



FACTORS OF WORKERS' CONTRIBUTIONS AFFECTING ON  
SOCIAL ENTERPRISE PERFORMANCE



A Thesis Submitted in Partial Fulfillment of the Requirements  
for Doctor of Philosophy INTERNATIONAL BUSINESS (INTERNATIONAL PROGRAM)

Department of INTERNATIONAL BUSINESS

Graduate School, Silpakorn University

Academic Year 2021

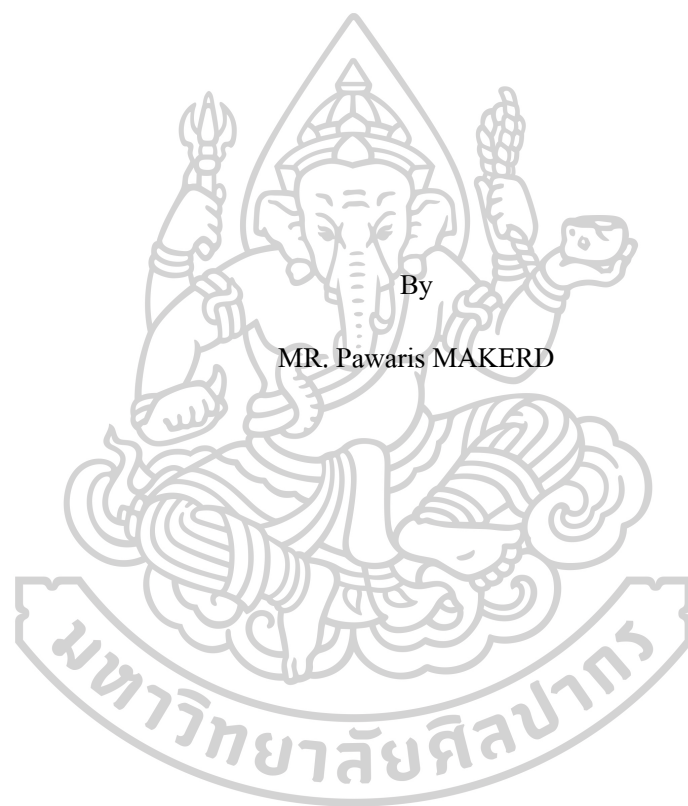
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By

MR. Pawaris MAKERD

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Field of Study       INTERNATIONAL BUSINESS (INTERNATIONAL PROGRAM)

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MR. PAWARIS MAKERD : FACTORS OF WORKERS' CONTRIBUTIONS AFFECTING ON SOCIAL ENTERPRISE PERFORMANCE THESIS ADVISOR : ASSISTANT PROFESSOR CHALERMPORN SIRIWICHAJ, Ph.D.

The objectives of this research were 1) to study the criteria of the contributions of the social enterprises' workers; 2) to discover the intrinsic and extrinsic factors that affected workers' contributions; 3) to study the direct and indirect effects of organization context on workers' contributions; 4) to identify the factors of workers' contributions that affected social enterprise's performances and 5) to develop the organization structure and workers' improvement plan for social enterprise related to the other approach. The data were collected from the 428 workers who work in social enterprises in Thailand and also other countries in South-East Asia, such as the Philippines, Singapore, and Vietnam. It uses a purposive sampling method to identify the target sample to collect data within the target area. The statistics used in the data analysis consisted of descriptive statistics covering frequency, percentage, mean and standard deviation, and inference statistics including structural equation modeling.

The research examined factors regarding the workers' contributions affecting social enterprises in Thailand based on three pillars of sustainability from the sustainable development goals, which include; social impacts, financial impacts, and environmental impacts, to determine the effectiveness of worker contributions of the worker who work in the social enterprises.

The results showed that workers who work at the operational level of social enterprise have a different perspective on their contributions' results. In terms of intrinsic factors, most of them are interested in working conditions with co-workers and doing a job that is not against their beliefs, but the other factors do not influence their work contributions. In terms of extrinsic factors, they are only interested in opportunities and valuable in their work. Besides intrinsic and extrinsic factors, it directly affects the organization's context. If the social enterprise wants results following the sustainable development goals, the organization needs to set up the social working principles and standards and develop its social working procedures. Nevertheless, the outcomes from workers are not reflected in all impacts, but it only impacts the environmental part.

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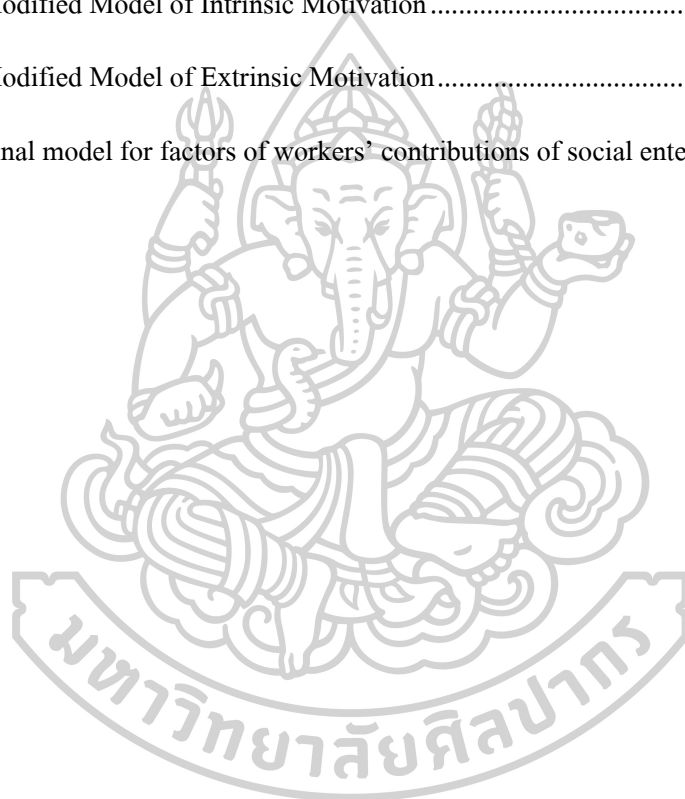
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# CHAPTER 1

## INTRODUCTION

### 1.1 Research Background

Nowadays, some of you may have heard about the Social Enterprise from many scholars who came out with policies or laid out guidelines for managing Social Enterprise. However, many people still do not understand, and there is confusion between Social Enterprise and various foundations or charities organization. Social Enterprise (SE) is an enterprise with a primary focus on solving social and environmental problems by using suitable management mechanisms of the business sector combined with knowledge and social innovation. The primary income comes from goods or services without relying on donations (Defourny & Nyssens, 2008). Besides, the resulting profits are reinvested to expand the social impact. Therefore, if looking at the way to earn money, Social Enterprise is an enterprise that has a way to earn money, generate profits, and market it, just like typical businesses. It combines the advantages of the business and social sectors, which is becoming a career trend for young entrepreneurs who care about the world because they are not only profitable but also looking for solutions to social problems (Masiri, 2020). Social Enterprise can be a trend because of the new generation today; just a few would want to be an employee. Most of them wish to operate their own business and be their boss with the advantages of the freedom to work and freedom of thought that can fully unleash their creative ideas.

Moreover, society today is full of problems. As a result, many young entrepreneurs seek a more timely and self-starting solution rather than waiting for a government. When the social problems can be solved while doing business, they choose to act on solving social problems by themselves instead.

At the same time, the operation of social enterprises in many countries, including England, and Finland, has achieved good results over the past 20 years. For example, in Indonesia, where there was originally only one organization of this nature, but the individual has reached 2,000 organizations, India with more than 1 million public sector organizations. Bangladesh has 20,000 public sector agencies for western countries such as Canada. Registered public sector agencies increased by about 50 percent from 1987, with 200,000 private-sector agencies, or the United States has increased from 464,000 to 734,000. (ESCAP, Council, & UK, 2021).

Sophie BACQ and Frank JANSSEN explain that in Europe, Social enterprises have long appeared, as was the case with Forren Nightingale, a British developer who improved the quality of hospitals during the Crimean War in the 19th century led to a significant decrease in inpatient mortality. After 1990, the concept of social enterprises became more widespread throughout Europe. In other parts of the world, social enterprises have been around for a long time, such as the Kashf Foundation, founded by Roshaneh Zafar to solve economic problems for women in Pakistan using the model of thousands of small businesses loan institutions. Fundacion Social in Colombia was founded in 1911 to create and generate revenue to create value (Techsauce., 2021). Therefore, social enterprises are not something that is just beginning to happen, but they are all animus from the heritage of the past and the preservation of the situation as it is.

Some social enterprises expect admittance to subsidize and finance. Subsidizing and money can emerge from different roads, including social business visionaries' assets, awards, or gifts, exchanging income, crowdfunding efforts, and speculations like an obligation, value, or cross breeds. Social money, social venture, and effect speculation have become progressively famous. While this region is arising and challenged, these terms allude to repayable money instruments, where choices are driven by friendly and ecological return and monetary return. 'Social money' can be utilized as an umbrella term to portray the scope of new monetary instruments that have arisen lately, where social goals go with monetary inspirations. The rising revenue in friendly money has come close to reasonable speculations. Universally, the size of socially dependable interests in 2019 rose by 34% to US\$30.7 trillion over two years. In 2018, the Global Impact Investing Network (GIIN) detailed that South East Asia's effect financial planning environment had grown fundamentally over the earlier ten years. It also assessed that starting around 2007, confidential effect financial backers sent around US\$904 million through 225 direct arrangements, and improvement finance organizations conveyed around US\$11.3 billion through 289 direct arrangements.

In the world situation recently, Social Enterprise is not an emerging issue. As in the European Union, many parties have realized the existence of Social Enterprise for over ten years, aiming to improve the community's living conditions. Social enterprises may engage in many activities for social enterprise objectives. However, in the EU, one of the significant social enterprises noticeable in Europe is work integration social enterprises (WISEs). They can help



reduce the unemployment rate of people in their communities, support traditional labor market policies with the aforementioned operating guidelines, and integrate tasks requiring tremendous enthusiasm and creativity (Liptrap, 2020).

Nevertheless, the stimulus raises questions about the role of social enterprise in combating unemployment and promoting employment growth, as well as the main objectives of social enterprise to reduce the unemployment rate of the community by hiring unemployed people who are under the suitable criteria and bear the risk of permanent exclusion from the labor market (Defourny & Nyssens, 2008). However, many European countries work together to develop other public projects to compensate for the operation of this type of social enterprise and even the application of policies that systematically lead to the concept of social enterprise related to such employment.

The worker problem above causes many parties to doubt the qualifications of workers to work in the Social Enterprise. Working in Social Enterprise may not be paid as beautiful as other private companies or may not be as stable as a government organization. Otherwise, Social Enterprise is required to employ only low-tier workers who are not qualified to work elsewhere. Alternatively, else, perhaps some workers want to do jobs that benefit the public and the environment without caring about how to get returns on payments or returns on the content of work or returns on getting a vacation by traveling in different communities than the happiness from work that has more values and more money.

This research will analyze factors of workers' contributions affecting social enterprise performance. These factors are essential because they could be the upstream development for social enterprise performance, and the executive will realize the encouragement scheme of their social enterprises' workers. Furthermore, this research will provide the possible practice of those factors to generate an ordinary future improvement plan for social enterprise.

## **1.2 Problem Statements**

Because there has been a lack of study on the linkage and relation testing between intrinsic and extrinsic motivation, organizational context, and performance of the social enterprise in Thailand and other South East-Asia, the previous study by Mardanov (2020) was mentioned the effect of employee contentment. The job satisfaction of the construction company in terms of

intrinsic motivation, extrinsic motivation, and organizational context also Napathorn (2018) studied the contextual influences of social enterprises without focusing on the factors of employee motivations. Moreover, the researcher has focused on studying the motivation factor in terms of intrinsic and extrinsic of the worker who worked in social enterprise and also studied the factors of the organizational context to analyze the effect on social enterprise performances. Therefore, the factors mentioned above have caused problems with this research. Then the following research questions were developed:

1) What is the intrinsic motivation for workers in social enterprise, does it influence the organizational contexts and organization's performance and impact on the social enterprise, and how?

2) What is the extrinsic motivation for workers in social enterprise, does it influence the organizational contexts and organization's performance and impact on the social enterprise, and how?

3) What is the organization's social enterprise context, does it influence social enterprise's impact and performance, and how?

4) How do social enterprise workers' contributions affect the impact and performance of social enterprise?

### **1.3 Objectives of the study**

This study is designed to achieve at least five objectives to investigate the factors of workers' contributions affecting social enterprise performance:

Objective 1: To study the criteria of the contributions of the social enterprises' workers.

Objective 2: To discover the intrinsic and extrinsic factors that affected workers' contributions.

Objective 3: To study organization context's direct and indirect effects on workers' contributions.

Objective 4: To identify the factors of workers' contributions that affected social enterprise's performances and

Objective 5: To develop the organization structure and workers' improvement plan for social enterprise related to the other approach.

## 1.4 Conceptual Framework

Figure 1 depicts the theoretical framework of this study. The exogenous variables include intrinsic motivation, extrinsic motivation, and organizational context. Meanwhile, the endogenous variable includes worker contributions.

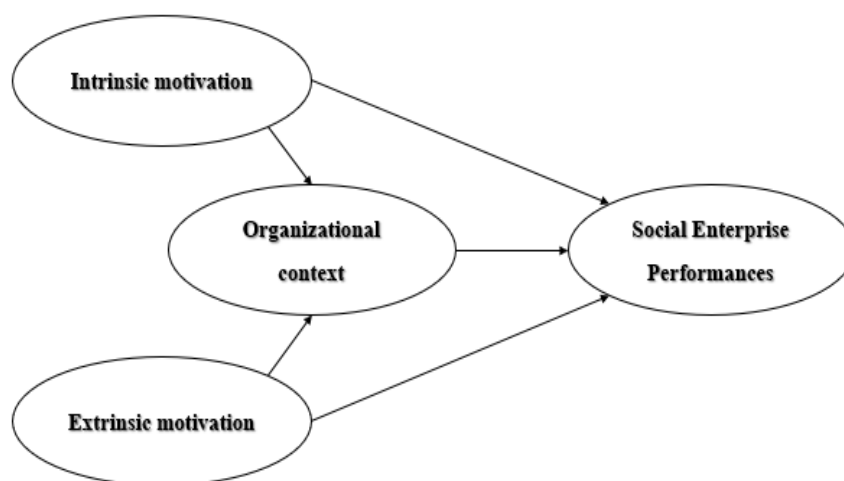


Figure 1 Conceptual framework

## 1.5 Research Hypothesis

The researcher specifies the hypotheses to obtain the study objectives with the empirical study on the related theories as follows:

- H1: Intrinsic motivation has a positive influence on organizational context.
- H2: Intrinsic motivation has a positive influence on social enterprise performance.
- H3: Extrinsic motivation has a positive influence on organizational context.
- H4: Extrinsic motivation has a positive influence on social enterprise performance.
- H5: Organizational context has a positive influence on social enterprise performance.
- H6: Social service has a positive influence on intrinsic motivation.
- H7: Moral Values have a positive influence on intrinsic motivation.
- H8: Working Activities have a positive influence on intrinsic motivation.
- H9: Security has a positive influence on intrinsic motivation.
- H10: Feelings towards Co-workers have a positive influence on intrinsic motivation.
- H11: Compensation has a positive influence on extrinsic motivation.
- H12: Working Environment has a positive influence on extrinsic motivation.

- H13: Advancement has a positive influence on extrinsic motivation.
- H14: Working Diversity has a positive influence on extrinsic motivation.
- H15: Achievement of outcome has a positive influence on extrinsic motivation.
- H16: Strategic Objective has a positive influence on organizational context.
- H17: Working Procedure has a positive influence on organizational context.
- H18: Organizational Culture has a positive influence on organizational context.
- H19: Social Impact has a positive influence on social enterprise performance.
- H20: Financial Impact has a positive influence on social enterprise performance.
- H21: Environmental Impact has a positive influence on social enterprise performance.

## **1.6 Research Scopes**

### **1.6.1 Population and Samples**

The population will include workers working in social enterprises for good health and well-being in Thailand and other countries in South-East Asia, with approximately 400 samples.

### **1.6.2 Study Area**

The study area includes social enterprise in Thailand and other countries in South-East Asia. Social enterprise has grown in popularity since the 1970s. However, co-operatives go back decades, and organizations with a commitment to a social purpose, which trades in markets and reinvest profits in their purpose, are not entirely a new phenomenon in Southeast Asia. Research led by the British Council worldwide has included efforts to estimate the number of social enterprises in each country. It is challenging to calculate confidently, but the data potentially suggests up to a million social enterprises across the region (Britishcouncil, 2021). Across Asia, governments have been developing policies and strategies to support social enterprise development, including specialist units or offices, legislation, incentives, awards, and more. In some countries, policymakers, enablers and capacity builders, networks, platforms and facilitators, membership bodies, funders and financiers, and higher education support ecosystem are relatively mature while often dynamic, complex, and growing. In Thailand, the implementation of the past period, amid the problems of Thai society, has been complicated, and inefficient solutions have created the need for new, more effective solutions. However, social enterprises in Thailand are often young. Over half

of the social enterprises (53.4%) were established from 2008 to 2017. The average start-up rate per year in 2018–2020 was 49% higher than the start-up rate between 2008 and 2017 (Rojphongkasem, 2022). The Thai government has promoted social enterprises to improve citizens' quality of life and enable the private sector to work with the government to help communities and society (Supakijjanusorn & Annez, 2017). However, social enterprises selected for the study must set their purpose for good health and well-being.

### 1.6.3 Variables

There are two main variables: The exogenous variables include intrinsic motivation, extrinsic motivation, and organizational context. Intrinsic motivation includes social service, moral values, working activities, society, and feelings towards co-workers. Extrinsic motivation includes compensation, working environment, advancement, working diversity, and achievement of the outcome. It includes strategic objectives, working procedures, and culture for organizational context. In the meantime, the endogenous variable includes worker contributions: social impact, financial impact, and environmental impact.

### 1.7 Definition of terms

In this research, there were several interpretations with implicit meanings as:

Social enterprise refers to a business with specific social objectives that serve its primary purpose. Social enterprises seek to maximize profits while maximizing benefits to society and the environment, and the profits are principally used to fund social programs.

Worker motivation is the psychological force that generates complex processes of goal-directed thoughts and behaviors. These processes revolve around an individual's internal psychological forces alongside external environmental/contextual forces and determine the direction, intensity, and persistence of personal behavior aimed at a specific goal.

Intrinsic motivation is the doing of action for its innate fulfillment as opposed to for some divisible result. At the point when inherently inspired, an individual is moved to represent the tomfoolery or challenge involved instead of because of outside items, tensions, or prizes.

Outward inspiration: is a development that relates to whatever point a movement is finished to achieve some different result. Outward inspiration stands out from natural inspiration, which alludes to doing an action to enjoy the activity rather than its instrumental value.

**Organizational context:** it is the context of the organization that consists of the environment in which it operates and refers to internal and external issues relevant to the organization's activity.

**Social enterprise performance:** it refers to the result of social enterprises that can continue to operate continuously and sustainably and do not rely on grants or donations but on efficiency in using resources and ensuring sustainability for the business by setting out the purpose of making an impact on society, economy, and environment.

**Worker contribution:** it refers to a worker's dedication that any worker has the will to work, thinking that the work they do is essential and will produce good results. Therefore, the workers are determined, sacrificed, and dedicated to working hard to achieve the best results for themselves, the organization, and society.

### **1.8 Significant of the Research**

Social enterprise and social entrepreneurship are innovative concepts to solve today's social problems. This tends to become more complex and more intense at any moment. Many enterprises are expected the unilateral government to be the primary source of social solutions is not easy and has not been as successful in the past. It requires cooperation from many sectors in society, including the private organization, the non-profit organization, and society or communities, as a driver of problem-solving and social development. Hence, the concept of social enterprise or business model aimed at returning benefits to society, economy, and environment was developed to solve societal problems. However, the obstacle to being an effective social enterprise still occurred.

