirement age both full time and part time work.

It might be heard that “our lives start at forty” and obviously seen that people of this age is fully enjoy socialize and life security, further look forward to people at 60 years of age still in good conditions as people at 50 years of age rather compare with people in older. In a mean time, people at 65 years of age enjoy privacy as well as love and being loved. Hence, it is depending on how great an elder has been successful before providing any assignments. Most of elder is in good health condition and available to work which Hoffman called “Start Getting Older” (Hoffman et al. 1994) In addition, whether an elder person shall make decision to continue his/her work with an organization, will be depending upon various reasons; William et al. (1999) indicates respondents’ reason begin at 50% for reasons to continue his/her work with an organization; 60% focus on the opportunity to communicate and giving comment; 60% focus on how work effect to personal and family life, 59% focus on job duties and its risk, 59% focus on management’s work quality, 58% focus on support from supervisors, 55% focus on opportunity to gain new work skill, 55% focus on opportunity to oversee work with own discretion, 54% focus on job security, 53% focus on quality of co-worker, 50% focus on job challenge and 50% focus on transportation to workplace.

Erikson predicts that elderly person will be in connection to the world and middle age person is living in productive and creative period more than ever happens in the past that will never be neglected (Jose’ et al. 2013), moreover, there are a number of elder people that is continuing work since their physical efficiency still in good condition. Skinner (1983) also indicates that age is not the best indication to prophesy when people should end up their work. Richard 2007, Luecke 2006 mention that elders who love freedom, live their own lives without receiving any supports and maintain their roles in the society, tend to keep good health conditions, energetic and look forward to do many things because they plan what to do next day without feeling of being old.

The importance of Work Motivation

Motivation is the power of encouragement, advice or counsel and supporting the management temptation for motivate work performance to be successful and reach the target (Wichean 2553). Motivation is considered as a tool for the organization to urge employees to

deliver the best productivity with efficient results through individual job duties and assignments so motivation represents one's behavior that learning process is occurred from personal within and environment. Study of motivation means learning process from within individuals and external motivation that forms person's behavioral approach; there are two types of motivation, tangible rewards and intangible rewards, however, they are equally important for performance management. Intangible reward is focusing on personal need for recognition, achievement, responsibility and personal growth where these four criterions are definitely effect to increase effort, devotion towards work, desire to improve performance and productivity of employee.

In addition, this kind of reward is important for employee motivation in long run and more impact than tangible rewards (Supachai 2548). Kriangsak also supports that motivation is very important for creativity of people; motivation from within such as to be successful, eager to learn etc. makes people have fun at work or focusing on "what interesting them" somehow external motivation is providing work environment of rewarding, recognition, career advancement and work authority. If management is capable to manage two kind of motivation, results in benefit the best potential of creativities at the highest level (Kriangsak. 2549). External and Internal motivation always work together; motivation is the encouragement that urge the desire to receive spontaneous response from within organization that leads to proper working behavior, consists of basic physical factors – success in work and career promotion, work policies and organization management, compensation and benefits, work relationship, working conditions, relationship with superior and job security. A person who has motivation from within tends to be high responsibility and persists to deliver the best performance to the organization, so called work ethics employee.

Important Basic Theories of Work Motivation

There are number of developed theories related to pursue employee motivation, one of them is **Traditional Theory** by Frederick W. Taylor, during a period of scientific management in late 18th until the beginning 19th century. He believes that there is no reward system designed for employee who delivers higher productivity, employee receives flat rate earning and found that it is not meet to the production capacity standard, one reason is an employees has to do every single step of entire process; hence Taylor divides entire job duty into section and set basic compensation paid for each employee base on the amount of products they can produce or so called "Incentive System" Employee who meet production capacity will be paid a certain wages, but there is an extra incentive paid to employee who

reach higher production capacity by including all production produced in such day (Harvard Business School, 2009., KESSLER Editor 2013)

Maslow's Hierarchy of Needs, E.R.G. Theory, which E.R.G theory was developed in propose of verify Maslow's Hierarchy of Needs, and the practical result was very close, but only adapt into three steps to match with Maslow's theory; see figure 1:

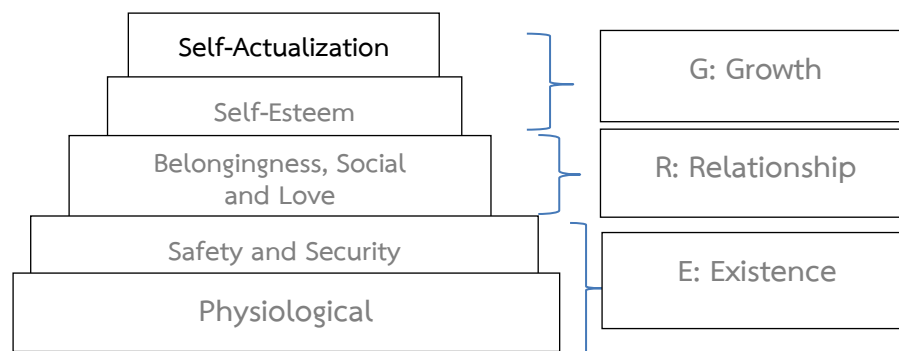


Figure 1: Comparing Maslow's Hierarchy of Needs to E.R.G. Theory

Source: Kessler Eric H. (Editor), (2013). McMahon Frank B, (1990)., Ivancevich J. M. et al. (2011), Wichean Wittayaudom (2553)

3 Needs Theory by McClelland's Achievement Motivation focus on individual need base on the understanding of events reflect individual of internal needs which there are three criteria; *n-Arc: Need for Achievement*, a person puts all effort and do the best to achieve success, love challenging, high-skilled in strategic planning, high responsibilities, make things more efficient, enjoy solving problems and push oneself to win. *n-Aff: Need for Affiliation*, a person desire to be part of the group, bound to a group, like to be admired and accepted from other members. This personality loves to be bound; highly motivation in relationship and prefers cooperation to completion. *n-Pow: Need for Power*, a person desires power in order to have higher authority, like to be making decision leader, who wants to have power will try to manipulate people and satisfies to let oneself in competitive environment or event that raise to the higher position. By gaining power in various ways brings a person is proud of accomplishment.

Herzberg's Two Factor Theory determines behavior from desire and satisfaction to set motivation factors into two groups; 1) *Job satisfaction Group*, is encouraged by job itself called Motivation factors and fall into six factors; work achievement, authority, career and job

advancement, job functions, job promotion and higher in responsibilities. All are factors that employees will put their effort for better work performance and satisfy in their jobs, which are direct relation to create the satisfaction in job duties. 2) *Job dissatisfaction Group*, results from external factors call Maintenance Factors, if these ten factors are not fulfilled, hence it will create job dissatisfaction and unhappy workplace; organization policies and management, monitoring and control techniques, relationship with superior, colleagues and under supervision, compensation, job security, personal life, job status or work condition and personal status (Wichean 2553, Ivancevich et. al 2011, Rue and Byars, Harvard Business School, 2006)

Types of Motivations

Employee will normally receive salary, wages, per diem, overtime, incentive when join organization. In addition, there are other forms of motivation called welfare and fringe benefits; see sample from Honda company in table 2 and welfare & benefit provided to employees in organization in other countries in table 3.

Table 2: Motivation list: welfare & fringe benefit

(Welfare & Fringe Benefit)
1. Monetary Benefits: Marriage support, First born child, Family support, Support family that legally marriage, Children support / Scholarship, Medical expenses for children and parents, Grants cause of death, Loan for housing allowance, Allowance upon year of services, Compensation for early retire, Provident Fund, Shift Allowance, Incentive, Bonus, Transportation Allowance.
2. Non-Monetary Benefits: Uniforms, Transportation, Buy motorbike in special price, Buy Car Benefit, Company & Public Holidays, Vacation days, Leave for marriage, Maternity leave, Grant leave days for male to take care child-birth, Ordination leave, Special errand leave, Special leave for funeral arrangement of relatives.

Source: Honda Workers' Union of Thailand. 2559 (Online)
<http://www.hondaunion.org>

Table 3: Welfare & Benefit Provide to Employees in Organization in Other Countries

(Welfare & Benefit)
<ol style="list-style-type: none"> 1. Extra 20 days after completed entitled sick leave days 2. Special allowance on weekend for new grandfather and grandmother 3. Employee in pregnancy is granted to take leave before confinement 4. Opportunity to join the table with top management on 10th year of service 5. Free 3 nights' accommodation for employees who work from 6 month to 1 year and 20 nights for employees who work for more than 10 years. 6. Insurance for favorite pets 7. Barber service at USD 4 for employees 8. Monetary support up to USD 10,000 for infertility treatment 9. Paid in hour wages for employees who join volunteer events 10. Special vacation when reach 10 years of service and every 5th years after 11. Camping and refreshment area for employees about 1,200 acres 12. Long-term loan for paying debt and buying employee's first house 13. Support all expense incurred for employees who join sport competition in Olympics