According to a 2012 study, Sun et al. (2019) identified that human resource development support factors as essential factors for the survival of social enterprises, as well as helping social enterprises compete in key markets, and Pothipala, Keerasuntonpong, and Cordery (2020) offered feedback on the development of social and community potential of human resources. Examples of supporting human resource development, such as government-based specialist knowledge training programs, are available—information sharing and personnel exchange programs between social enterprises, etc. In addition, Siriphattrasophon (2015) and Hossain (2020) presented opinions on the development of personnel in social enterprises that do not require the establishment of training programs or orientations in proper forms alone. However, that person can be developed by actually

bringing personnel into learning and observing from the community. Therefore, personnel plays a vital role in social enterprises. In addition, dedicating itself to performing its duties with prudence, caution, and full power, the capabilities available will be a force, encouraging the organization to fulfill its objectives and achieve the results as the organization has put it.

Because of the importance above, the researcher has studied the factors of workers' contributions that affect the performance of social enterprises by creating and developing a model of the intrinsic and extrinsic motivation factors of workers affecting the performance of social enterprises. So that the results of the study can be used to prepare a development plan and improve strategic planning to achieve maximum organizational efficiency and promote the efficiency of personnel in the social enterprise organization; in addition, the results of the study will promote social business and create awareness related to social business in a wide range, and it will also promote the preparation of information and research studies on social business and social enterprise in order to be able to design policies for social business development and promote the adequate performance of employees in social enterprise.

## **1.9 Research Contributions**

This research provides a snapshot of their impact and potential according to their workers' contributions. Moreover, this research will act as a baseline, provide the basis for more targeted policies and strategies, and serve as the foundation for future management systems into the potential role that social enterprises in Thailand and some of South-East Asia can play in building the impact. The contributions are divided into three types: academic contributions, managerial contributions, and government and public policy contributions.

### **1.9.1 Academic Contributions**

For academic contribution, the study examines the uniqueness of factors of social enterprise performance related to intrinsic motivation, extrinsic motivation, and organizational context. This study will create the concept of internal motivations, external motivations, and organizational context affecting the social enterprise performance of workers working in social enterprises in Thailand and other South East Asia. In addition, based on Mardanov (2020) mentioned the effect of employee contentment and the job satisfaction on the construction company

in terms of intrinsic motivation, extrinsic motivation, and organizational context, which discusses the intrinsic and extrinsic motivational factors of business enterprise; this study will be able to confirm the motivational factors of employees of social enterprises compared to the motivational factors of business organizations in general.

This study will give a greater understanding of the satisfaction of workers in social enterprises. It affects the organization of social enterprises to understand society's people better. With the cooperation of society, there is a solid and comprehensive relationship between social enterprises and people in the community. Moreover, this study will generate the model to measure the workers' satisfaction based on intrinsic motivation and extrinsic motivation, as well as the organizational context of workers of social enterprises that affect the performance and the impacts of social enterprises, so that the Social enterprises can also use the results of this research to implement and develop their plans and improve new social enterprise impact to be consistent with the social impact, financial impact, and environmental impacts.

### **1.9.2 Managerial Contributions**

Social enterprises often intentionally aim to trade in the most challenging markets and employ some of the most marginalized populations. They are also tackling some of the most entrenched social and environmental challenges. Therefore, it is unsurprising that they also face significant growth and scale challenges. However, since 2017 concerted efforts have been made to strengthen the support that is on offer to assist social enterprises to grow their impact, with an explosion of incubators, capacity builders, networks, and, increasingly, the emergence of new and innovative funding and finance mechanisms too.

Like all businesses, social enterprises have been badly affected by COVID-19. However, they remain optimistic and have demonstrated resilience in the face of the pandemic. However, they have also often been central to relief efforts by adapting their business models and providing essential services to communities hit hardest by the crisis.

Hence, social enterprises will be able to use satisfaction and motivation data besides various factors of workers working in social enterprises, both internally and externally, to develop their organization and attract elite employees to work in the organization. In addition, the recent employee of social enterprise will gain more confidence, generate more love, and contribute to the



development of the organization's operations more efficiently and sustainably. Last, social enterprises can also use the results of this research to implement and develop their plans and improve new social enterprise impact to be consistent with the social impact, financial impact, and environmental impact.

### **1.9.3 Government and Public Policy Contributions**

Governments across the region also take note and introduce new policies and laws. The new social enterprise law in Thailand, for example, is quite possibly one of the most comprehensive anywhere in the world, and all countries and territories surveyed have seen government intervention to support social enterprises in recent years. The government can use the results of this research to design policies to promote and support social enterprises to be able to grow, to be able to expand, and be able to develop the economy and society at the same time. Such knowledge will result in sustainable development and solve problems in the long-term future.

Furthermore, the public will understand more about the working context of social enterprises. It affects the organization of social enterprises to understand society's people better. With the cooperation of society, there is a solid and comprehensive relationship between social enterprises and people in the community. Besides, the general public will awake, and they can be a new generation of employees who understand the context of social enterprises and are interested in working more in social enterprises, reflecting the results of this research.

## **CHAPTER 2**

### **LITERATURE REVIEW**

This chapter aims to clarify related concepts, theories, and previous research covering all study aspects. The first part of this chapter explains the context and characteristics of social enterprise and the policy and practice in Thailand and other countries. The next part explains the concepts and theories of human resource management, employee engagement, and general motivations in the international context. Further, the concepts and theories and previous research are described concerning the workers' motivation and the organization's performance, which comprises intrinsic and extrinsic motivation theories reflecting organization performance. There are ten factors for motivation factors in this research: five factors for intrinsic motivation: social service, moral values, working activity, security, and feelings towards co-workers, five factors for extrinsic motivation as compensation, working environment, advancement, working diversity, and achievement of the outcome.

Furthermore, it includes employee dedication and contribution, which clarify the theory of why people are generally not intended to work. After that, the concepts and theories related to organizational context, which involves general context for the organization, internal and external environment, and CSR, are examined. The previous research was associated with concepts and theories related to performance, measurement, sustainable Development Goals (SDGs), and the impact of social enterprise. The social, economic, and environmental impacts are stated in previous research. This empirical literature review can help portray the study background and strengthen the conceptual model used in this research.

#### **2.1 Information on Social Enterprise**

A social enterprise refers to a business with specific social objectives as its primary goal while using a commercial structure to run the organization. Social enterprises usually attempt to make a substantial societal impact while maximizing their profit, which is then used to fund their social programs.

Social enterprises can be both non-profit and for-profit organizations and may take the forms of many different types of organizations. What is expected in all social enterprises is that they usually adopt two primary goals – the first is to generate profits, while the second is to reach the social, cultural, economic, or environmental outcomes outlined in its mission. It is important to note that social enterprises operate under a traditional business structure. On the surface, they may seem to look, feel, and operate like any other traditional business. However, understanding a social enterprise is its mission, which outlines its critical social objectives. Profit generation is still essential to social enterprises, as earnings are essential to sustain the livelihood of the venture. However, the critical distinction is that instead of utilizing its benefit to disperse among investors, the benefits are utilized to reinvest in the endeavor to assist it in accomplishing its social mission. Social endeavors generally offer a decent administration to shoppers at a cost of some kind. It isn't viewed as a social venture on the off chance that it sells nothing; all things considered; it is viewed as a social program.

Social endeavors will frequently be areas of strength for having an enrolled foundation or non-benefit association - here and there a parent organization - which feeds its benefits to assist with bettering help its social mission. A significant differentiator of social ventures is that they frequently utilize people from in-danger foundations and burdened networks, like noticeable minorities or native gatherings. Frequently, such gatherings face segregation and bias in the public arena. The objective of preparing and utilizing such people is to make just enough to get by while empowering them to make independence and depend less on government payouts and the social well-being net. Doing work for distraught people here and there shapes some friendly ventures' focal mission. A social endeavor isn't mistaken for social business, which centers around people who foster answers for social and ecological issues utilizing existing business procedures and methodologies. Social business people look for imaginative ways of driving change through friendly endeavors structure to satisfy a business reason and address cultural requirements through their business exercises.

### **2.1.1 Types of Social Enterprises**

Social enterprises are usually categorized into four main categories, although they constantly evolve and may change over time as new areas are created. Despite their differences, all types of social enterprises attempt to operate while balancing profit generation and achieving their social objectives.

#### ***Trading Enterprises***

Trading enterprises refer to cooperatives, collectives, and other workers- or employee-owned organizations. They vary significantly in size and organizational structure, but their joint ownership structure allows more economic resiliency than other enterprises.

#### ***Financial Institutions***

Some types of financial institutions also fall into the social enterprise category, including organizations such as credit unions, cooperative banks, and revolving loan funds, which are membership-owned.

Credit unions, for example, are structured so that members automatically become owners when they deposit money into the union as a customer, and the credit union uses the deposited money to help other members. Credit unions offer higher savings and low-interest rates and focus less on making profits and helping their respective members. Cooperative banks are another institution – that, similar to traditional banks, take deposits and provide loans to their customers but operate on a cooperative basis, meaning that their customers own them. Cooperative banks are criticized for diluting their principles, as they sometimes offer an opportunity for non-members to use their services, as many are traded on public stock exchanges. They also raise money in public stock markets, which gives rise to the issue of a separate class of shareholders who compete with cooperative members for control of the bank.

#### ***Community Organizations***

Community organizations refer to registered social enterprises, including community enterprises, community centers, housing cooperatives, community interest organizations, smaller shops, and sports clubs. They are typically membership organizations that

exist for a particular purpose and trade commercially, intending to operate to reinvest profits into the community. Often, the membership is quite large, and the members are supporters of the organization's mission.

### ***Non-Governmental Organizations (NGOs) and Charities***

NGOs and charities operate on a large and small scale and are usually established to support a specific social, environmental, or political goal. The profits are used to further the social or environmental aims of the organization or to provide salaries for people who provide free services to specific groups of people.

Many social enterprises successfully maximize improvements in social well-being. For example, Warby Parker is an American eyeglass retailer that donates a pair of glasses to someone in need for every pair sold. Tom's, a California-based retailer, has pledged to donate a pair of shoes or sunglasses for every pair sold. Also, Climate Smart trains businesses and gives them software tools that let them track and cut their greenhouse gas emissions.

#### **2.1.2 Social enterprises' impediments**

Social enterprises are fast emerging as an entity of the alternative economy. When the traditional economic systems of a country or market-based solutions fall short of ensuring well-being in the society, social enterprises can spearhead disrupting models to solve burgeoning social problems. However, social enterprises face a myriad of challenges and adversities. Some of these challenges are contextual, and some are generic. Among the many challenges, the following four appear to be more evident and general regardless of the context and other factors.

#### ***Lack of funding support***

Funding is by far the biggest challenge for social enterprises. The literature identified that most social enterprises failed to secure start-up capital. Given that most social entrepreneurs are individual entities, it is difficult to accumulate enough funds initially. Over time some ventures flourish, but a vast majority struggle to maintain their existence and sustainability due to capital or ongoing sources of income. The traditional support mechanisms, such as – banks or financial institutions that foster social enterprises' development, are pretty scarce. This is evident

in most countries, as the extant literature suggests, and apparent from the discussion with the participants. This is due primarily to the fundamental misconception that socially driven organizations are not profitable. There is risk involved in whether to money being lent will be given back. Therefore, social entrepreneurs struggle to accumulate the necessary capital and primarily invest their savings tackling social problems.

#### ***Ability to scale-up***

Social enterprises primarily spring up from the social inequity or the market failure when the traditional systems are not enough to meet the needs. The primary problem-involving majority of the social enterprises is that they cannot scale up the enterprise to the next level. Most of the time, it starts with immense enthusiasm or a social outlook to address any specific problem. However, the lack of support and structure affects the social enterprise's scale up to the next level.

#### ***Duality of mission***

Social entrepreneurs aspire to create social value by addressing various social problems. This aspiration, however, is not deviant from economic objectives as it can also aim to earn profit through the innovative business model—the traditional conceptualization of the social enterprises mainly with the notion of the non-profit venture. The duality of this identity has remained a big problem for social enterprises. Some social entrepreneurs earn money through their ventures, considering this a more ethical way to do business. Some do this with the mission to create a social impact. Some try to create social value and develop a sustainable business model. Thus, it is apparent that the identity of social enterprises has become more ambiguous due to the diverse identity.

#### ***Lack of proper business strategy***

Most social enterprises lack proper business strategy leading to non-competitive products. The focus largely remains on social needs that, to some extent, impede the development of the actual product or service offered by the social enterprise. This also hinders the development of a proper business strategy to compete in the market as many social enterprises compete with commercial enterprises. In addition, another fact is that social entrepreneurs often embark on the

journey without having any prior business background, which is entirely out of goodwill. Due to this, most of them would not have the required managerial skill allowing them to plan, undertake strategic planning, and financial forecasting. Therefore, the poor strategy argument can be precipitant to the fundraising challenge, hinting that the organizations documented by literature as facing financial challenges might be facing a strategy deficiency and not a financial deficiency.

### 2.1.3 Example of Social Enterprises

*Buddy Home Care Company Social Enterprise Co., Ltd.* - Buddy Home Care provides elderly care services. It gives back to the society together with the Volunteer Project to take care of the elderly at the home of the Foundation for the Development of Older Persons. In caring for the elderly, the poor, the disadvantaged, and the lack of caregivers. The area of operation of the business is in Chiang Mai Province, which includes both the elderly who have initially been moved from abroad and moved to stay for a long time, both Thai and foreign seniors. As a result, approximately 256,873 older people are approximately 15% of the entire province's population. Furthermore, if comparing the proportion of older people who are dependent according to the Situation of the Thai Elderly 2014 by the Foundation of the Thai Gerontology Research and Development Institute (PMU), it was found that approximately 20% of the elderly were in the group at home. It is estimated that more than 50,000 older people need care. An analysis of the health situation of the elderly in the community by community representatives and related organizations found that nearly half of the elderly has chronic or congenital diseases. Especially for the elderly who live in Chiang Mai Municipality, Buddy Home Care will select those who lack educational opportunities. Buddy Home Care The business will certify the quality of service. Furthermore, provide care for the elderly at home Because aging conditions are inevitable.

*More Loop Co., Ltd* - Make a circular economy a reality through an online marketplace that combines industrial waste materials to sell to small producers with access to raw materials at reasonable prices. More loop is currently piloting a business by creating and expanding the database of industrial waste from the textile and garment manufacturing sector both inside and outside the country. This creates a large dataset that is linked to a matching system. by creating an online trading market, Use the information to manage the classification of different types of fabrics. Whether large or small, they can choose to reuse the fabric in the more loop system with total

efficiency. According to the circular economy concept, it results in the most efficient use of resources. More loop acts as an intermediary that creates access to excess raw materials between large and small factories through 'Online Marketplace' on [www.moreloop.ws](http://www.moreloop.ws). The business idea of moreloop is to help solve the backlog of garment factories and weaving factories. At the same time, it meets the needs of small customers who want suitable quality fabrics in small quantities. This gives them access to a wider variety of resources, with moreloop providing resource selection advice. Including the production and creation of products for various organizations creates the recycling of excess resources in limited-edition products. It helps to understand how to use resources and create value from these leftovers. The Moreloop process allows us to share resources cost-effectively and reduce new production. Because each new fabric production uses water. A large amount of energy and chemicals also produces a considerable amount of carbon dioxide (CO<sub>2</sub>).

## **2.2 Worker Contribution**

Workers' Contributions refer to the dedication of a worker is that any worker has the will to work, thinking that the work they do is essential and will produce good results. Therefore, the workers are determined, sacrificed, and dedicated to working hard to achieve the best results for themselves, the organization, and society.

However, more than compensation, benefits, workplace, or status, a definitive determinant of whether an individual appreciates going to work every day is whether an individual accepts work and makes a significant commitment. Significant commitment is one of those elevated, however unclear developments a government official could utilize. Occupations in this five-star class include heart specialists, for instance, a carrier pilot. Their lives rely upon the jobholder's exhibition.

Whether our work is fundamental or good for nothing is an abstract judgment made by only one individual: ourselves. Consider that many individuals are troubled to go about responsibilities that many of us exceptionally regard. To name a few 'fruitful' proficient works classes, innumerable quantities of dental specialists, attorneys, and corporate leaders, to name a few 'fruitful' proficient works classes, disdain what they do. Of course, they might bring in heaps of cash and have distinction and societal position; however, those things do not make somebody love their work over an extended time. All in all, what makes some work significant? Taking care of business takes advantage of one of our fundamental beliefs. These qualities are generally basic



moral or moral convictions we have a firm opinion about and revolve around improving the world. They frequently include instructing, helping, recuperating, improving, understanding, and coordinating. How individuals complete these convictions in genuine work should not necessarily include behaving like a holy person or living in destitution. The individual should have the option to associate a part of responsibility with fundamental beliefs. For instance, an agent on the cutting edges in the engine vehicle office might see her work as critical - and fulfilling - because it includes assisting individuals with a fundamental component of their lives.

Essentially, a sterilization authority might feel that his work is indispensable to keeping up with general well-being. A pundit might answer that coming up with a moral or moral aspect to our work will not cause us to accept that our occupation is fundamental. The universe of work has changed. It used to be that the vast majority of us functioned as a piece of a cycle, whether on a mechanical production system, overseeing cooperation with clients, or any of 1,000 different cycles. Processes are continuous, repeatable, and never have closure. While there will constantly be a few positions and undertakings that are interaction-centered, most work currently is a venture or has a task part. Any assignment with an unmistakable start and finishing or following a particular life cycle is an undertaking. Models include: arranging an organization meeting, composing another pamphlet, and executing the new programming framework.

### ***Employee Motivation***

According to the research of Prasetyo & Arafat (2021), They do the research on the employee motivation to study the criteria of employee work on various method. From the analysis and test results show that 1) There is a positive effect of work motivation on employee performance. This means that the higher the employee work motivation effected to the performance of the employee will increase. 2) There is a positive effect of training on employee performance, where the more employees are given training, it can improve employee performance. 3) There is a positive effect of work motivation and training on the employee performance. Thus, work motivation and training can affect employee performance, whereas work motivation and training can affect employee performance.

Moreover, leaders can provide clarity to employees, and input from subordinates can be absorbed and considered for decisions. The enthusiasm or encouragement given by the leader can contribute to effective and productive performance. It is concluded that better leadership allows employees to develop and improve performance. Employees feel a balance in doing work from what they are responsible for. Employees have the same opportunity to make career leaps so that performance by itself will reach a good standard. Good management certainly is an advantage for employees to show good performance. It is believed that a higher level of employee job satisfaction leads to a more productive performance. Employees have some motivations at work, namely: 1) Fairness in the distribution of salaries, 2) Reward from the company for achieving good performance, and 3) Certainty in security at work.

This will undoubtedly increase positive values in encouraging employees to be more active, practical, tactical, innovative, and creative. It can be concluded that higher motivation allows employees to show better performance.

Leaders must pay attention to leadership, motivation, and job satisfaction since they affect employees' performance. Leaders need to have intelligence and build relationships between employees. This will create credible employee attitudes in handling assigned tasks and responsibilities and create positive behavior such as ethics and good morals to achieve remarkable performance. The organizational performance model will involve aspects of leadership, and motivation, in developing oriented concepts and incentives that directly affect employee performance. Better leadership and employee motivation may result in higher perceived satisfaction, encouraging a more consistent direction of employee performance.

The results show that the main incentive for the researchers is respect and their dignity and position. In departments, they try to provide a respectful atmosphere among the employees, which is a positive factor in motivating the members to have a positive feeling toward their job. The researcher feels that their workplace is an appreciating one, making them feel satisfied. Since most of the activities in the company are mental, most of the incentives are internal. There is no noticeable difference in the external incentives between those who work until the end of official working time and those who work overtime to finish the project they are interested in. They earn more or less the same. Furthermore, this is a confirmation that internal incentives are significant for researchers.

Another thing that had been done in this company to support innovation is making the responsibilities specific and clear and not abstract. It makes the responsibilities clear. Clarity influences creativity. Another encouraging factor for the researchers is the method of managing the company that does not depend on an individual, and the managers do not trust only in themselves and leave some of their responsibilities with their employees; in most cases, the employees perform the job better, and thus the trust becomes stronger on both sides. The managers train their employees because they are aware that if they do not do so, they will not progress, and this will harm them because if there is nobody to replace the present manager, he does not have the chance to get a promotion himself. One of the internal incentives that motivate the researchers' innovation and make them work harder in Oil and Petrochemical Companies is the high position of this company in society. This position and dignity make them behave beyond their responsibility and role. Another incentive that makes the researchers go beyond their responsibility is the oil company's brand. The oil company has a high position in our country, and researchers feel good about working for our company and working overtime. What is essential to the researcher is his Intellectual property rights. Because a researcher is a sensitive person and should feel safe because, in insecure situations, new ideas will not flourish, and potential talents will not become actual. Although internal incentives are essential for researchers, if a person has a problem with providing facilities for his family and has financial problems, his mind will be busy, and there will not be any chance for innovation.

Another obstacle to creativity and innovation is the vagueness of the goals and effective strategies of research institutions and companies in our country, which makes it impossible to direct the activities towards a desirable future. Also, most of the high-rank managers of the government are operational managers and are not familiar with research and research works and the related problems and obstacles. Another factor that can flourish innovation in an organization is flexibility and not limiting the researchers with formalities and regulations because these limitations hinder innovation. Furthermore, to prevent any possible abuse, we have just to set the framework and let the researchers work freely inside this framework.

### ***Factors of Motivation***

Factors of motivation for start-ups are "continue, business friend, no alternative, be own Boss, comply basic needs, attitude toward good entrepreneurship organization follows other people, motivation, competency, imagination, and cognitive." Factors of problem knowledge are "planning, vision, the structure of the system, out of boundary and plan detail The locus of control factors." is "life is my own, own effort, follow other people, and follow boss uncertainty ."Factors of efficacy are "I am classified as an easy person to give up, unable to face unexpected things, quickly stop if you don't immediately understand something new, continue to face unpleasant situations even if it's complicated, keep trying, will keep trying until it's finished and sure the plan will be". Factors of attitude to risk are "my life is my own, success because of my own efforts, life is influenced by other people, must please the boss, life is determined by uncertainty". Factors of tolerance are "distracted by the thought of doing the original, how to live long is better, always be careful, easy to be suspicious of strangers and ignorant of the problem, the solution is not clear". Factors of personal traits are "let it be difficult to keep going, this work is my goal, the best work may be challenging, there is no stopping and the factors of need for achievement are to improve social position, let it be difficult to keep going, this work is my goal, there is no stopping, give it all your heart, my life is my own, success because of my own efforts".

Bernard in Stoner et al. (1995) agrees with the due acknowledgment of the necessities of laborers, saying that "a definitive trial of authoritative achievement is its capacity to make values adequate to make up for the weights forced upon assets contributed." Bernard takes a gander at laborers, especially bookkeepers, investing energy and exertion for individual, monetary, and non-financial fulfillment. In this data interstate period, bosses of data experts or bookkeepers should be mindful to address their issues. Any other way, they will lose their skilled and inventive experts to different associations who are prepared to satisfy their necessities and needs. The inquiry is what methodologies can propel data experts, especially administrators? Coming up next are procedures:

**Pay, Wages, and Conditions of Service:** To involve pay rates as an inspiration, workforce chiefs should consider four critical parts of compensation structures. It is additionally fundamental to guarantee that the overarching pay in different libraries or data foundations is thought about in deciding the compensation construction of their association.

Cash: Akintoye (2000) affirms that cash stays the best inspirational technique. As far back as 1911, Frederick Taylor and his logical administration partner portrayed cash as the most basic, considering spurring the modern laborers to accomplish more superior efficiency. Taylor pushed the foundation of motivating force wage frameworks to animate specialists to better execution, responsibility, and in the end, fulfillment. Cash has critical inspiring power in however much it represents immaterial objectives like security, power, notoriety, and a sensation of achievement and achievement. In Sinclair et al. (2005), Katz shows the persuasive influence of cash through the course of occupation decisions. He makes sense that cash can draw in, hold, and propel people towards better execution. For example, assuming a curator or data proficient has another bid for employment with indistinguishable work attributes to his present place of employment, however a substantial monetary award, that laborer would be persuaded to acknowledge the new position offer. Banjoko (1996) states that numerous supervisors utilize cash to compensate or rebuff laborers. Compensating representatives do this for higher efficiency by ingraining the dread of employment cutback (e.g., untimely retirement because of the horrible showing). The craving to be advanced and acquire improved pay may likewise rouse workers.

Staff Training: High efficiency relies upon the labor force's inspiration and adequacy, no matter how robotized an association or a library is. Staff preparation is a fundamental technique for inspiring specialists. The library association should have a decent preparation program. This will offer the custodian or data proficiency for personal growth and improvement to meet new gear and procedures' difficulties and prerequisites.

Data Availability and Communication: One-way administrators can animate inspiration is to give essential data on the results of their activities to others (Olajide, 2000). There is no known association to this scientist where individuals do not typically feel there ought to be an improvement in the manner offices convey, participate, and team up. Data accessibility brings extreme friend pressure, where at least two individuals running together will run quicker than while running alone or without consciousness of the speed of different sprinters. By sharing data, subordinates rival each other.

Here are the key factors that can cause both increments or abate your characteristic inspiration: New information or abilities - Internally persuaded individuals are frequently spurred by obtaining new abilities or growth opportunities. A hunger for information, for instance, is an

exemplary inner inspiration. Commitment and achievement - While this could appear as an outside inspiration, individuals are ordinarily spurred by their achievements (for achievement) and active interest in their life direction and vocation. Applause or positive criticism - Studies show that individuals are bound to self-spur, assuming they have positive inside self-talk or are lauded by individuals they regard. Sex and intimacy – A classic motivator, our desire for sex and intimacy are often considered one of our highest motivating factors. Many of our actions stem from our belief that the opposite sex may reward us.

### **2.3 Intrinsic and Extrinsic Motivation**

#### ***Intrinsic Motivation***

Intrinsic motivation refers to doing an activity for its inherent satisfactions rather than some separable consequence. When intrinsically motivated, a person is moved to act for the fun or challenge entailed rather than because of external products, pressures, or rewards.

Intrinsic motivation is when an individual engages in a behavior because they find it rewarding. Individuals are performing an activity for its own sake rather than from the desire for some external reward. The behavior itself is its reward. Intrinsically motivated behaviors are performed because of the sense of personal satisfaction.

Intrinsic psychological rewards drive intrinsic motivation. Intrinsic rewards are positive emotions that come with carrying out the activity itself. Examples of intrinsic rewards are; 1) Sense of competence when an individual masters a new skill 2) Sense of accomplishment when individual see progress in work 3) Sense of belonging when individuals participate in group activities and 4) Sense of meaning when an individual volunteer in a shelter or mentors a junior.

Suppose individuals are a manager and believe employees can feel motivated with positive reinforcement. In that case, an individual can intrinsically motivate them by giving them praise or a positive comment on their work. Neither too much of something is good, nor too less of something is good.

Therefore, it can be hypothesized that:

H1: Intrinsic motivation has a positive influence on organizational context.

H2: Intrinsic motivation has a positive influence on social enterprise performance.

### ***Extrinsic Motivation***

Extrinsic motivation refers to a construct that pertains whenever an activity is done to attain some separable outcome. Extrinsic motivation thus contrasts with intrinsic motivation, which refers to doing an activity simply for the enjoyment of the activity itself, rather than its instrumental value.

Extrinsic motivation is when we are motivated to perform a behavior or engage in an activity because we want to earn a reward or avoid punishment. The individual will engage in behavior not because they enjoy it or find it satisfying but because the individual expects to get something in return or avoid something unpleasant. Extrinsically motivated behaviors are performed to receive something from others—such as a promotion, praise, candy, money, or attention.

Psychological or tangible rewards can drive extrinsic motivation. While tangible rewards are always external, psychological rewards can sometimes come from within.

Therefore, it can be hypothesized that:

H3: Extrinsic motivation has a positive influence on organizational context.

H4: Extrinsic motivation has a positive influence on social enterprise performance.

Table 1 Defining the motivation factors

Motivation Factor	(Schriesheim et al., 1993)	(Hirschfeld R., 2000)	(Hancer, M., & George, R. T., 2003)	(Martins, H., & Proença, T., 2012)	(Mardanov, 2020)
Social Service	In	In	In	In	In
Moral Values	In	In	In	In	In
Working Activity	In	In	In	In	In
Security	In	Ex	In	Gen	In
Feelings towards co-workers	Gen	Ex	Gen	In	In
Compensation	Ex	Ex	Ex	Ex	Ex
Working environment	Gen	Ex	Gen	Ex	Ex
Advancement	Ex	Gen	Ex	Ex	Ex
Working diversity	In	Gen	In	Gen	Ex
Achievement of outcome	Ex	Ex	In	Gen	Ex

Note: In = Intrinsic, Ex = Extrinsic, Gen = General

According to the table above, Schriesheim et al. (1993) has mentioned in their research about the motivation factor in term of intrinsic and extrinsic which has been divided by social service, moral values, working activities, security and working diversity as intrinsic motivations, besides compensation, advancement and achievement outcome as extrinsic motivation, with feeling towards co-workers and working environment as in general that not seem like intrinsic or extrinsic motivation.

In a few years later, some researchers were mentioned about motivation factor in term of intrinsic and extrinsic in difference way even agree and disagree with Schriesheim. However, Mardanov (2020) mentioned in his research about intrinsic and extrinsic that social service, moral values, working activities, security and feelings towards co-workers can be intrinsic factor for motivation, while compensation, working environment, advancement, working diversity and achievement of outcome can be extrinsic factor for motivation. Therefore, with the reason of Mardanov, the recent criteria of the employee were adaptations so the considerate factors of the worker have also changed due to the times.

### **2.3.1 Factors of Intrinsic Motivation**

#### ***Social Service***

The social services are contracting relationships strictly from an agency theory perspective. Public managers do not initially trust their contractors and are thus more formal, control-oriented, and hierarchical in their relationships with non-profits. However, over time, the public managers do appear to develop relationships that are more relaxed versions of a classic principal-agent relationship. There is still a focus on control, compliance, and hierarchical authority, mainly because the public managers see their role as funders/buyers in a monopolistic market environment. Trust is extended and rewarded in some creative ways and used as a mechanism not only to foster goal alignment but also to monitor the actions of their contractors informally. Reputation is also used in the spirit of agency theory as a contract enforcer. It is employed as a decision heuristic, reward, and sanction. As rewards, trust and reputation are used by public managers to reward preferred providers for their goal alignment. However, sanctions, trust, and reputation are used less frequently, which agency theorists might prescribe without the intensity. Formal and informal monitoring mechanisms are used but without significant variation



and intensity. The lack of use or excessive use, as in the case of mental health contracts, is inconsistent with agency and stewardship theories. In part, this underutilization must be considered within the contextual conditions of the government-nonprofit contract relationship.

Non-profits that entered into new contracts with government agencies anticipated that their positive organizational reputations would create the context for a principal-steward relationship. Underlying the contract management practices are contextual conditions that give rise to the practices employed.

The need to belong or be connected is also a component of intrinsic motivation (Baumeister & Leary, 2017) and is included in most need theories (McClelland, 1985; Ryan & Deci, 2000). Personality data show that GenX is more extroverted and outgoing (Twenge, 2001) but less critical of social approval than Boomers (Twenge & Im, 2007). Although the emergence of social networking sites creates the impression that GenMe feels a constant need for connection, empirical research has documented a breakdown in social relationships over the past few decades. For example, compared with US adults in 1985, those in 2004 were much less likely to say they had a friend they could confide in (McPherson, Smith-Lovin, & Brashears, 2006). Thus, while some evidence suggests that GenMe members should value social rewards at work more, other evidence suggests they value them less.

After receiving the motivation to work in academic service to society, personnel outcomes were linked. Emotional support such as compliments, appreciation, trust, and freedom from supervisor's results in a proactive working environment. It affects the commitment of personnel who work in academic services to society. Often, informants describe work experiences that make them feel good and cannot stop working in this field. This can be compared to Conger & Kanungo's (1988) concept of mental empowerment on the point of belief and self-awareness. The empowerment of state or cognitive tasks influenced by the work environment expressed in the form of cognition affects the individual's work role. Therefore, it would be hypothesized that:

H6: Social service can be the motivation factor of intrinsic motivation on workers' contributions.

### *Moral Value*

Social workers are necessarily practitioners of context-sensitive moral values and bearers of particular moral character. It is decided to seek the appointment of a native speaker of a minority language to work with a particular community; or when a professional with personal first-hand experience of disability issues is appointed for their understanding and insight into this subject. The professional's context-sensitive moral values are irrelevant in the generality.

It is a delusion to suppose that the professional's moral character is irrelevant to the specific qualities they will bring to their professional role. On the contrary, their character and values will indeed be transmitted in the services and relationships they offer to clients. It follows, therefore, that those who appoint social workers ought to attend deliberately to the moral personality of their appointees. The second mistake is to fail to identify and seek out those particular context-sensitive moral values that will best promote the specific objectives of a given practice context. For example, in working with people with learning disabilities, we require practitioners whose talents and enthusiasms promote the inclusion of clients in the community's everyday rhythms, rights, and living practices in which they should both be rooted. Therefore, we require professionals who have internalized the generic liberal rights and have learned how to actualize context-sensitive moral values apt for the middle ground where they practice.

If it is true that there is a plurality of fundamental values, then we face possible conflicts, sometimes resolvable at best in principle, regarding what to do. Nevertheless, this challenge does not prevent us from reaching reasonable decisions in concrete cases. A plurality of theoretical considerations prevents us from accepting a scientific theory justifiably. If, moreover, there is a plurality of essential goods and evils, and "the good life" is one rich in those goods relative to the evils. It should be expected that such a life is heterogeneous, a mixed life, as Frankena (2020) liked to call it, or at least that there is an indefinite variety of kinds of lives that are genuinely good. This is not meant to be a profoundly relativistic conclusion. There are still universal standards, good and bad reasons for desire and action, and admirable and deplorable lives. That indefinitely many kinds of lives can be good does not entail that there are no universal standards for distinguishing those lives from the indefinitely many that are not good. Still, as autonomous agents, we can choose from many options. There are myriad evils to be avoided, numerous goods to be sought, and many ways to combine them in the lives of human flourishing.

It required various techniques that would encourage the person to have better morale. In line with the principles of Rempel & Bentley (1970), encouraging personnel in the organization to express Accepting what individual want from work, feeling and trusting the person will improve your morale. This is in line with the concept of May, Chang & Shao (2015) said that the factors that enhance the morale of the personnel must create an atmosphere in the organization for the cooperation of working groups with common goals and also in line with the concept of Frankena (2020) said that in order to improve a person's morale, both physical factors must be promoted: the convenience of the workplace, welfare, health services, good colleagues and reasonable compensation. Psychological factors are also promoted by building a good relationship between the management and subordinates. Therefore, it would be hypothesized that:

H7: Moral Values can be the motivation factor of intrinsic motivation on workers' contributions.

#### ***Working Activity***

More work is also required on the motivation criterion, a variable that usually receives too little attention in job satisfaction and motivation research. Measures considered include observing trained judges and more refined rating scales to be completed by raters extremely familiar with an employee's work. This research focuses on how an employee distributes his time among various tasks during an average workday.

In summary, we have examined many variables in this study which were incorporated along with the primary Expectancy  $\times$  Valence variable in a model predicting employee motivation to perform content-specific work activities. The value inherent in performing an activity was a much stronger predictor of work motivation in a research and development lab than the expectancy that the activity will lead to valued outcomes (Galbraith & Galbraith, 2007). These predictors relate most strongly to the desired effort measured by employee self-estimates. Successively weaker relationships were found with self-estimated actual effort and other raters' performance estimates. A measure of rational-irrational predisposition moderated the relationship between  $E \times V$  and effort, while external job demands moderated the relationship between desired effort and actual effort. Additional clarification of the above factors and other variables critical to explaining work motivation is necessary if an expanded motivation model is eventually proven useful in applied programs to enhance employee work effort (Nazir & Islam, 2020).

While these studies have been thought-provoking, we argue that four critical issues have been largely overlooked in prior attempts to understand the complex calculus between religious belief and economic development. First, given that there is strong evidence from the GEM program that entrepreneurial activity is related to country-specific economic growth, perhaps an essential intervening variable in the complex calculus between religious belief and economic development is, in fact, entrepreneurial activity. Second, few (if any) of the published economic and entrepreneurship studies explicitly consider the critical differences between "intrinsic" and "extrinsic" religiosity and how these different dimensions may affect the entrepreneurial activity and economic growth in different ways. Third, the generalizability of surveys, such as the world cultures survey, across different religious traditions is somewhat suspect. This is particularly an issue since there is strong evidence that the moralities, behaviors, and attitudes derived from a strong religious history are inevitably incorporated into the more secular institutions of the modern world. Fourth, the theological foundations of economic activity tend to go well beyond the well-cited work of Weber (1978). A much greater understanding of the historical context of work, entrepreneurial behaviors, and market morality is needed to fully understand the impact of religious beliefs and moral behavior on modern economics.

The company should promote educational activities or promote higher education for employees. According to the research, the Happy Brain or Education activity was the minor average due to the company's primary job being the production according to customer orders which has a definite production target that makes employees tired from work until there is not much time to increase knowledge and skills. However, the company recognizes the importance of education. Therefore, training has been organized to develop labor potential according to the nature of the work they are responsible for. The researcher thinks that the scope of training content should be expanded to inform employees about systematic production management. They also had the opportunity to study work similar to their regular workload. This can be done in field trips or by providing learning resources for employees during breaks, such as a book corner related to various tasks in the factory and Internet media that provides opportunities for learning outside the office. Professional skill development would help employees develop knowledge skills that can make decisions and solve problems promptly, which may develop to the point of performing other duties similar to their own to compensate or compensate for the absence of fellow employees. In addition,

the company should promote the Happy Body and healthy activities and the Happy Heart activities, which have the highest average of the first two. This is because employees have received it well and can create happiness both physically and mentally, which is the driving force for further work efficiency. Morning exercise activities should be modified to allow employees to participate, for example, by taking turns to present new exercises to colleagues or compete in group exercise activities because promoting a happy body and healthy activities also helps strengthen relationships. According to the Happy Heart activities, build unity among the group, including kindness and helping each other. Therefore, it would be hypothesized that:

H8: Working Activities can be the motivation factor of intrinsic motivation on workers' contributions.

### *Security*

The finding that intrinsic factors associated with a job are more closely related to workers' perceptions of job security helps us understand the impact of job security on other aspects of workers' lives. Conceptualizing job security as an intrinsic characteristic directly ties the construct to individuals' feelings of competence and self-worth. In other words, what is at stake when our jobs are threatened is not only the loss of a specific activity and income but the loss of a fundamental part of our identity. According to Jahoda's (1982) research, our jobs define what we do, but they identify who we are and our place in society. Perhaps more than economic reasons, the threat of loss of self-worth may explain the linkage between job security and employee health.

Organizational consultants and managers should work to prevent false perceptions of job insecurity in the workplace. That is, organizational leaders should try to quell rumors or other sources of misconceptions surrounding the stability of an individual's job or the organization. To this end, effective communications and consistent feedback to employees - especially on their job performance - would go a long way toward creating a climate for a secure workplace. Lahey & Kuhnert (1988) reported that employees in organizations facing layoffs or work shortages feel more secure when they are aware of the criteria on which such decisions are made and when they are given the information from management that is necessary to judge the safety of their position fully.