Source: Noe Rayond A. et al. (2015) Human Resource Management: Gaining A Competitive advantage

From table of benefit above, monetary motivation is brought to use the first stage and result has been seen very obvious as well as quicker than non-monetary motivation (Sarah Maslen., Andrew Hopkins., 2014; Arianna Dal Forno and Ugo Merlone. 2014) and very important point is that it should not apply only one certain type to manage employee motivation due to the difference of individual mechanism of thought, that result in the difference types of motivation. (Berridge, 2010)

The Importance of Thought, Imagination and Competency

There are number of stories that flow to our mind to think of and make the decision; some of the situations are easily to make up our mind because it has been happened before, however, setting up new strategies or business planning for organization that helps increase efficiency and competitiveness requires sort of thoughts before making the business decision

by applying some business elements for the best solution such as mind control, balancing, knowledge, experiences, comparison. Kriangsak (2549) emphasizes on that thought is very important for human to create and develop anything due to capability of human's thought. Humans' creativity leads us to know and benefits from new creations, followed by picture demonstrated why we have to think. John Howkins, 2008 and 2010 mentioned in Creativities Economic Thailand Conference that "All human kind has creativity" then bring the importance of creativity and creativity process linked to Maslow's Hierarchy of Needs at fourth step (Self-Esteem) and fifth step (Self-Actualization); setting new goals to be reached, when goals are achieved, it will bring happiness and joyful through all experience passed until reaching goals.



Figure 2 - Cause of Thinking

Source: Kriangsak Charoenwongsak (2549). Creativity Thinking 7th Ed.

Furthermore, thought is different form imagination; **Thought** is the activity of thinking, particular objectives, perceiving oneself is thinking for a certain objective with determination, consideration and searching for reasons, predicts the future, mind control to succeed ones' goals, and **Imagination or Mental Picture Creation** sometimes called day-dreaming; we see picture without searching for an answer or reasons, feel relaxed and peaceful while thinking such as looking sky while lying, so thinking about on boarding or looking outside window see the clouds and blue sky, so thinking about the sea and activities on the beach, etc. Imagination is the thinking process without strain and pressure. Moreover, thinking is the basic of working with competencies (Kriangsak, 2549)

The Necessity to Understand Developmental Psychology of all ages

“It is very crucial to understand the developmental psychology of all ages” we are familiar with research topics regarding to children and teenagers; study Childhood Psychology and Adolescence Psychology; there are breakthrough and advance medical technologies, resulting in better public health than the past, hence Thai and other people rest of the world has long life expectancy. Various medical technologies and knowledge expands through fertilization, childhood, adolescence, adult until elder age. Sriruen (2553) mentioned to the importance to understanding developmental psychology of all ages that human development in each single angle both visible and complicated angle and hardly to see as individual aspect; helps us better understand the development process of physical, social, emotion and intelligence of person’s at all ages, as well as use for the benefits in terms of suitable controlling and processing for personal’s life start from born to death. At the meantime, it will be beneficial to related studies in the future. From this point, it has already included the study of elder age, so we should study further in various angles for elderly person in propose of better handle of being elder or providing assistance. As we realize that there are some elderly who still energetic, enthusiastic and ready to continue work after retirement (Join W. Rowe and Robert L. Khan 2007, Sriruen Kaewkangwan 2553, Andrew M. Guest, 2007) Interesting concept of Badura (Badura, 1925) is related to the quality of elderly person; believing in self-efficiency that a person greatly believe in handling tasks and achieve targets, even there is unclear path to reach out, difficult to manage and high stress. There are four elements supporting the belief of self-efficiency; 1) Believe that a person can complete tasks 2) Always notice the characteristic of successful person and vice versa, then learn from them 3) Motivate oneself to achieve tasks and 4) Accommodate proper encouragement. Believing in Self-Efficiency of Badura for society is very vital for personal happily living from birth to death, for example, Abraham Lincoln, 16th President of the United States believes in self-efficacy, that his capabilities will be made him to be elected as the President. His attempt was failed many times during 1831 – 1860; however, finally he had been gracefully elected as 16th President of the United States. (Watson and Tharp, 2007)