In other words, even if the news is bad, workers feel less threatened when they believe they are being dealt with openly and honestly. Consultants and applied researchers have stressed to managers for years the need for good organizational communications. Perhaps no better advantage could be made of accurate communications than to inform employees of the reality of the safety of their jobs (Lindner, 1998).

The study explored the moderating effects of intrinsic work value orientation on relationships between job demands, job resources, and work outcomes in non-western societies. Although there has been previous work on the impact of job demands and resources, our perspective is distinct in focusing on the moderating roles of personal resources in the JD-R model, embedded in a Chinese work context. As demonstrated in this study, work constraints would depress job satisfaction while autonomy would enhance job satisfaction. Intrinsic work value orientation performed a two-way moderating role in the relationships between work constraints, autonomy, and job satisfaction: exacerbating the damaging effects of job demands while enhancing the beneficial effects of job resources (Lu et al., 2015).

Thus, we suggest that organizations and managers take a dual approach in redesigning jobs to enhance autonomy and remove constraints. Furthermore, educating employees to be more aware of the pros and cons of their work-related values may help them better adjust to working situations, as the work environment can influence employees' motivation (Vansteenkiste et al., 2007). Our concluding message is that individual psychological characteristics, such as personal values, should be more systematically examined and managed in our quest for better work adjustment.

The quality of work-life analysis results is related to the efficiency of the work of the central personnel. Department of Social Development and Welfare, the Ministry of Social Development, and Human Security found that the quality of work-life was related to the overall working efficiency of the personnel. The correlation value was 0.587 with statistical significance at 0.01 level, which was at the high correlation level. Furthermore, when considering each aspect, it was found that the quality of working life in terms of working democracy was most related to work efficiency. Next is the aspect of being accepted in society. Pride in Organization and Social Responsibility A safe and healthy environment Opportunities for talent development and advancement Work and family life balance and terms of income and benefits show that work-life

quality is related to work efficiency in terms of workload, quality, and productivity. Therefore, for the Department of Social Development and Welfare to achieve the organization's goals, promoting the quality of working life for personnel in all seven areas will result in personnel being more efficient at work. According to the concept of Greenberg et al. (1993), quality of work-life brings benefits, namely, the direct effect of increasing job satisfaction, creating a sense of organizational commitment, reducing job turnover rates, increasing productivity, increasing productivity organization by the Human Resources Management Group Department secretary office. Therefore, personnel's quality of working life should be enhanced, such as the quality of working life in terms of democratic work. Management and personnel must participate in decision-making. Therefore, it would be hypothesized that:

H9: Security can be the motivation factor of intrinsic motivation on workers' contributions.

#### ***Feelings towards co-workers***

First, these results reinforce the importance of workgroup members as socialization agents. Workgroup members play a critical role in newcomers learning organizational values and the job itself (Boswell, Colvin & Darnold, 2008; Feldman, 1981; Hitka, Kozubíková & Potkány, 2018; Hur & Perry, 2020). As Van Maanen and Schein (1977) pointed out, although socialization is most intense following organizational entry, it is a process that continues throughout the individual's career in the organization. This suggests that organizations should pay more attention to co-worker interaction patterns and whether subgroups of co-workers adopt organizational values. These effects may well be independent of influences of corporate culture and its associated value congruence or incongruence. This contrasts with most corporate culture research, which assumes a top-down perspective whereby the critical values in an organization, and thus the critical values-related effects, are generated by its leadership (Srimarut & Mekhum, 2020).

Second, because value congruence may have either positive or negative effects depending on levels of job interdependence and task routineness, managers must be careful to avoid the straightforward logic of the corporate culture literature (Boswell, Colvin & Darnold, 2008; Hitka, Kozubíková & Potkány, 2018; Hur & Perry, 2020; Lindner, 1998; Ochola, 2018). Rather than assume that the organization will benefit from a workforce with high congruence on cover

values, they must analyze whether co-worker value congruence benefits their particular situation across the broad range of work outcomes that may be of interest. When job interdependence is high, value congruence is positively related to work habits and personal characteristics ratings. This suggests that value congruence leads to better patterns of dependability, punctuality, safety, and cooperation are all essential behaviors for productivity and, ultimately, the organization's profitability. When task interdependence spans work unit boundaries, value congruence may lead to greater coordination among work units, a function Marescaux, De Winne & Rofcanin (2021) labeled internal integration. This, in turn, can lead to increased organizational efficiency.

Conversely, when individuals are not dependent on one another for task performance, value congruence is negatively associated with performance ratings. This suggests that individuals may seek other ways to act on shared values (such as perhaps socializing during work time) at the expense of task performance. Ultimately, such alternative expressions of value congruence may be a tool to diagnose such performance concerns.

It should be noted that understanding people's relationship to their work can never be accomplished using only the conceptual tools provided by sociological thought. Sociology needs to be supplemented by psychological theory to understand the reactions of individuals to their jobs and economic theory to understand the structural labor market factors that govern the match process. Historically, disciplinary barriers have constituted significant barriers to a comprehensive understanding of these issues; they need to be lowered before the individual's relationship to the job can be fully understood.

The relationship between the friendliness of the colleagues and the cooperation in the employees' work was found in colleagues' friendliness. There was a positive correlation with employees' cooperation ( $r = .520$ ) at 27.04 percent, higher than other items. Show that colleagues influence cooperation. Therefore, the organization provides training about good colleagues. or arranges relationship activities between colleagues (Srimarut & Mekhum, 2020). Therefore, it would be hypothesized that:

H10: Feelings towards Co-workers can be the motivation factor of intrinsic motivation on workers' contributions.



### 2.3.2 Factors of Extrinsic Motivation

#### *Compensation*

Compensation management has a direct relationship with employee motivation and performance. Extrinsic benefit plans play a delight role in an employee's perception of the organization and its work. Furthermore, these factors play the role of satisfiers. Instruments of intrinsic factors profoundly impact an employee's loyalty and an organization's turnover. Intrinsic factors are motivators for the employees and are associated with their job and organization. They feel important and consider their performance as organization performance and the organization's image as their image.

The financial area centers a ton around the prosperity of its Human Resources by appropriately planning its remuneration framework. So that banks can accomplish an upper hand through their workers and stand separated and remain steadfast in such complex situations as in the ongoing worldwide monetary emergency when the monetary area is encountering a difficult situation in the outside climate. Characteristic instruments are firmly encouraged to be more adjusted for the whole financial area. The paper suggests extraneous elements as the premise yet inborn as the magnificence as just the internal fulfillment can create ideal quality. For future exploration, concentrating on that can figure out the relationship of different variables of remuneration, particularly the emotional one, with inspiration would be of incredible worth.

Undoubtedly, the technical-scientific paradigm has been enormously successful in solving economic problems. The danger is that it has swallowed other essential dimensions. When using a scientific-technical perspective on social, ecological, and existential problem dimensions, we may entail counterproductive behavior of managers.

Mitroff's four dimensions of problem-solving are not antithetical but are mutually supportive. The major problem arises when one scientific-technical dimension becomes dominant, and other dimensions are ignored. The sensitivity to the needs of other beings and stakeholders is vital for corporate success and survival in a broad and long-term sense. Taking the existential, social, and ecological perspectives seriously might lead to an improved capability for reflection on the usefulness of high compensations for managers and the adverse effects of such practices.

Opinions about department store employees are highly opinionated about the overall compensation factor. When analyzing each aspect, it was found that the factors with the most averages were salaries, followed by overtime pay, position pay, and welfare. The correlation coefficient was .018. The correlation coefficient of the variables was statistically significant at .05, consistent with (Depedri, Tortia & Carpita, 2010). in terms of success in work. The nature of the work performed is responsibility in terms of work progress. The aspect of being respected Salary Relationship with supervisors, including (Gupta & Shaw, 2014) The feeling of motivation for working was related to employee's organizational commitment.

Both in terms of feelings of job satisfaction, Social standards, and following (Becchetti & Castriota, 2011) said that compensation affects work efficiency. It affects the efficiency of work in 3 areas: financial compensation, Non-Financial Compensation (Work), and Non-Financial Compensation (Pride) (Sudiardhita et al., 2018) said; that the motivation to work is positively correlated with the commitment to the organization. Including job satisfaction affects motivation to work. Causing job satisfaction following (Hansen, Smith & Hansen, 2002) said that the compensation factor non-financial environment is a factor affecting the efficiency of the employees' performance at a high level is appropriate to the nature of the organization including the general corporate environment causing employees to be enthusiastic in their work and staff have an opinion. The organization has a clean and orderly workplace that affects the performance of employees. In addition (Tella, Ayeni & Popoola, 2007) said that motivation to work with job satisfaction. There was also a positive correlation with organizational commitment, Sarmad et al. (2016) said that the influence of motivation at work Affects the commitment to the organization both in the workplace, Monetary and non-monetary incentives, and related environment. Therefore, it would be hypothesized that:

H11: Compensation can be the motivation factor of extrinsic motivation on workers' contributions.

### ***Working Conditions***

Whereas social support directly affects distress, especially happiness, analyses of interaction effects uncovered little evidence for the buffering hypothesis. Our results suggest that both social support and the objective conditions of work influence women and men and that the

effects are primarily additive. The quality of relations among co-workers and between supervisors and subordinates does not necessarily buffer a lack of pleasant and satisfying working conditions among women or men. Our findings, although only suggestive, imply that stressful working conditions tend to create symptoms of distress regardless of the social context or one's gender. This conclusion would suggest that companies interested in workers' mental health must examine the organization of tasks and rewards. It may be more feasible to strengthen social support than reduce exposure to stressors (Thoits, 1982). However, our results imply that this strategy is not adequate for reducing workplace-generated stress.

Because the working conditions we investigated affected distress and happiness, they would seem reasonable candidates for buffering if any should occur. However, our buffering test is limited by the quality of our measures. Our lack of findings may be partially explained by measurement error or because our measures fall between the structural and the functional definitions of social support. In order to draw firm conclusions about how working conditions and social support combine to affect well-being, we need studies of women and men that maximize the reliability of measures differences across sectors or job designation or job level were apparent in perceptions of the rate of pay, rewards for skills and experience, the convenience of working hours, collegial support and teamwork, the safety of the workplace, nursing career prospects and the status of nursing as a career. The only variable not exhibiting differences across sectors is how well the workplace was equipped.

While the data confirm some findings from previous studies, aspects not discussed were the impact of job designation, job level, and the employment sector. The findings of this study suggest that a 'one size fits all solution' across sectors within Australia and possibly across both developed and developing nations will not work. Therefore, further research into job satisfaction must consider the job designation, job level, and employment sector.

According to research by Pummo, Srisuphan & Narakorn (2020), the results of a multiple regression analysis of job satisfaction with support factors Affect self-development in the work of bank employees in Muang district Phitsanulok Province found that job satisfaction in terms of supporting factors consisted of salary or compensation working conditions Image relationship with the supervisor a sense of security in work and relationships with colleagues. All five factors can jointly predict self-development in working. The work of bank employees in Muang District,

Phitsanulok Province, 64.80% ( $R^2 = 0.648$ ). Considering the level of statistical significance at .05 (Sig. < 0.05), it was found that there were only four aspects of job satisfaction with support factors that affected self-development in self-improvement. The work of a bank employee in Mueang District, Phitsanulok Province is salary or compensation. Working conditions feeling of stability at work. Furthermore, the relationship with colleagues, salary, or compensation affects job satisfaction in terms of supporting factors affecting self-development in the work of bank employees in Muang District, Phitsanulok Province.

In the overall thread, Salary and Compensation are supporting factors affecting self-development in work and working conditions affecting job satisfaction, concerning supporting factors affecting employees' work (Casini et al., 2018). This is consistent with the self-improvement theory of Magginson & Pedler (1992) because self-development begins with learning. If there is no knowledge and understanding, one will not be able to develop oneself to make progress with self-analysis. It is consistent with the research of Cooney (2011) in order to develop and set clear goals as guidelines and motivations for self-improvement to improve work performance and better quality of life, more efficient corresponding to the aptitude, interest, ability, skill and attitude of each employee, the feeling of job security affects job satisfaction in terms of supporting factors affecting self-development in work. In line with the research of Evans & Wilton (2019) said that people will be satisfied at work if the social status of good people means good management. This is because good job characteristics lead to high social status and enable the individual to adjust his/her personality. People can fit into social conditions inside and outside the organization (Korzynski, 2013). Factors that create satisfaction in working, including career stability, salary or wages, fairness, human relations have, welfare, and the benefit of good working conditions progress have the opportunity to be promoted, raised wages, and increased qualifications work is an honorable occupation in society.

Therefore, when a person can adjust to society both inside and outside the organization, relationship with colleagues affects job satisfaction in terms of supporting factors affecting self-development. This is consistent with the self-improvement theory of Magginson & Pedler (1992) because of finding friends or colleagues or support from colleagues, including the people around. It helps to increase skills and expertise. That can help guide regular learning and self-improvement in work to achieve goals. Therefore, it would be hypothesized that:

H12: Working Environment can be the motivation factor of extrinsic motivation on workers' contributions.

### *Advancement*

The tendency to select jobs according to one's values can be illustrative of self-consistency and self-esteem motives. An individual behaves in a manner consistent with their self-concept, affirming values, sense of competence, and self-esteem. The self-concept is both maintained and enhanced through such a process. Value change arises when there is a mismatch between values and the opportunity for value fulfillment. The worker who values autonomy highly but ends up being micromanaged at work is in an unstable and self-esteem-threatening situation. Placing great importance on something that one does not have cannot create cognitive dissonance, foster strain, and diminish self-esteem.

One response to information that potentially threatens the self-concept is for the subject to reorder values, placing greater emphasis on those things that maintain a positive self-evaluation. Tharenou (1997) explains that orientations would weaken when they experience tough times—unemployment, a reduction in pay, or heightened insecurity. Intrinsic values might also deteriorate when workers receive lower levels of extrinsic rewards (Caldwell, Harris & Renko, 2016) if they must be less 'choosy' about their jobs.

It is theoretical. Consequently, an empirical investigation into the interrelations between ethical people management practices and, on the one hand, processes and structures such as an ethics code, ethics training, and ethics auditing, which are meant to engender ethical principles in an organization, and on the other hand, the level of organizational trust in a post-socialist context, is needed in the future. Measuring the correlation between people management practices based on ethical principles and employees' misbehaviors typically caused by low work ethic is another aspect that could be covered by a quantitative study on the development of organizational trust. Thus, the operationalization of work ethic and organizational trust is needed for future research. Moreover, the topic of organizational trust development could also be gained from qualitative research. Our assumptions in this paper could be validated or denied by case studies and action research of companies that made a strategic decision to develop organizational trust in a context where employees' work ethic is low (Dorado et al., 2021). Interviews with managers, especially those

responsible for industrial organizations, could reveal perceptions of historically developed forms of misbehavior prevailing in society and suggest other methods of developing organizational trust in a post-socialist context.

Progress in self-improvement has a very high level of opinion. Teachers are, therefore, continuously developing themselves in terms of knowledge, skills, and expertise in various fields to develop professional advancement in terms of position, academic standing, salary, and qualified personnel (Brolis & Nyssens, 2020). Therefore, it would be hypothesized that:

H13: Advancement can be the motivation factor of extrinsic motivation on workers' contributions.

### ***Working diversity***

Since the early 1960s, organization theorists have believed that work-process variability is essential. However, there has always been some question about the appropriate way to operationalize and measure (Hage & Aiken, 1967).

Working diversity refers to the decision on the job that, good or bad, feelings about the job that work is monotonous and tiring or challenge causing creativity or deteriorating intelligence. Moreover, it refers to thinking the job that is a difficult task that cannot be accomplished or an easy task that is not interesting. Working diversity must allow operators to use and develop fundamental skills and knowledge. This includes having the opportunity to work in a job that they recognize as important and meaningful, developing a person's capacity for this work. It emphasizes the education, training, work, and career development of individuals and is indicative of the quality of life. This enables individuals to perform their duties to the fullest extent and enhance their self-confidence.

The extent of separation, variety, or disparity within a unit may color and shape an individual's experience of difference from other unit members (Hall, Miller, & Millar, 2012). For instance, if a research team is low in various disciplinary backgrounds, say, with a single psychologist amidst an array of seven physicians, the lone psychologist is likely to be seen as an outlier. Marhuenda (2009) documented this in theory and research on minorities and tokenism. From a multilevel perspective, however, the experiences of someone different from all the others in the team will be radically changed depending on the unit context: Do all the others on the team

also differ from one another, or are they all the same? If the research team has maximum variety, like our Team V, the lone psychologist is not an interpersonal outlier on the team but, in effect, just like everyone else. As with every other team member, he or she is the only representative of a particular background. Therefore, it would be hypothesized that:

H14: Working Diversity can be the motivation factor of extrinsic motivation on workers' contributions.

#### *Achievement of outcome*

A possible explanation for the high correlations between hygiene factors and participative decision-making is that the context in which the work is performed (working conditions, benefits, hours of work) seems as important as the intrinsic worth of the work, at least for this sample of nurses. After all, to use only one example, healthcare workers on midnight shift are less likely to be considered for decision-making purposes than day-shift workers.

Recently, Yukl (1989) concluded that, after considering research evidence to date, participation led sometimes, but not all the time, to better acceptance of decisions and commitment. He attributed the inconclusive findings to questionable assumptions and subjective interpretations of results. The present findings clearly show [ $R^2 = .52$  (.48 influence overwork plus .04, influence in organization)] that participation is associated with the feelings of influence employees have over their work and the organization. In particular, influence overwork was the single most important predictor of participation in decision-making ( $R^2 = .48$ ). Not only is the explained variance high, but the link is logical. Presumably, given influence over how work is done and where the organization is heading, participation also results in pride in the organization and gives the feeling of contributing to society.

The findings further support Lawter, Kopelman & Prottas's (2015) notion that participation involves two forces, task involvement, and ego-involvement. When an individual is "on the go," doing this and that task, he is merely active and may not participate but go through motions that are not meaningful. The ego is said to be affected if participation is desirable because the individual's status, esteem, or autonomy is affected. The researchers claim both aspects, task- and ego-involvement, are necessary for participation. In the present research, the two concepts were measured separately: the instrument measuring participative decision-making assessed task involvement, and the instrument measuring work values ego-involvement. It seems reasonable to conclude that a measure of participation should contain both aspects.

As indicated earlier, the study of achievement and future goals have proceeded relatively independently. When these theoretical perspectives are integrated, they may provide a complete picture of the dynamics of school engagement. This study examined the relationships between future goals (fame, wealth, society, family, and career-oriented) and achievement goal orientations (mastery-approach and performance-approach goals) among Singaporean secondary school students. Our findings suggest that goal orientation and future goals are likely to go hand-in-hand, like valence achievement. Therefore, if one can induce an intrinsic–intrinsic achievement goal orientation-future goals combination in students, goal profile may become more mutually strengthening. We assume that when one's present goal orientation aligns with his or her aspirations for the future, one will be more readily able to maintain the goal orientation he or she has chosen to adopt.

These data also offer some insights for goal setting, be it future goals or immediate achievement goals. By linking the two concepts, we offer teachers an alternative way to look at goals and a guide to understanding what it may mean to inculcate particular (goal) orientations in our next generation. The mere focus on promoting mastery goal orientation or intrinsic future goals in the classroom may be too short-sighted for teaching practice. Teachers should be mindful of the achievement goal orientations they encourage and the related future goals that may come along with these. Our study adds to the scarce research on the relationship between congruent future goals and achievement goal orientations. It thus extends the motivation literature by linking the two critical constructs in a heuristic and meaningful way.

According to research by Newman et al. (2018), it was concluded that Employees have opinions about their success at work. At a high level, i.e., in terms of achieving goals such as being able to perform duties or assigned tasks with speed, accuracy and being appreciated by all parties, always working clearly and practical planning can concretely result in the achievement of goals or achieve the specified objectives consistently and be able to create new things while working by always initiating, improving and revising the work, resulting in a very successful work. In terms of standards and reliability, for example, the work is carried out with detail and prudence, resulting in the results being accurate, reliable and meeting the needs of those involved very well. Can significantly reduce the wastage of resource use in operations. This is due to the performance of the established standards for the timeliness of the results, such as the enthusiasm to perform the



task assigned to it so that the work is always completed on time. Able to prioritize the use of limited resources by allocating time appropriately for the stakeholders' satisfaction. Having a beneficial job in the general office will help the organization gain maximum benefit and be recognized. It can create great satisfaction for both internal and external parties outside the organization in terms of quality performance, provide continuous and consistent assistance, and demonstrate camaraderie between colleagues and supervisors. Therefore, it would be hypothesized that:

H15: Achievement of outcome can be the motivation factor of extrinsic motivation on workers' contributions.

## **2.4 Organizational Context**

Organizational context variables that may affect the creativity blooming in the workplace have been the target of numerous studies. The characteristics of a leader who motivates and fosters creativity, elements in groups or teams that may stimulate or inhibit creativity, the organizational climate for creativity, and strategies to nurture creativity among outstanding companies in their innovative capacity are some topics that have been investigated and discussed. Organizational context refers to the context of the organization consists of the environment in which it operates and refers to internal and external issues relevant to the activity of the organization (Battilana, 2018; Davies et al., 2019; Dhiravegin, 2017; Jermittiparsert, 2020; Johns, 2006; Kaufmann et al., 2019; Luthans, 2012; McMullen, 2018; Schneider, 2013).

Likewise, as associations are underlying inside social orders, sharing the qualities and experiencing the impacts of political, verifiable, and social circumstances, one more focal point of consideration has been the impact of cultural qualities and social practices on the way of behaving of people and gatherings in their work environment, on the administration styles, and the degree to which these elements upgrade or repress imaginative articulation. It has been highlighted that public/social suppositions, convictions, and customs influence what occurs in associations.

The workplace conditions that decidedly influence imagination have been examined widely by various researchers (Johns, 2006). They advise us that imagination, like a fragile blossom, needs an optimal climate to thrive (Schneider, 2013). Various movements with highlights that portray this air are introduced in writing. Some have a couple of factors, and others are exceptionally mind-boggling, enveloping many elements that influence workers' imaginative

presentation. Albeit various factors might affect imaginative conduct in associations, traditional culture and environment components are among the most talked-about because of their significant impact on inventiveness in the workplace. These two developments are firmly related, and both have been utilized to portray the traditional setting that impacts people's conduct in the working environment. They are frequently treated as interchangeable; however, contrasts exist among them. The most basic is the more remarkable degree of reflection at which the way of life works contrasted with the environment (Tesluk, Farr, & Klein, 1997). Traditional culture involves the arrangement of convictions, standards, sentiments, and values shared by its individuals converted into activities, particularly those standing firm on an initiative. Appearances of culture may be seen in various hierarchical elements, for example, the number of orders, pay levels; casual practices; values and customs; stories, jokes, language, and actual climate qualities (West & Richter, 2008). In examining hierarchical culture, Luthans (2012) alludes to the common qualities (what is significant), the common convictions (how things work), which associate with the traditional design and control framework, bringing about conduct standards (the manners in which things are done in the working environment). Luthans (2012) additionally refers to components of the way of life, the essential suppositions on how association issues ought to be settled, and antiques, which are the noticeable appearances of the other social components, including detectable ways of behaving of workers, other than structures, frameworks, techniques, rules, and attributes of the actual climate.

Then again, the hierarchical environment alludes to the standard view of the workplace, including its arrangements, practices, and methodology (Kauppila, 2018; Ochola, 2018). The hierarchical environment depiction as the "noticed and intermittent examples of ways of behaving, mentalities, and sentiments that portray life in the association" is presented by Treffinger, Isaksen, and Stead-Dorval (2006). People from various hierarchical societies have various encounters connected with imagination. The equivalent happens concerning the environment as seen by workers. Also, studies have shown that factors like orientation, the job in the association, age, and academic level impact the impression of the environment (Dhiravegin, 2017).

Hierarchical culture and how its chiefs express it was viewed as critical variables for inventiveness in the work environment by McMullen (2018) and Dhiravegin (2017). As indicated by these researchers, imagination should be expressly esteemed, which requires the pioneer to share constantly with all workers a dream that stresses its significance. Moreover, innovative culture

should be carried out as indicated by this vision, which requires: the determination of imaginative individuals; persistent preparation and chances to refresh information and foster inventive abilities; the putting forth of objectives to arrive at imaginative items; support, conversation, and sharing of thoughts among colleagues, groups, and all representatives; and acknowledgment and compensation of inventive thoughts and items. Comparative thoughts are introduced by West and Richter (2008) in portraying a few attributes of an optimal climate for inventiveness: the development of a genius innovativeness culture; the arrangement of motivators and acknowledgment for imaginative thoughts and work; arrangements of the exemplary apparatuses for trading thoughts; and the ideal preparation.

Various examinations on the qualities of hierarchical conditions that advance innovativeness are accessible in writing, among the most well known as Amabile (1988). This researcher has been perceived for a long practice of commitments to innovativeness in the hierarchical setting. Amabile and partners have recognized many highlights of associations that advance innovativeness. They were first recognized through interviews with R and D researchers and were integrated into a poll — The Work Environment Inventory (Amabile, 1988). They allude to 1) significant opportunity in regards to the means accessible to finish the jobs essential to arrive at the objectives set, 2) adequate assets, including offices and data, as well as time to investigate, mature, and foster thoughts, 3) testing work, by the achievement of undertakings that are neither too simple nor have a level of trouble apparent as an obstruction to progress in playing out the assignment, gatherings/working groups described by variety, with representatives that have different reference structures, inspired by the errands under their obligation, ready to participate and share information, brief to perceive and integrate commitments of different members, 4) bosses' consolation, with acknowledgment of the representatives' groundbreaking thoughts, endeavors and triumphs, and 5) acknowledgment and backing by the top innovators in the association.

Alencar, Bruno-Faria, and Fleith (2014) identified factors for creativity in the organizational environment in a study of the employees from different modalities of organizations interviewed about the characteristics of an organizational environment that fosters creativity and those that inhabit it. Content analysis of the responses indicated the following categories as stimulants to creativity such as; challenges—challenging tasks or missions that require creative ideas, freedom and autonomy—freedom to decide how to perform tasks, with autonomy to take decisions when

necessary, manager's support—openness, flexibility, respect for divergent opinions, and encouragement of new ideas on the part of the manager, organizational structure—limited number of hierarchies, flexible norms, power decentralization, organization support—recognition and support of the creative work in the organization; availability of mechanisms to develop new ideas, physical environment—an environment described as agreeable, with adequate illumination, furniture, space, and ventilation, salaries and benefits—adequate remuneration; a policy of benefits and reward system that encourages innovative ideas, technological and material assets — accessibility of gear and materials that work with the formative cycles of novel thoughts, preparing — accessibility of preparing to all set up fully intent on fostering their imaginative potential and working with the course of development, and work group support — exchange and dependence among the work bunch; relational connections among colleagues that blessing and invigorate groundbreaking thoughts.

De Alencar and De Bruno-Faria (1997) also recommended that the members show, other than the attributes of an authoritative climate that advance innovativeness, those elements in their workplace that invigorate the declaration of inventiveness. A correlation of reactions to the two inquiries demonstrated contrasts among them. Preparing, pay rates, and advantages, for instance, were not referenced when the members alluded to their associations. The association design, opportunity and independence, and the actual climate were additionally substantially less much of the time referenced in the members' portrayals of their associations than in their reactions to the essential energizers for innovativeness in the working environment. These outcomes propose that the highlights perceived as vital to innovativeness sprouting were not generally seen to be available in the associations where the representatives worked. A workplace with conditions inconvenient to the imagination was likewise seen by Nayak et al. (2011) in a review intended to assess the impacts of a program for cultivating innovativeness in the work environment. The members griped about elements of their association taken as not helpful for inventiveness. The act of rebuffing botches, which won in the association, a shortage of chances to communicate novel thoughts, and the absence of administrator's dependence on the representatives hindered inventiveness. Notwithstanding a consciousness of the requirement for imagination and development for hierarchical achievement, well-established inclinations to keep up with the norm won, making it challenging to present shifts in favorable circumstances for innovativeness.

Tesluk, Farr, and Klein (1997) additionally portrayed elements of a hierarchical climate that can assume a part in authoritative innovativeness. From an audit of exploration led in various work settings, he distinguished a few variables working with inventiveness. Some of them unite with recently called attention to independence, execution reward reliance, risk-taking, the resilience of contrasts, individual responsibility, top administration support, high obligation regarding starting thoughts, professional stability, and a moderate level of equivocalness about the gig climate.

A few instruments have been intended to survey elements of the authoritative environment proposed as energizers or inhibitors to innovativeness. A new portrayal of accessible instruments with their psychometric attributes is introduced by Mathisen and Einarsen (2004). Keys: Assessing the Climate for Creativity; Creative Climate Questionnaire, Team Climate Inventory, and Siegel Scale of Support for Innovation were examined by these researchers, who presumed that the main two introduced OK logical quality and were legitimate in peer-explored writing. One of the most referred to writing is the Work Environment Inventory, created by Amabile and Gyskiewicz (1989), modified a few times, and is presently named 'Keys.' It incorporates the accompanying energizer scales: authoritative consolation, administrative support; workgroup support; adequate assets; testing work; and opportunity. This instrument additionally incorporates deterrent scales detailed in the following segment. The Creative Climate Questionnaire estimates ten environment aspects, nine of them conjectured as illustrative of an environment helpful for inventiveness. The advancement factors were a challenge, opportunity, thought help, trust/receptiveness, dynamism/energy, fun-loving nature/humor, discussions, risk-taking, and thought time. Authority, possession, standards for variety, constant turn of events, and consistency are estimated by the Siegel Scale of Support for Innovation. Conversely, vision, participative security, task direction, and backing for advancement are the hypothetical components of the Team Climate Inventory. Other than portraying these instruments and studies led with them, Mathisen and Einarsen (2004) scrutinize every poll, proposing the requirement for more exploration to build up their psychometric characteristics and more investigations on the general significance of various work ecological variables.

An examination of elements that advance inventiveness in associations was introduced by Runco (2007) because of a meta-investigation directed by Hunter of 42 past examinations. This investigation distinguished the accompanying aspects: optimistic friend bunch; manager; assets;

challenges; mission clearness; independence; attachment; scholarly feeling; top administration; rewards; adaptability and hazard taking; item accentuation; interest; and authoritative joining. Moreover, the main elements shown by the meta-investigation portray a positive relational trade, scholarly energizers, and difficulties. Most of these aspects are estimated by the instruments recently called attention to, intended to evaluate the hierarchical climate for imagination. Some of them cross-over, for instance, with the components of the survey named Indicators of Climate for Creativity (De Alencar & De Bruno-Faria, 1997) on elements that are promoters of creativity in the work environment, such as resources and challenges. However, flexibility and risk-taking, mission clarity, and organizational integration, which are some of the dimensions resulting from the meta-analysis, were not observed by De Alencar and De Bruno-Faria (1997).

More specific to the organizational environment, identifying potential inhibitors to creativity has been a focus of increasing attention. De Alencar and De Bruno-Faria (1997) offered a portrayal of these variables from information gathered from Brazilian representatives from various associations, who were consulted on the most common obstructions to the imagination in any authoritative climate and workplace. The most regular deterrents brought up were the association structure, which was portrayed as inflexible, regulatory, with over the top pecking orders and incorporated power; supervisors, described as not being responsive to the people's novel thoughts and items; traditional culture, taken as disinclined to risk-taking, with the dismissal of groundbreaking thoughts, support of the anxiety toward committing errors and the apprehension about changes; and individual connections in the working environment described by the absence of discourse and gathering exercises, absence of dependence among the staff and continuous struggles. In depicting the obstructions to inventiveness in the association where these representatives worked, the high volume of assignments with severe time pressure, ongoing political changes, modifications in the standards, and the authoritative objectives' redirection were also portrayed. A portion of these components was like those revealed by Brazilian specialists, who were examined regarding working with and hindering elements from communicating their innovative limit. When requested to demonstrate the variables that block their inventiveness, components of the workplace, like an unbending design, excessive strain, organization, as well as dictator, and unified supervisors were called attention to, trailed by private attributes, for example, feeling of dread toward being reprimanded, instability and absence of adaptability (De Alencar & Fleith, 2004).

Thus, it is essential to highlight that the management team should consider organizational culture, legal framework, and organizational policy in developing effective employee performance appraisal. According to a study by Nobre (2002), the main characteristics of effective performance appraisal are 1) flexibility in rapport to changes occurring in the specific organizational context and 2) being aligned to the company's vision and primary objectives. Therefore, managers should identify and consider essential organizational contextual factors to develop effective employee performance appraisals since they have an incredible impact on their employees' performance levels.

Therefore, it can be hypothesized that:

H5: Organizational context has a positive influence on social enterprise performance.

#### **2.4.1 Factors of Organizational Context**

##### ***Strategic Objective***

The key strategic issue in social enterprise: is the tension between investing resources in business activity against investing resources in social action and how these impact over time upon organizational sustainability. We have used a multilevel causal feedback diagram to map out the connections between the constituent parts of this problem and explore the possible pressure points that SE decision-makers need to be aware of. This represents an essential contribution to the scholarship on SE, especially as many social enterprises have struggled to introduce innovative business models and scale up their activities (Chaudhary et al., 2015).

It is important to note that we do not conceptualize investment in social action and business effectiveness as two distinct entities necessarily in conflict; instead, they exist in synergy. We have sought to illustrate that a central task for SE managers is to learn how their organization's social and commercial components feed off each other, either in a virtuous or vicious way. Keeping these forces in kilter ensures a virtuous cycle and, ultimately, organizational sustainability. However, if one force is allowed to dominate organizational effort overly, the loop can reverse, and a vicious cycle with a downward spiral is a likely dynamic.

From exploring these three strategic options, we have identified some trade-offs based on consideration of two pressure points: (1) efficiency of resource usage and (2) organizational legitimacy. Using the CLD as a reference point, we have identified and evaluated

three distinct strategic options available to SE decision-makers: (1) to separate the social and commercial mission of an enterprise; (2) to integrate the social and commercial missions, and (3) to build alliances with for-profit businesses (Sageer, Rafat & Agarwal, 2012). We have argued that each option has its challenges, but each can also achieve organizational sustainability by allowing both social and commercial objectives to be realized. Thus, we believe that our model may be of practical benefit to SE decision-makers. Specifically, our causal-loop diagram could help them understand the critical issues involved in SE sustainability and predict the likely consequences of resource allocation policies.

While we have focused on the strategic challenges facing social enterprises, our arguments may offer insights for corporations seeking to develop their CSR activities. As Barnett and Salomon (2006) note, a central and contentious debate in much literature concerns the relationship between financial and social performance'. It is also clear that many CSR initiatives are less effective than they could be (Porter and Kramer, 2006). By showing how decisions about social objectives can affect organizations' capacity to generate revenue, our framework has the potential to shed light on the link between competitive advantage and corporate social responsibility. In this respect, the work of Maon et al. (2008), who develop a conceptual framework using causal feedback to explicate the process of CSR, usefully complements our approach.

In achieving the dual objectives of social enterprise, social enterprise emphasizes social controls, which focus on feelings, beliefs, values, or group culture, rather than technical controls that focus on describing methods, rules, or standards. This may be described as a case study social enterprise as a small social enterprise with limited resources, especially in terms of personnel (Sun & Sohn, 2021). The use of technical controls or formal regulatory activities may require substantial resources to monitor and, therefore, unsuitable for resource-limited social enterprises. Social controls are therefore appropriate to reduce technical or formal regulatory activities. Another explanation is that in the case of studies, social enterprises use social beneficiaries or communities to produce goods or services while these enterprises sell goods or services by receiving. Business risks are placed on enterprises to generate income while increasing income for social beneficiaries. For example, Farmer's friend relies on network farmers to produce organic produce for sale, Folktales rely on rural village communities for community attractions, and Sea delicious relies on fishers for commodities. Nevertheless, these social enterprises do not



have complete control over the community and cannot set rules (Kauppila, 2018). Tell the exact practice or force the community to follow, unlike company executives who can control the production department. Therefore, it would be hypothesized that:

H16: Strategic Objective can be the motivation factor of organizational context on workers' contributions.

### ***Working Procedure***

Working Procedure refers to identifying work that adequately meets the organization's objectives by setting priorities. Task types are prioritized, such as the order of work before and after, important and unimportant tasks. Furthermore, it includes resource planning for work, content analysis of the task's difficulty, estimating the time it takes to complete a task, checking whether the job is urgent or urgent, and clear and transparent recording of working processes. Prior research has pointed to the limited amount of research on the formation of organizational identity, with an even more acute lack of research on such formation processes in the context of hybrid organizations (Gianfaldoni & Morand, 2015; Gregory & Anderson, 2006; Kovach, 1995; Narayanan & Terris, 2020; Peng & Liang, 2019; Spear, 2006). Some research does not directly address the formation process but features organizational identity as part of other theoretical and research interests such as mission drift or paradoxical thinking (Besharov, Smith & Darabi, 2019). Furthermore, current work is grounded in traditional conceptions of organizational identity as a cognitive categorization of an organization or as a relatively consensual, inter-subjective social construction that gradually forms and then defines the organization. Battilana and Dorado (2010), for example, draw on this traditional perspective to suggest that employees of micro-finance institutions in their study held on to separate internalized knowledge structures of banking and social development, making it hard to bridge these separate organizational identities to form a generally shared one.

Our findings elaborate on a social enterprise's organizational identity formation process and offer a theoretical alternative to these positions. We conceptualize the formation process as a process of character formation (Dwivedi & Weerawardena, 2018). Leaders and members stretched the identity in different directions and experimented with alternative characters, as provisional identities, to become an integrated hybrid organization. This process of becoming

involves members of a social enterprise working through competing identity definitions before settling on a hybrid identity for the enterprise as a practical 'accomplishment' (Sandberg et al., 2015).

This process of character formation consists of two interconnected parts – members figuring out 'who they are in terms of their espoused dual mission and their characterization of the organization and experimenting with 'what they do in terms of their product and social impact strategies. Our process model elaborates how members of a hybrid organization work out a provisional sense of who they are as an organization, ground such understandings in their product and social impact activities towards stakeholders (in terms of 'what we do'), and reinforce a collective sense of self (in term of 'who we are') as they act upon such grounded understandings (Kovach, 1995). In this way, the model offers a process perspective of how organizational identity is gradually constructed and formed in hybrid organizations through both sayings and doings.

Social enterprise Implement various development works, including social, economic, and environmental aspects. The goal is to improve the quality of life of people in rural areas to have a better living. There is not a knowledge management system that still cannot solve the common problem to fill out. Furthermore, the search system is still unable to find the in-depth details as the user wants. Therefore, the organization needs and needs to have a knowledge management system. The development of a knowledge management system for the organization can be accomplished. There are various factors to be considered.

Knowledge Management System (KMS) and guidelines for developing a knowledge management system for the organization are essential factors in social enterprises by focusing on social development processes Factors affecting the success of the knowledge management system are organizational factors, information (Data), personnel (People) and infrastructure. Infrastructure, the KMS development approach should begin with clearly defining the vision and policies in the organization's knowledge management in the analysis, design, development, testing, and evaluation should consider stability. Flexibility and security, and the stored knowledge should contain accurate, appropriate, complete, and easy to understand the content. Organizations should create understanding and motivation to use the system, including personnel training. In addition, the organization should adopt the success factor in developing KMS to carry out knowledge management following its objectives can be implemented in a concrete way within the organization. Therefore, it would be hypothesized that:

H17: Working Procedure can be the motivation factor of organizational context on workers' contributions.