The ability to cope with obstacles, Papalia et. al. 2001 means that handling the challenges and adjust behavioral thinking in propose of relief stress and tension which is important for elder’s mental health. There are two ways for stress management; 1) Problem focused coping, this methodology is focusing on wiping out, control or adjust the situation that raise tensions and 2) Emotion focused coping, this methodology is focusing on emotional responses to the situation that raise tensions. As person tempts to think or adjust oneself for

tension release, both effect to physical and mental health, without consider whether and how method will return good results because of situations keep changing. Handling obstacles is always running as a cycle which might be related to person and environment; so called Palliative Coping. Being competence person represents oneself capabilities and behave as role or responsibility required. Competency consists of three elements; Knowledge, Skills, Attributes (Sukanya. 2552; Arporn. 2549) described competency concept that managing the competencies of such department or organization by complying vision, mission, core value, strategic plan altogether with other departments in organization, then grouping as clusters and each cluster consists of 2-5 competencies. In addition, categorizes competencies into four groups;

Core competency, Managerial Competency, Functional Competency and Personal Attribute.

Regarding to study basic theory, knowledge, review literatures, research and motivation pattern that increase efficiency of elders' performance at work and come to conclusion of concept of motivation pattern that increase efficiency of elder's performance at work for further studies as figure 3.

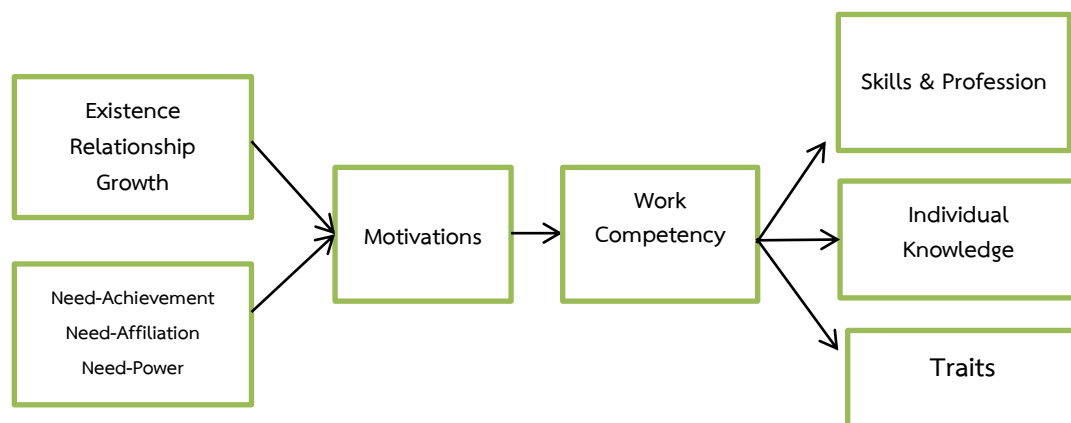


Figure 3: Concept of motivation pattern that increase efficiency of elder's performance at work.

Source: Synthesized by Kesorn Engswan and Theerawat Chantuek, 2559.

Conclusion

The motivation patterns to increase efficiency of elder's work performance will be successful, by resulting from good organization management knowledge, which is ability to seek for opportunities as well as foresee organization's advantages and disadvantages. Human Resource is very essential to organization success or failure. Elderly persons are experienced

persons and most of them still energetic, good physical condition and intelligence, in addition to looking forward to the future rather than counting their own ages, also ready to work as proactive elderly. Furthermore, “Human” is one of intellectual property; and express their values through personal behavior and work performance. Organization should focus on competencies development and employees capabilities for better work efficiency. Apart of that the management should understand about competency that linked and in relation to organization vision, mission and be able to apply in every human resources development dimensions, especially, work motivation. To obtain better understanding of motivation pattern that increase efficiency of elder’s performance at work, it is recommended to create relationship model of motivation and work competency of elders in order to review overall of relationship of each existing dimension in related to strengthening the elder’s work competency; understanding each motivation theories that response to needs and desires to describe the characteristic of individual motivation for enhancing elder’s work competencies, under these elements; knowledge, skills and personal traits. These are essential for human resources development in a circumstance that we are completely living in aging society; organization cannot refuse that there is no elders currently work in the company. Thus, selecting motivation methodology that suitable for elders’ employee while designing and develop the learning pattern together to boost up work efficiency in workplace. In addition, proactive elderly capabilities and their experienced, management should bring these competencies for organization benefits, in terms of seeking the opportunity from their best competencies toward their work performance.

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