### ***Organization Culture***

Organization Culture refers to the collection of values, expectations, and practices that guide and inform the actions of all team members. Organization Culture affects all aspects of business, from punctuality and tone to contract terms and employee benefits. Organization Culture is a crucial advantage in attracting talent and outperforming the competition (Amin, 2009; Germak & Singh, 2009; Hakim, 2012; Nugroho et al., 2018; Pasricha, Singh, & Verma, 2018; Velten & Lashley, 2018). Furthermore, communicating corporate culture concerning corporate social responsibility must start from the first day of welcoming members into the organization. The most popular channel that organizations use to convey the story and culture of the organization is employee training. Because it is an activity to insert things, empower employees to recognize their organizational identity, and prepare them to become one with the organization, in line with Schraeder, Tears, and Jordan (2005) explaining that employee training is crucial in transferring corporate culture to employee. Especially when there are activities that involve employees, they will encourage employees to learn better, such as observing or participating in volunteer activities.

In conclusion, in social enterprise, if there is an authentic social culture, employees want to be a volunteer in organizations. The organization can help employees fulfill their needs in many ways (Velten & Lashley, 2018). The organization helps to encourage employees to join as volunteers by using corporate social responsibility communication as an essential help. Each leading organization communicates its corporate culture to its employees with top management as a focus and conveys the organization's stories so that employees are aware (Germak & Singh, 2009). Furthermore, it invites employees to participate in activities with the organization and communicate with employees when the project is completed to thank them. To encourage employees to feel good and motivated to volunteer continuously. Because these two parts of communication contribute to making individuals proud to work in an organization that is a good business citizen, they also act to help others by volunteering and gain recognition and appreciation from those around them as a reward. Therefore, it would be hypothesized that:

H18: Organizational Culture can be the motivation factor of organizational context on workers' contributions.

## 2.5 Social Enterprise Performance

For an SE, it is often difficult to plan for the future. The reasons for their substantial incapacity for forward-thinking and multi-annual planning and budgeting include dependence on public spending or working with projects financed by investors who are pursuing social aims, and sometimes also the lack of markets combined with weak capital structures due to their average small size (Haseeb et al., 2019).

It is essential to track, record, and analyze an SE's activities and income components, at least in the short term. That is to say, and it is necessary to identify reasons for the emergence and the variability of revenues and expenses (Mamabolo & Myres, 2020). In operational terms, implementing this planning and control system will entail a change of form, from natural to destination-based accounting.

Moreover, a fuller knowledge of the contribution made by individual inputs toward realizing an activity or a good/service can also give rise to calculations of efficiency (productivity), typically concerning human resources (Nielsen, Lueg & Liempd, 2019).

However, the optimal implementation of a control process requires both the ability to measure data ex-post and plan activities ex-ante, in other words, future planning: drawing up a global budget and making forecasts of analytical cost/revenue (Ramus et al., 2018). The management of an SE needs to have the ability to predict the company's future, representing this in terms of quantity-monetary values.

This emphasis on planning – namely, the ability to move beyond tackling day-to-day matters, employing planning decisions, and providing a description of tasks – allows management to develop a proactive approach (Cheah, Amran & Yahya, 2019). Planning also means coordinating overall business and verifying in advance compliance with the primary mission objectives.

Over time, the pursuit of economic balance also relies upon proper cash management and locating and deploying the necessary financial resources. When the market is characterized by "late payers" – as tends to be the case for SEs with public sector clients – the ability to optimize cash flows becomes crucial (Mamabolo & Myres, 2020).

Moreover, while non-profit organizations are generally financed by fundraising and performance, SEs will tend to acquire only a reduced percentage of their resources without making corresponding commitments (MajetiĆ et al., 2019). As a result, the issues of cash management,

which are very close to those of traditional enterprises, are connected to a dynamic economic and contractual capacity on the side of commissioning, supply relationships, and the ability to refer to funding programs devoted to social purposes.

Although increasing attention has been paid to business models that control efficiency and effectiveness and orient SEs to implement the financial measurement systems discussed above, this management control model necessarily includes a non-financial results assessment (Potin et al., 2021). Effectiveness – the ability to achieve goals and implement strategies while using resources socially responsible way – becomes essential for assessing an SE's success.

### **2.5.1 Factors of Social Enterprise Performance**

#### ***Social Impact***

Social Impact refers to any significant or positive changes that solve or at least address social injustice and challenges. Businesses or organizations achieve these goals through conscious and deliberate efforts or activities in their operations and administrations. Businesses or organizations impact their consumers and the public, though in different capacities. Social impact, however, concentrates on the direct positive consequences these parties offer to society (Alkire et al., 2020; Clifford, Markey, & Malpani, 2013; Gentile, 2002; Ho & Chan, 2010; Lall, 2019; Leadbeater, 2007; Sakarya et al., 2012; Smith & Stevens, 2010).

Social impact measurement aims to assess the social value and impact produced by the activities or operations of any for-profit or non-profit organization (Clifford, Markey & Malpani, 2013). Although any business can have a social impact, non-profit organizations and social enterprises are explicitly designed to create social value while addressing social challenges and are expected to produce social impact. Analyzing the academic literature and the laws and policies implemented to date highlights several key characteristics of social enterprises (Lall, 2019). Producing social impact is only one of the conditions (albeit an important one) required for an entity to be recognized as a social enterprise.

The legal forms of social enterprises in different countries show that they typically share certain features, such as operating in specific fields deemed of public interest by the state or the community. An asset-lock provision binds most cases and requires participative governance and democratic management (Ho & Chan, 2010). The profit distribution and participative

governance criteria ensure that social enterprises produce a positive social impact. Whether they meet these criteria, social enterprises seeking funding are expected to measure their social impact. Traditional for-profit businesses should be expected to do so (Leadbeater, 2007). This could ensure that investment funds finance traditional businesses or social enterprises with significant social impact.

It is worth mentioning that social impact measurement is a relatively new field; hence some experimentation might be needed to help structure it and create a measuring culture. Moreover, the very concept of social enterprises is still being defined in many countries. This policy brief will present the fundamental issues and ongoing debates surrounding social impact measurement (Smith & Stevens, 2010). It will also provide concrete examples of measurement methods; underline challenges related to social enterprises and conclude with many issues relevant to policymaking

As social enterprises address social problems utilizing the market, they are vulnerable to market disruptions. After the first large outbreak of COVID-19 in Germany in March 2020, the German Federal Government adopted lockdown measures to slow down the spread of the virus. To protect enterprises, the government set up financial aid programs. While the lockdown impacts organizations of all kinds, social enterprises face a particular financial and social challenge (Alkire et al., (2020). Therefore, it would be hypothesized that:

H19: Social Impact can be the motivation factor of social enterprise performance on workers' contributions.

### ***Financial Impact***

Financial impact refers to a thumbnail view of a business's financial performance that shows the difference between the total business profit versus the costs and expenses the business lost. The difference between the comparison can be analyzed for financial planning in order to generate long-term financial results. Social enterprises are fundamentally the same as for-profit businesses in general. Therefore, the financial results of social enterprises must also look at the gross profit figure (Borzaga, Depedri, & Tortia, 2010; Fedele & Miniaci, 2010; Ghatak, 2021; Luke, Barraket, & Eversole, 2013; Ridley-Duff, 2009; Závadský, Hitka & Potkány, 2015).

The term impact investing has evolved to encompass various investing activities, both in public markets and privately held companies (Ridley-Duff, 2009). Impact investing sometimes refers to efforts to align public equity holdings with an investor's values, such as when investors prioritize holding shares of firms that meet specific environmental, social, and governance standards. In contrast, this paper is concerned with the segment of investors who allocate their capital to create social value and personal financial returns (Fedele & Miniaci, 2010). The 2019 Annual Impact Investor Survey orchestrated by the Global Impact Investing Network estimates this market to comprise upwards of \$500 billion in assets under management, about 69% of which are targeted toward privately held companies (Ghatak, 2021).

Though there are no universal criteria for impact investment, the sectors representing the largest share of impact investing dollars are affordable housing, microfinance, energy, financial services, food and agriculture, water and sanitation, and healthcare. Together these seven sectors receive more than 65% of impact investments (He et al., 2022).

The complexity of impact investing in a social enterprise with the confidence of a financial and social return means that the transaction costs of impact investment are high, resulting in the tendency for impact investment deals to be extensive (Fedele & Miniaci, 2010). There is also generally a requirement for security, and in instances of no security, the risk-adjusted interest rates are higher.

Funding is by far the biggest challenge for social enterprises. The literature identified that most social enterprises failed to secure start-up capital. Given that most social entrepreneurs are individual entities, it is difficult to accumulate enough funds initially (Závadský, Hitka, & Potkány, 2015). Over time some ventures flourish, but a vast majority struggle to maintain their existence and sustainability due to capital or ongoing sources of income. Therefore, it would be hypothesized that:

H20: Social Impact can be the motivation factor of social enterprise performance on workers' contributions.

### ***Environmental Impact***

Environmental impact refers to any change to the environment, whether adverse or beneficial, resulting from a facility's activities, products, or services. In other words, it is the effect that people's actions have on the environment. Moreover, it also has a meaning to sustainable living

in the environment. For an instant, the concerns in an energy-dependent society often come as a result of our energy use (Bertotti et al., 2011; Bull, 2007; Din et al., 2021; Haugh, 2005; Indrabudiman, 2016; Tremblay, Gutberlet, & Peredo, 2010; Vickers, 2013).

With a Government target to achieve carbon net-zero by 2050 and growing acceptance of the climate emergency, the impacts of climate change are a – if not the – major issue of recent times. Social enterprises are businesses with social and environmental missions (Bull, 2007). Most are social-focused, and some are predominantly environment-focused. Growing numbers recognize and address the need to pursue social and environmental objectives.

At Social Enterprise UK, we track our environmental impact and build a program of work to support businesses seeking to start and expand their positive climate impact (Bertotti et al., 2011). We work with environment-mission members to highlight impacts and promote best practices. Moreover, we have begun collecting evidence to support our members to adapt to net-zero and capitalize on opportunities in the growing green economy.

While climate negotiations have been going on for more than two decades, climate change does not wait for binding decisions: the atmosphere and oceans keep becoming warmer, and the amounts of snow and ice keep diminishing. Droughts, floods, and rising sea levels keep destroying critical infrastructures, diminishing agricultural productivity, and forcing communities to dislocate (Indrabudiman, 2016).

It can seem as if every business that exists does so for profit and that the significant issues facing society that require the most attention from all of us are simply swept under the rug (Haugh, 2005). Essentially, what businesses choose to sell, and how they do so to generate revenue are often far from ideal.

Moreover, beyond the fact that many businesses may not be socially conscious and maybe operate detrimentally, the problems we face in society can seem insurmountable (Tremblay, Gutberlet, & Peredo, 2010). Some of these issues include but are by no means limited to the housing crisis/extortionate rental prices in cities and the backlog of almost 4M homes needing to be built in the US, unemployment, poverty, homelessness, outmoded systems of working shifted in part by the advent of technology, inadequate government funding for further education, the world department and also mental health care, and the most significant issue of them all for our future: global warming (Vickers, 2013). Therefore, it would be hypothesized that:



H21: Social Impact can be the motivation factor of social enterprise performance on workers' contributions.

## **2.6 Human Resource Management**

Human resource management (HRM) is the practice of recruiting, hiring, deploying, and managing an organization's employees. HRM is often referred to simply as human resources (HR). A company or organization's HR department is usually responsible for creating, putting into effect, and overseeing policies governing workers and the organization's relationship with its employees. Human resources were first used in the early 1900s and then more widely in the 1960s to describe the people who work for the organization in aggregate (Chew & Chan, 2008).

HRM is employee management with an emphasis on those employees as business assets. In this context, employees are sometimes referred to as human capital. As with other business assets, the goal is to effectively use employees, reduce risk, and maximize return on investment (ROI).

The modern HR technology term human capital management (HCM) has been used more frequently than HRM. The term HCM has had widespread adoption by large and midsize companies and other organizations of software to manage many HR functions.

### **2.6.1 The importance of human resource management**

The role of HRM practices is to manage the people within a workplace to achieve the organization's mission and reinforce the culture. When done effectively, HR managers can help recruit new professionals who have the skills necessary to further the company's goals and aid with the training and development of current employees to meet objectives.

A company is only as good as its employees, making HRM a crucial part of maintaining or improving the business's health. Additionally, HR managers can monitor the state of the job market to help the organization stay competitive. This could include making sure compensation and benefits are fair, events are planned to keep employees from burning out, and job roles are adapted based on the market (Chew & Chan, 2008).

Human resources management works through dedicated HR professionals responsible for the day-to-day execution of HR-related functions. Typically, human resources will comprise an entire department within each organization. HR departments across different organizations can vary in size, structure, and nature of their positions. It is not uncommon for smaller organizations to have a handful of HR generalists who perform various HR functions. Larger organizations may have more specialized roles, with individual employees dedicated to recruiting, immigration and visa handling, talent management, benefits, compensation, and more. Though these HR positions are differentiated and specialized, job functions may still overlap.

### **2.6.2 Objectives of human resource management**

The objectives of HRM can be broken down into four broad categories as 1) *Societal objectives*: Measures that respond to the company's ethical and social needs or challenges and its employees. This includes legal issues such as equal opportunity and equal pay for equal work. 2) *Organizational objectives*: Actions taken that help ensure the organization's efficiency. This includes providing training, hiring the correct number of employees for a given task, or maintaining high employee retention rates. 3) *Functional objectives*: Guidelines used to keep HR functioning properly. This includes ensuring that all HR resources are allocated to their full potential. 4) *Personal objectives*: Resources used to support each employee's personal goals. This includes offering the opportunity for education or career development and maintaining employee satisfaction.

Within the unit of each organization, the objectives of HRM aim to 1) help the organization achieve its goals by providing and maintaining productive employees, 2) efficiently make use of the skills and abilities of each employee, 3) make sure employees have or receive the proper training, 4) build and maintain a positive employee experience with high satisfaction and quality of life so that employees can contribute their best efforts to their work, 5) effectively communicate relevant company policies, procedures, rules, and regulations to employees, 6) maintaining ethical, legal, and socially responsible policies and behaviors in the workplace, 7) effectively manage change to external factors that may affect employees within the organization.

### ***Skills and responsibilities of an HR manager***

HRM can be broken into subsections, typically by pre-employment and employment phases, with an HR manager assigned to each. Different areas of HRM oversight can include the following: 1) Employee recruitment, onboarding, and retention 2) Talent management and workforce management 3) Job role assignment and career development 4) Compensation and benefits 5) Labor law compliance 6) Performance management 7) Training and development 8) Succession planning 9) Employee engagement and recognition 10) Team-building (Gubman, 2004).

HR managers have some skills that can add value to the organization: Employee relations, Job applicant relations, Sourcing and selection, Interpersonal refereeing, New worker onboarding, HR programming and data framework experience, Performance the board, Customer administration, and Project the executives.

### **2.6.3 Current HRM**

The introduction of current human assets the executives can be followed back to the eighteenth hundred years. The British Industrial Revolution, bringing about numerous substantial manufacturing plants, made an uncommon spike in specialist interest (Burstiner, 1989).

With a large number of these workers placed in extended periods of time (frequently getting started around 16-hour working days), it turned out to be progressively evident that the joy of laborers had significant areas of strength for a connection with efficiency. Specialist fulfillment programs began to be presented. Besides, industrial facility work conditions carried laborer well-being and privileges to the front of legitimate consideration.

Early HR offices inside associations in the twentieth century were frequently known as faculty the board divisions. The faculty and the board offices managed lawful consistence and representative related issues and executed specialist fulfillment and well-being programs inside the working environment. Following WWII in the United States, faculty the board offices shifted focus over to the Army's preparation programs and underscored worker preparation (Gubman, 1996).

HR divisions began to expect the name "HR" during the 1970s. The essential variable separating HR from the workforce of the executives is the innovative enablement of better correspondences and admittance to individual representative data.

### *HRM patterns*

Open positions for vocations in human assets are the major board areas of strength for stay. D'Antonio (2021) referenced 'The Wall Street Journal, in an investigation of information delivered by the Bureau of Labor Statistics (BLS)' positioned the "HR director" work title as the 35th (out of 800) most encouraging possibility in light of middle pay rates in 2018 and projected employment opportunities in 2028.

HR as a field, taking everything into account, is on the rise. Organizations are progressively perceiving the essential distinction a decent HR division can make and are putting resources into them likewise. Accordingly, HR occupations are filling popular. There is a 7% development in HR administrator work titles alone inside the United States from 2018 to 2028. Besides, pay possibilities to stay solid, with the middle HR administrator compensation at present at around \$113,000. For HR expert positions, middle compensations sit at around \$60,000 (Gregory & Zhu, 2014).

Human Resource Management (HRM) describes formal systems devised to manage individuals inside an association. The obligations of a human asset chief fall into three significant regions: staffing, representative pay, advantages, and characterizing/planning work. Basically, the reason for HRM is to amplify the efficiency of an association by enhancing the adequacy of its workers. This command is probably not going to change essentially, regardless of the always-expanding speed of progress in the business world. As Gubman (1996) saw in the Journal of Business Strategy, "the essential mission of HR will constantly be to get, create, and hold ability; adjust the labor force to the business; and be a superb supporter of the business. Those three difficulties will not ever change."

Until reasonably of late, an association's HR division was frequently committed to bringing down rungs of the progressive corporate system, despite the fact that its command is to renew and support what is frequently referred to - genuinely - as its most incredible asset, its labor force. In any case, lately, acknowledgment of the significance of HR the board to an organization's general well-being has developed decisively. This acknowledgment of the significance of HRM reaches out to independent ventures. While they do not, for the most part, have a similar volume of HR necessities as do more conspicuous associations, they also face faculty the board gives that can unequivocally affect business well-being. As Burstiner (1989) remarked in *The Small Business*

Handbook, "Recruiting the ideal individuals - and preparing them well- - can frequently mean the contrast between fixing the barest of occupations and consistent business development.

Business advisors note that few superseding standards guide current human assets on the board. Maybe the only rule is a straightforward acknowledgment that HR is the most fundamental resource of an association; a business cannot find lasting success without successfully dealing with these assets. One more fundamental rule verbalized by Armstrong (2006), Handbook of Human Resource Management, is that business achievement "is probably going to be accomplished assuming the workforce arrangements and techniques of the undertaking are firmly connected with, and make a significant commitment to, the accomplishment of corporate targets and masterful courses of action." A third core value, comparative in scope, holds that it is HR's liability to find, secure, guide, and foster representatives whose gifts and wants are viable with its working requirements and future objectives. HRM, summed up by Armstrong (2006), "is an important way to deal with the obtaining, inspiration, improvement, and the board of the association's HR. It is dedicated to forming a proper corporate culture and presenting programs that reflect and uphold the endeavor's fundamental beliefs and guarantee its prosperity."

Human asset office obligations can be partitioned into individual, hierarchical, and profession. Individual administration involves assisting workers with recognizing their assets and shortcomings, righting their deficiencies, and making their best commitment to the endeavor. These obligations are helped out through different exercises, for example, execution audits, preparing, and testing. The hierarchical turn of events, in the meantime, centers around cultivating a practical framework that augments human (and other) assets as a component of more extensive business methodologies. This fundamental obligation likewise incorporates making and keeping a change program, which permits the association to answer developing outside and interior impacts. At long last, there is the obligation to oversee professional improvement. This involves coordinating people with the most appropriate positions and professional ways inside the association.

Human assets and the executives' capacities are situated close to the hypothetical focus of the association, with admittance to all regions of the business. Since the HRM office or chief is accused of dealing with the efficiency and advancement of laborers at all levels, the human asset workforce ought to approach - and the help of- - key leaders. What is more, the HRM division ought to be arranged to discuss successfully with all regions of the organization.

HRM structures generally shift from one business to another, molded by the sort, size, and overseeing methods of reasoning of the association they serve. Most associations put together HRM capacities around the groups of individuals to be helped- - they lead enlisting, authoritative, and different obligations in a focal area. Different representative improvement bunches for every division are essential to prepare and foster workers in specific regions, like deals, designing, advertising, or chief schooling (Roberts, Seldon and Roberts, 1991). Conversely, some HRM divisions are autonomous and are coordinated absolutely by work. A similar preparation office, for instance, serves all divisions of the association.

Nonetheless, onlookers have referred to a concluded pattern toward critical reassessments of HR designs and positions. "An outpouring of changing business conditions, changing hierarchical designs, and changing initiative has been constraining human asset divisions to modify their viewpoints on their job and capacity practically short-term," composed Johnston (1990) in *Business Quarterly*. "Beforehand, organizations organized themselves on a brought together and compartmentalized premise - head office, showcasing, producing, delivering. They presently try to decentralize and incorporate their tasks, creating cross-utilitarian teams". Today, senior administration anticipates that HR should move past its conventional, compartmentalized 'shelter' way to deal with a more incorporated, decentralized help work." Given this adjustment of assumptions, Johnston (1990) noticed that "an inexorably normal pattern in HR is to decentralize the HR capacity and make it responsible to straight line the executives. This improves the probability that HR is seen and included as a necessary piece of the business cycle, like its showcasing, money, and activities partners. Be that as it may, HR will hold a brought together functional relationship in regions where particular skill is required," like remuneration and enrollment obligations.

Human resource management is concerned with developing both individuals and the organization they operate. HRM, then, is engaged in securing and developing the talents of individual workers and executing programs that improve correspondence and participation between those singular laborers to sustain a hierarchical turn of events.

The essential obligations related to human assets the executives incorporate work examination and staffing, association and usage of labor force, estimation and evaluation of labor force execution, execution of remuneration frameworks for representatives, proficient advancement of laborers, and labor force upkeep.

Work investigation comprises deciding - frequently with the assistance of other organization regions - the nature and obligations of different business positions. This can envelop deciding the abilities and encounters essential to act in a position sufficiently, distinguishing position and industry drifts, and expecting future business levels and expertise necessities.

Work investigation is the foundation of HRM practice since it gives legitimate data about positions used to recruit and advance individuals, layout compensation, prepare requirements, and settle on other significant HRM choices. Bateman and Zeithmal (1990) expressed in *Management: Function and Strategy*. In the interim, staffing is dealing with the progression of the workforce into, inside (through moves and advancements), and out of an association. When the enlisting of a piece of the staffing system has been finished, the determination is achieved through work postings, interviews, reference checks, testing, and different apparatuses.

Association, usage, and support of an organization's labor force is one more basic capacity of HRM. This includes planning a hierarchical structure that utilizes an endeavor's HR and laying out frameworks of correspondence that assist the association with working in a brought together way. Different obligations in this space incorporate well-being and well-being and laborer the executive's relations. Human asset support exercises connected with security and well-being generally involve consistent government regulations that shield representatives from risks in the working environment. These guidelines are given over by a few government organizations, including the Occupational Safety and Health Administration (OSHA) and the Environmental Protection Agency (EPA), and different state offices, which execute regulations in specialist's remuneration, representative security, and different regions. Support undertakings connected with laborer the board relations essentially involve: working with worker's guilds; taking care of unfortunate behavior related complaints, like robbery or lewd behavior; and conceiving correspondence frameworks to encourage collaboration and a common feeling of mission among representatives.

Performance appraisal assesses employee job performance and provides feedback to employees about both positive and negative aspects of their performance. Performance measurements are essential both for the organization and the individual. They are the essential information utilized in deciding compensation increments, advancements, and, on account of laborers who perform unsuitably, excusal.

Reward frameworks are regularly overseen by HR regions too. This part of human assets the executives is fundamental. It is the system by which associations compensate laborers for past accomplishments and impetuses for elite execution later on. It is additionally the component by which associations address issues inside their labor force through the foundation of disciplinary measures.

Adjusting the labor force to organizational objectives, expressed Gubman (2004), "requires offering laborers a working relationship that rouses them to take responsibility for strategy."

Representative turn of events and preparing is one more binding obligation of HR faculty. HR is answerable for investigating an association's preparation needs and starting and assessing representative advancement programs intended to address those requirements. These preparation projects can go from direction programs intended to adjust fresh recruits to the organization to aggressive schooling projects to acclimate laborers with another product framework.

After getting the right ability into the association, composed Gubman (2004), 'the second conventional test to HR is to adjust the labor force to the business- - to continually fabricate the limit of the labor force to execute the marketable strategy'. This is done through execution evaluations, preparation, and different exercises. In execution examination, HRM experts should devise uniform examination guidelines, foster audit strategies, train administrators to regulate the evaluations, and afterward assess and circle back to the adequacy of execution surveys. Likewise, they should tie the examination cycle into pay and impetus systems and attempt to ensure that government guidelines are noticed.

In the meantime, obligations related to preparing and advancement exercises incorporate the assurance, plan, execution, and examination of instructive projects. The HRM expert ought to know about the basics of learning and inspiration and must cautiously plan and screen preparing and improvement programs that benefit the association and the person. This part of a business' activity can barely be exaggerated. As Roberts, Seldon, and Roberts (1991) demonstrated in Human Resources Management. Research has shown clear advantages that a private venture gets from preparing and fostering its laborers, including expanded efficiency; diminished worker turnover; expanded proficiency bringing about monetary profits; and diminished need for management.



Significant commitments to business processes are progressively perceived inside the domain of dynamic human assets the executives rehearse. Human asset directors have consistently added to extensive business processes in specific regards - by scattering rules for and observing the usual way of behaving, for example, or guaranteeing that the association complies with laborer-related administrative rules. Presently, numerous organizations are integrating human asset administrators into other business processes. Previously, human asset supervisors were projected in a help job in which their considerations on cost/benefit supports and other functional parts of the business were seldom requested. Johnston (1990) noted that the changing character of business structures and the marketplace make it increasingly necessary for the business to pay greater attention to the human resource aspects of the operation. In some cases, entirely new work relationships have developed; telecommuting, permanent part-time roles, and outsourcing primary non-strategic functions are becoming more frequent. These changes, in which human resource managers are heavily involved, are essential factors in shaping business performance.

#### ***Changing the field of human resource management***

Lately, a few business patterns altogether affect the expansive field of HRM. Boss among them was innovations. These innovations have decisively adjusted the business scene, especially in electronic correspondence and data dispersal and recovery. Satellite correspondences, PCs, organizing frameworks, fax machines, and different gadgets have all worked with change in how organizations cooperate and their laborers. Working from home, for example, has turned into a pervasive choice for some specialists, and HRM experts have needed to foster new rules for this arising subset of representatives.

Moreover, changes in definitive development have affected the changing substance of human resources on the board. Continued deterioration in collecting adventures in the United States and various nations, joined with the rising in help endeavors in those countries, have changed the workplace, as has the reduction in affiliation depiction in various organizations (these two examples are by and considerable thought to be interrelated). Moreover, various leveled perspectives have changed. Numerous associations have dismissed or changed their customary, moderate legitimate plans to encourage praising the board structures. HRM experts note that this risk adjustment conveyed a need to reevaluate sets of liabilities, assessment structures, and various parts of the workforce on the board.

A third change factor has been accelerating market globalization. This eccentricity has extended competition for the two clients and occupations. The last headway enabled a couple of associations to demand better presentations from their delegates while keeping it together on compensation. Various components that have changed the possibility of HRM integrate new organization and practical theories like Total Quality Management (TQM), rapidly advancing economics, and changes in clinical service and government and state work guidelines.

### ***HRM in an affiliation***

Associations and affiliations depend upon three primary resources: natural resources, similar to materials and stuff; financial resources, including cash, credit, and commitment; and people. For sure, people expect an essential part in affiliation or business as a thorough resource framework, a pretty thing or organization, and capable cycles. Regardless, all of this depends upon the limit of people inside the relationship to execute approaches, plans, and cycles to make a business productive.

All parts of the business lesson to people, regulating people, affiliations can be more helpful, lead even more real, make brand steadfastness, and achieve better work.

The human resource limit of each portrays its success as an affiliation. An affiliation's HR work accepts an essential part in improving its principal concern and the advancement of its business system. The genuine thought of an association is in its kinfolk and giving direction to people. HRM furnishes an association with the best administrations and frameworks to drive benefit and group collaboration.

### **2.6.4 Human Resource Management and Small Business**

A private company's Human Resource Management needs are not of a similar size or intricacy as those of a large firm. Even a business with just a few workers faces significant staff executive issues. Without a doubt, the stakes are incredibly high in private companies regarding representative recruitment and the board. No business needs a worker who is lethargic or inept, or exploitative. Notwithstanding, a private venture with about six individuals will be harmed more by such a worker than an organization with a labor force in the hundreds (or thousands).

Regardless, "most private venture managers have no conventional preparation for recruiting choices," noted Rossiter (1996) in *Human Resources: Mastering Your Small Business*. "Most have no genuine feeling of the time it takes nor the expenses in question. They all realize they need assistance as a 'decent' project lead, a 'decent' secretary, or a 'decent' welder.

Before recruiting another worker, the entrepreneur ought to gauge a few contemplations. The entrepreneur ought to take while considering an extension of representative finance to evaluate the association's status sincerely. Are our current representatives being used suitably? Are our ongoing creation techniques compelling? Could the necessities of the business at any point be met through a course of action with external project work or a few different methods? Is it true or not that you are, as the proprietor, investing your energy fittingly? As Rossiter (1996) noticed, "any staff change ought to be viewed as a chance for reevaluating your hierarchical design."

Independent ventures likewise need to coordinate the gifts of forthcoming workers with the organization's requirements. Endeavors to deal with this can be achieved significantly more on the off chance that the entrepreneur commits energy to characterize the work and effectively partaking in the recruitment interaction. Be that as it may, the board task's human asset does not end with making a point-by-point expected set of responsibilities and choosing a reasonable worker. Without a doubt, the recruiting system denotes the start of HRM for entrepreneurs.

Private venture specialists emphatically encourage even the humblest business endeavors to carry out and record arrangements concerning human asset issues. "Not many little endeavors can bear the cost of even a youngster faculty office during the initial not many long stretches of business activity," recognized Burstiner (1989). "In any case, a huge mass of faculty structures and information by and large amasses quickly all along. Explicit faculty strategies ought to be laid out as soon as expected. These become helpful aides in all areas: recruitment and choice, remuneration plan and representative advantages, preparing, advancements and terminations" Depending on the idea of the business undertaking (and the proprietor's usual range of familiarity), the proprietor could include his workers in this undertaking. A painstakingly considered worker handbook or staff manual can be an essential device in guaranteeing that the entrepreneur and their representatives are in total agreement. Additionally, a setup account can loan a private company some assurance assuming that its administration or working methodology are addressed in the legal field.

Some entrepreneurs likewise need to consider other improvement needs in dealing with their undertaking's representatives. The requirement for such instructive enhancements can run emphatically. A bread kitchen proprietor, for example, will not have to commit many assets to worker preparation. Notwithstanding, a firm that gives electrical wiring administrations to business clients might have to proceed with the schooling system for its laborers to stay reasonable.

At long last, the entrepreneur needs to layout and maintain a good working environment for their labor force. Workers are undeniably bound to be valuable resources for your organization whenever treated decently. The entrepreneur who imparts individual assumptions and company objectives and gives sufficient remuneration offers significant open doors for professional success and gives significant input to workers is undeniably bound to find lasting success.

#### **2.6.5 Recruitment and Selection**

Recruitment and determination make a pool of forthcoming up-and-comers and select reasonable competitors from that pool. As per a concentrate by the Allegis Group, 83% of associations honestly think that drawing in and holding ability is a developing test (Moushumi, 2016).

Recruitment is an essential obligation of the HR division. While HR works in numerous areas, including representative commitment, worker improvement, legal consistency, information the executives, and numerous others, one of HR's primary areas is drawing in, choosing, and onboarding reasonable possibilities for the association. Choosing the right worker is a significant objective for the enrollment group. Laying out the proper interaction can improve the experience of the Candidate, Interviewer, Hiring Manager, and the HR Department. It can likewise assist with expanding the adequacy of your business. HR experts ought to guarantee that they follow the proper Recruitment and Selection processes and draw in the best labor force.

The contrast between recruitment and determination is fundamental to comprehend. Recruitment alludes to the interaction where potential candidates are looked for and afterward urged to apply for a genuine or expected opportunity. Determination is recruiting workers among the shortlisted applicants and giving them a task in the association. The outcome of any association relies upon its workers. Whenever a worker is appropriate for their work, the whole organization can take advantage of their incredible achievement. Enrollment and determination assist

associations with picking reasonable contenders for the correct positions (Gilal et al., 2022). In this way, understanding the distinction between enrollment and determination is vital for lessening misfortunes.

Recruitment is the cycle where individuals are offered the determination in an association. Whenever planned representatives are looked for and urged to go after positions inside the association, this is only one stage in the work interaction; nonetheless, a long cycle includes a progression of assignments, beginning with an examination of the gig prerequisites and finishing with the worker's arrangement. Explicit undertakings engaged with the course of enrollment incorporate; 1) Analyzing position necessities, 2) Advertising the opportunity, 3) Attracting contenders to go after the position, 4) Managing reaction, 5) Scrutinizing applications, and 6) Shortlisting applicants.

Enrollment exercises are regularly performed by Human Resource professionals, either inside or remotely. Inner enrollment sources are advancement, moves, conserved workers, contact or references, ex-representatives, and resigned representatives. Outside enrollment sources are recruitment through commercial grounds enrollment, recruitment by worker trades, recruitment by outsiders, web recruitment, and spontaneous candidates.

Then again, the choice distinguishes a person from a pool of occupation candidates with the imperative capabilities and skills to fill occupations in the association. This HR process helps differentiate between qualified and unqualified applicants by applying various techniques. The term 'selection' comes with placing the right person in the job. Selection is how various strategies help recruiters decide which applicant is best suited for the job. Some activities include; 1) Screening, 2) Eliminating unsuitable candidates, 3) Conducting an examination (aptitude test, intelligence test, performance test, personality test), 4) Interviews, 5) Checking references, and 6) Medical tests.

The selection process is time-consuming, mainly in an employee's hiring experience. HR managers must carefully identify the eligibility of every candidate for the post, being careful not to disregard essential factors such as educational qualification, background, and age.

Recruitment attracts qualified candidates for a job role, and selection identifies and selects the right candidate for that job. The contributions of each employee play a pivotal role in the sustenance and growth of a business. Hence it is essential to select the right person for the job.

In the same way, a square peg does not fit in a round hole, and a bad hire can affect the overall business outcomes. The impact to the business when hiring the wrong candidate is often much more than not hiring a person at all! Recruitment is not only an operational activity but an essential strategic activity for the business (D'Antonio, 2021). Hence there is a need to develop a robust recruitment and selection process. The proper process reflects the company's professionalism and portrays the organization's maturity in attracting and hiring the right talent (Gregory & Zhu, 2014). An effective process helps create a talent pool proactively, thus meeting the medium-term and long-term business objectives.

Recruiting involves multiple stakeholders, including senior-level employees in your company, and can cost a lot in terms of time and money. Hence one needs to ensure that the process is well defined and optimized to meet the needs of all stakeholders. A few things to keep in mind to enable a smooth hiring experience: 1) Integrate job postings with the job description - Create a database of job postings and link vacancies to well-defined job descriptions and skills. This makes it easier for the recruiter, the hiring manager, and even the candidate. 2) Simplify the application process - You want to excite a candidate and sell the job to them. A complex application process puts off most candidates. The application process should work on all devices, including mobiles, to allow a seamless experience, and candidates should be able to register once and submit their resumes to multiple positions. 3) Display job postings on your website - Publish the jobs on your website's career page and postings on other social platforms. You want to be visible everywhere – especially on the social sites where most of your prospective hires spend their time. 4) Manage previously submitted resumes - Old submissions often get lost. Build a database that allows easy tagging and searching. Keep track of applicants and inform them of new positions. 5) Manage your candidates effectively - Assign interviewers to shortlisted candidates and automated reminders to candidates and interviewers. 6) Streamline the applicant tracking process - Allow recruiters to accept, review and manage resumes or other references at a single location. 7) Maintain touchpoints with candidates - It is essential to remain in touch with candidates periodically. They may not have succeeded in the existing job position they applied for but may be suitable in the future. Keeping in touch with them often builds relationships and can reduce the time-to-hire for future recruitments both for these candidates and their referrals. 8) Have a robust onboarding process - Improve day-one readiness of new hires by seamless onboarding of new employees. 9) Maintain data on the

recruitment process - To iteratively improve the recruitment and selection process, meticulously maintain data related to different parts of the process. You can manage different recruitment metrics, including resumes received, shortlisted, interviews, no-shows, offers, accepts, time-to-hire, time-to-fill, etc.

## **2.7 Employee Engagement**

Employee engagement is a human resources (HR) concept that describes the level of enthusiasm and dedication a worker feels toward their job. Engaged employees care about their work and the company's performance and feel that their efforts make a difference. An engaged employee is in it for more than a paycheck and may consider their well-being linked to their performance, thus instrumental to their company's success.

A sense of loyalty to the organization is perhaps not uncommon for the ancients who can work at the same company for 20-30 years, but the new generation, It is pretty challenging for HR to keep the quality employees, which are an essential resource of the company, from shifting to work elsewhere. Therefore, creating Employee engagement is a necessary process to help retain quality employees of the organization. Through the Employee experience, MIT researchers found that organizations with good Employee engagement doubled in customer satisfaction, and employees were more inclined to innovate. 2 times, and most importantly, can increase the profit of the company by 25% if you don't want to miss out on these achievements. You need to get to know Employee engagement better.

Employee engagement can be critical to a company's success, given its clear links to job satisfaction and employee morale. Communication is a critical part of creating and maintaining employee engagement. Engaged employees are more likely to be productive and higher performing. They also often display a more outstanding commitment to a company's values and goals. Employers can encourage employee engagement in many ways, including communicating expectations clearly, offering rewards and promotions for excellent work, keeping employees informed about the company's performance, and providing regular feedback. Other strategies include making employees feel valued and respected and feel that their ideas are being heard and understood. Engaged employees believe that their work is meaningful, believe that they are appreciated and backed by their supervisors, and have been entrusted with the success of their company.

Employee engagement has been a considered part of management theory since the 1990s and became widely adopted in the 2000s. While it has its detractors, primarily based on how difficult it can be to measure, employee engagement has been found to directly link to a company's profitability and financial health.

### **2.7.1 Factors that help create employee engagement in the organization**

#### ***Goal & Vision of the organization***

An organization with clear goals and a forward-looking vision would make employees know the essence of working here for what causes a feeling of being part of a quality organization. Create the impression that they want to be a part of the company's dream to be accomplished simultaneously, where dreams and success are essential to the new generation.

#### ***Compensation and Benefits***

If the dream is inedible, the new generation may retreat. The organization should therefore provide compensation or salary. Various bonuses in a commensurate amount with full benefits make employees feel that working here gives them a good quality of life. It is worth the effort and dedication to the organization.

#### ***Good corporate image***

Everyone wants to work in a company whose names have already been saying and admired. For example, this company is very successful. Whoever works here must be excellent and reasonable. This company is the company of the future. The people working here must be visionary and up-to-date in order to work. Therefore, a good image helps create a feeling of pride for employees who want to make the company progress until it has a better image.

#### ***Successful Product***

A successful portfolio or product can help create a positive memory and attract people to join the event. If success continues expansively, it helps employees not want to quit.



### ***Human Resource Development***

Consistently educating and encouraging employees to develop their knowledge and competence continually will help employees feel cared for. I feel that the company wants its employees to grow together, and working here is not just for work. But also, to learn and develop new talents that can enable employees to grow and prosper.

### ***Human Relationship Management***

If the company has a sound HR system, it manages the basics well, such as salary management, welfare benefits, and medical expense reimbursement. The extra money makes employees feel comfortable no matter what they are dealing with. There are also activities to help develop relationships with people in the organization. Whether organizing an outing, a company party, Special events during the big day, or it will be a terrific costume contest on Halloween. or exchanging gifts at Christmas, they are all activities that can relieve stress. Add color to the life of office workers. Furthermore, help build relationships between employees with each other as well.

Even the creation of employee participation in the organization depends on many factors. Furthermore, many factors still require a long time to create. However, it is considered worthwhile for the organization, especially the HR department, to invest in labor because nowadays, it is difficult to find a good employee. However, making employees love the organization will last a long time. Ready to go through all problems together is complicated. If the company can create employee engagement in the organization, it is believed that it will be good in the long term. It is making them ready to share their suffering and happiness with the organization rather than quitting because of other companies' new offers.

#### **2.7.2 Levels of employee engagement**

Employee engagement measures how employees feel about their association. In light of their work environment, representatives are ordered into four principal gatherings.

*Profoundly drew in representatives.*

Profoundly connected with representatives hold entirely great assessments of their work environment. At the point when workers feel associated with their groups, love their positions, and have good sentiments about your association, they will need to remain and invest additional

energy to assist the association with succeeding. These "brand advocates" commend their organization to loved ones. They empower different workers around them to put forth a valiant effort.

Respectably connected with workers, see their association in a reasonably good light. They like their organization yet see potential open doors for development. These representatives are less inclined to request more liabilities and may fail to meet expectations. Something about the association or their work keeps them away from total commitment.

***Scarcely drew in representatives.***

Scarcely drew in representatives feel impassive toward their work environment. They typically need inspiration for their situation and will do as much as could be expected to squeeze by — at times less. Scarcely connected with representatives might be investigating different positions and are at a high turnover risk.

***Disengaged employees***

Disengaged refers to the employees that have a negative opinion of their place of work. They are disconnected from the organization's mission, goals, and future. They lack the commitment to their position and responsibilities. It is essential to understand how to handle disengaged employees so that their negative perceptions do not impact the productivity of employees around them.

Employee engagement often is confused and used interchangeably with similar concepts like happiness, satisfaction, or well-being. Nevertheless, there are some apparent differences among these concepts that are important to understand.

*Employee happiness* - A few chiefs might think about keeping representatives cheerful. While significant, joy is not equivalent to commitment. It does not express anything about how to put representatives in the organization nor how hard they work for the benefit of its primary goal. Joy is a present moment, quickly evolving estimation. For instance, a worker might feel impermanent joy from a raise and afterward sink once again into withdrawal.

*Representative fulfillment* - Employee fulfillment must be estimated at the surface level. A fulfilled worker may not be locked in. As a rule, representatives will not do whatever it may take to exceed all expectations. They, as a rule, stay close by, yet they are not headed to exceed everyone's expectations.

*Representative prosperity* - Employee prosperity assesses numerous regions of a worker's life, for example, how well they adapt to pressure or, on the other hand, assuming that they are living up to their actual capacity. Giving assets to increment representative prosperity can increment worker commitment.

### **2.7.3 Estimating representative commitment**

Before further developing representative commitment, How would individuals gauge worker commitment? Perhaps the most reliable and productive method for understanding is with representative overviews. There are three sorts of representative reviews for estimating worker commitment as;

Representative commitment overviews - A far-reaching worker commitment review assists pioneers with figuring out commitment at the hierarchical level. These reviews should incorporate inquiries that are deductively demonstrated to gauge representative commitment.

Beat reviews are intended to assist associations with social events' continuous criticism on any theme. This is particularly significant during seasons of progress—for example, acquisitions and consolidations, mission or center changes, and chief or the board changes.

In an inexorably contemporary and globalized world, administrators need to encourage exceptional methodologies that keep representatives connected with, roused, and committed to their work. The balance between fun and serious activities at the superior level has been found to foresee a profoundly connected with and reasonable labor force. A significant part of the balance between serious and fun activities is how well people feel they can adjust to family and work. The family is a social power that varies in its qualities, designs, and jobs across the globe. The family can be a powerful instrument for worldwide supervisors to cultivate commitment among their group. The parental help strategy is being taken on among organizations all over the planet as a procedure to make a maintainable and compelling labor force. Research recommends that organizations that offer paid parental help approach understood a 70% increment in specialists' efficiency. In addition, firms that gave paid parental leave acquired a 91% expansion in benefits by giving guardians assets to adjust work and individual life. These discoveries are upheld by the friendly trade hypothesis, which recommends that specialists feel obliged to give back in kind to bosses during difficult work and devotion when repaid with extra advantages like parental help.

While involving parental help as a methodology to improve worldwide labor force commitment, directors should consider a work-life fit model that records the different social requirements of the family. Worldwide pioneers should comprehend that nobody's culture is something similar and ought to consider a versatile and adaptable arrangement to stick to the necessities of the superior level. Organizations might have various portrayals among their labor force that may not align with the approach presented in the outside world of politics. Moreover, as organizations extend globally, it is fundamental to try not to make an overall strategy that may not stick to the social circumstances on board. In a review led by Faiza et al. (2017), centrality and impact were two ideas used to illuminate businesses about representatives' individual social requirements. Centrality alluded to the's comprehension association might interpret the social and ecological space it was working. This is helpful because directors need to comprehend the outside factors that could impact the social requirements or potential pressures experienced by the representatives. Then, it was significant for an association to permit workers to impact strategy to take on approaches to address representatives' issues. Utilizing these two elements with a work-life fit focal point, associations can make a more valuable and devoted labor force across the globe.

## **2.8 Summary of Literatures Review**

The study related to workers' contributions affecting social enterprise performance has reviewed literature related to social enterprise information, human resource management, employee engagement, and employee motivation, including intrinsic and extrinsic motivation. Workers' contributions include factors of motivation, organization context, and social enterprise performances. The summary of the reviewed displayed in Table 2.

Table 2 Summary of Literatures Review

Analysis of key elements of literature reviews	Social Enterprise Concept	SE characteristic	SE policy & practice	HRM	Recruitment & Selection	Employee Engagement	Employee Motivation	Intrinsic Motivation	Extrinsic Motivation	MSQ	Worker Contribution	Organization Management	Organizational Context	CSR	ORG & SE Performances	SDGs	SE Impact
(Barone, 2022)	✓	✓	✓		✓										✓		✓
(Britishcouncil, 2020)	✓	✓	✓	✓								✓	✓	✓	✓		✓
(Edinburgh social enterprise, 2022)		✓													✓		
(ESCAP, Council & UK, 2021)	✓	✓	✓														
(Socialtraders.com.au., 2021)		✓	✓												✓		✓
(Arena, Azzone & Bengo, 2015)		✓	✓												✓		
(Hossain, 2020)		✓	✓												✓		✓
(Lockard, 2013)			✓												✓		
(Mali, Santipolvt & Thamma-Apiroam, 2016)		✓	✓												✓		✓
(Ridley-Duff & Bull, 2011)	✓	✓	✓												✓	✓	✓
(Rojphongkasem, 2022)		✓	✓												✓	✓	✓
(Davies, Haugh & Chambers, 2019)		✓	✓	✓			✓				✓				✓		✓
(Defourny & Nyssens, 2006)			✓			✓								✓	✓		✓
(Dzomonda, 2020)		✓	✓				✓						✓		✓	✓	✓
(Mair, Wolf & Ioan, 2020)		✓	✓	✓		✓	✓					✓	✓		✓		✓
(McWade, 2012)		✓	✓	✓		✓						✓	✓		✓		✓
(Pothipala, Keerasuntonpong & Cordery, 2020)		✓	✓				✓					✓		✓	✓		✓
(Sethailand.org, 2021)		✓	✓											✓	✓	✓	✓
(Siriphattrasophon, 2015)	✓	✓	✓	✓			✓	✓	✓						✓	✓	✓
(Supakijjanusorn & Annez, 2017)		✓	✓												✓		✓
(Armstrong, 2006)				✓	✓	✓	✓	✓	✓								
(Bateman & Zeithmal, 1990)				✓		✓	✓					✓			✓		

Analysis of key elements of literature reviews	Social Enterprise Concept	SE characteristic	SE policy & practice	HRM	Recruitment & Selection	Employee Engagement	Employee Motivation	Intrinsic Motivation	Extrinsic Motivation	MSQ	Worker Contribution	Organization Management	Organizational Context	CSR	ORG & SE Performances	SDGs	SE Impact
(Burstiner, 1989)	✓			✓		✓	✓					✓		✓	✓		
(Chew & Chan, 2008)				✓		✓	✓	✓	✓			✓	✓		✓		
(Gubman, 1996)				✓	✓	✓	✓										
(Gubman, 2004)				✓		✓	✓	✓	✓		✓	✓	✓		✓		
(Johnston, 1990)				✓		✓	✓					✓			✓		
(Kerdpitak & Jermisitiparsert, 2020)				✓	✓	✓	✓	✓	✓			✓			✓		
(Roberts, Seldon & Roberts, 1991)				✓	✓	✓	✓	✓	✓			✓					
(Rossiter, 1996)				✓	✓	✓	✓	✓	✓			✓			✓		
(Tottrup et al, 2009)				✓		✓	✓	✓	✓		✓			✓			
(Zhang et al, 2018)				✓		✓	✓	✓	✓		✓			✓	✓		✓
(Compton, 2009)				✓	✓	✓	✓								✓		
(D'Antonio, 2021)					✓	✓	✓					✓	✓				
(Gilal et al, 2022)				✓	✓	✓	✓					✓	✓		✓		
(Gregory & Zhu, 2014).				✓	✓	✓	✓	✓	✓			✓					
(Moushumi, 2016)				✓	✓	✓	✓					✓	✓		✓		
(Conlan, 2021)						✓	✓				✓						
(Cooper, 2001)						✓	✓				✓				✓		
(Hoffman et al, 2019)				✓		✓	✓					✓	✓		✓		
(Nguyen, Malik & Sharma, 2021)						✓	✓	✓	✓			✓	✓				
(Team, 2021)					✓	✓	✓										
(Cui et al, 2021)						✓	✓	✓	✓						✓		
(Cruz, Pérez & Cantero, 2009)						✓	✓	✓	✓			✓	✓		✓		
(Deci, 2008)				✓		✓	✓	✓	✓			✓	✓		✓		
(In Deed Editorial Team., 2021)							✓	✓	✓								
(Kurt, 2021)							✓	✓	✓		✓						
(Lancôt, Corbière & Durand, 2012)						✓	✓	✓	✓				✓		✓		✓
(Lemyre, 2006)							✓						✓		✓		
(Maslow, 2019)				✓		✓	✓	✓	✓								
(MasterClass staff., 2020)							✓	✓	✓								
(Stello, 2011)							✓	✓	✓		✓				✓		
(Deci & Ryan, 2013)				✓		✓	✓	✓	✓			✓					

Analysis of key elements of literature reviews	Social Enterprise Concept	SE characteristic	SE policy & practice	HRM	Recruitment & Selection	Employee Engagement	Employee Motivation	Intrinsic Motivation	Extrinsic Motivation	MSQ	Worker Contribution	Organization Management	Organizational Context	CSR	ORG & SE Performances	SDGs	SE Impact
(Lindenberg, 2001)							✓	✓							✓		
Ng, B. (2018)					✓		✓	✓				✓					
(Shahid & Paul, 2021)							✓	✓				✓	✓		✓		
(Yousaf et al, 2022)						✓	✓	✓	✓			✓	✓		✓		
(Brolis, 2018)					✓		✓	✓	✓			✓			✓		✓
(Choi et al, 2020)							✓	✓	✓						✓		✓
(Hoque et al, 2018)							✓	✓	✓			✓	✓		✓		✓
(Lashitew & van Tulder, 2020)							✓	✓	✓			✓	✓		✓		
(Bénabou & Tirole, 2003)							✓	✓	✓			✓			✓		
(Carinal-Go & Hechanova, 2018)						✓	✓	✓	✓			✓	✓		✓		✓
(Locke, 2018)							✓	✓	✓			✓			✓		
(Makki & Abid, 2017)						✓	✓	✓	✓						✓		
(Ryan & Deci, 2020)						✓	✓	✓	✓		✓						
(Van den Broeck et al, 2021)							✓	✓	✓		✓	✓	✓		✓		
(Hancer & George, 2003)						✓				✓		✓	✓		✓		
(Hirschfeld, 2000)							✓	✓	✓	✓							
(Martins & Proença, 2012)						✓	✓	✓	✓	✓		✓			✓		
(Schriesheim et al, 1993)							✓	✓	✓	✓		✓					
(Van Saane et al, 2003)								✓	✓	✓	✓						
(Weiss, Dawis & England, 1967)								✓	✓	✓							
(Doyle, 2021)							✓				✓				✓		
(Eikenberry, 2021)							✓				✓	✓			✓		
(Garon, n.d.)											✓	✓	✓		✓		
(Milano, n.d.)											✓	✓	✓		✓		
(Morgan, 2021)						✓	✓				✓						
(Prasetyo & Arafat, 2021)						✓	✓				✓	✓	✓		✓		
(Solutions, n.d.)											✓	✓			✓		
(Team, 2021)											✓	✓	✓		✓		
(Thompson, 2018)							✓				✓						

Analysis of key elements of literature reviews	Social Enterprise Concept	SE characteristic	SE policy & practice	HRM	Recruitment & Selection	Employee Engagement	Employee Motivation	Intrinsic Motivation	Extrinsic Motivation	MSQ	Worker Contribution	Organization Management	Organizational Context	CSR	ORG & SE Performances	SDGs	SE Impact
(Workman-Stark, 2021)				✓		✓	✓				✓	✓			✓		
(Writer, n.d.)						✓					✓				✓		
(Chen, 2021)												✓	✓		✓		
(Jermittiparsert, 2020)				✓			✓					✓	✓		✓		
(Johns, 2006)				✓								✓			✓		
(Rousseau, 1978)				✓	✓	✓	✓	✓				✓	✓		✓		
(Alencar, Bruno-Faria & Fleith, 2014)												✓	✓		✓		
(Amabile, 1988)						✓						✓	✓		✓		
(Amabile & Gyskiewicz, 1989)												✓	✓		✓		
(Battilana, 2018)		✓										✓	✓		✓		✓
(Alencar & Bruno-Faria, 1997)							✓					✓	✓		✓		
(Alencar & Fleith, 2004)							✓					✓	✓				
(Dhiravegin, 2017)		✓	✓				✓					✓	✓		✓		✓
(Johns, 2006)												✓	✓		✓		
(Kaufmann, Borry & DeHart-Davis, 2019)												✓	✓		✓		
(López-Cabarcos et al, 2022)				✓		✓	✓				✓	✓	✓		✓		
(Luthans, 2012)												✓	✓		✓		
(Mathisen & Einarsen, 2004)				✓								✓	✓		✓		
McMullen, J. S. (2018)	✓	✓				✓	✓					✓	✓		✓		✓
(Nayak et al, 2011)				✓		✓	✓					✓	✓		✓		
(Nobre, 2002)				✓								✓	✓				
(Runco, 2007)				✓								✓	✓				
(Schneider, 2013)												✓	✓				
(Tesluk, Farr & Klein, 1997)				✓								✓	✓				
(Treffinger, Isaksen & Stead-Dorval, 2006)				✓			✓					✓	✓		✓		
(West & Richter, 2008)						✓	✓					✓	✓		✓		



Analysis of key elements of literature reviews	Social Enterprise Concept	SE characteristic	SE policy & practice	HRM	Recruitment & Selection	Employee Engagement	Employee Motivation	Intrinsic Motivation	Extrinsic Motivation	MSQ	Worker Contribution	Organization Management	Organizational Context	CSR	ORG & SE Performances	SDGs	SE Impact
(Ali, Frynas & Mahmood, 2017)												✓		✓	✓		
(Crane & Matten, 2020)												✓		✓	✓		
(Du, Bhattacharya & Sen, 2010)												✓		✓	✓		
(Duthler & Dhanesh, 2018)						✓						✓		✓	✓		
(Fatima & Elbanna, 2022)				✓								✓	✓	✓	✓		
(Fombrun, 2005)				✓		✓						✓		✓	✓		
(Jessen, 2010)							✓				✓	✓	✓	✓	✓		✓
(Moratis, 2014)												✓	✓	✓	✓		
(Nazir & Islam, 2020)							✓	✓	✓			✓	✓	✓	✓		
(Porter & Kramer, 2006)				✓		✓	✓					✓	✓	✓	✓		
(Yoon, Gürhan-Canli, & Schwarz, 2006)						✓						✓		✓	✓		
(Bartha, Gubik & Bereczk, 2019)	✓			✓			✓					✓	✓		✓		✓
(Cheah, Amran & Yahya, 2019)		✓										✓	✓		✓		✓
(Haseeb et al, 2019)												✓		✓	✓	✓	✓
(Majeti et al, 2019)	✓	✓	✓				✓				✓	✓			✓		✓
(Mamabolo & Myres, 2020)	✓	✓	✓									✓	✓		✓	✓	✓
(Nielsen, Lueg & Liempd, 2019)		✓	✓				✓					✓	✓		✓	✓	✓
(Potin et al, 2021)	✓	✓	✓									✓			✓	✓	✓
(Ramus et al, 2018)		✓	✓	✓			✓					✓			✓		✓
(Allen, Metternicht & Wiedmann, 2018)												✓			✓	✓	✓
(Apostolopoulos et al, 2018)				✓							✓	✓			✓	✓	✓
(Cukier et al, 2022)		✓	✓	✓			✓					✓			✓	✓	✓
(Gau & Viswanathan, 2018)			✓									✓			✓	✓	✓
(Littlewood & Holt, 2018)				✓			✓					✓	✓		✓	✓	✓

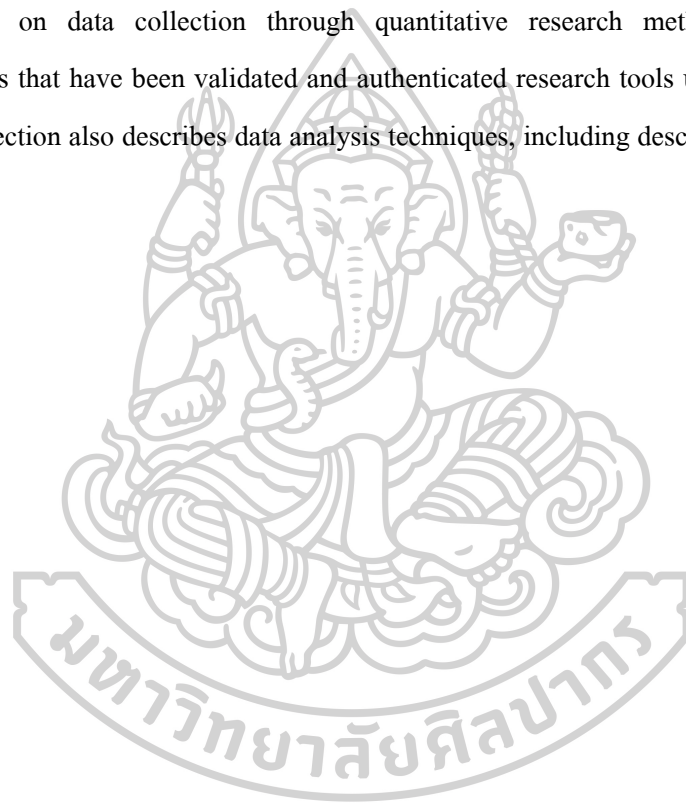
Analysis of key elements of literature reviews	Social Enterprise Concept	SE characteristic	SE policy & practice	HRM	Recruitment & Selection	Employee Engagement	Employee Motivation	Intrinsic Motivation	Extrinsic Motivation	MSQ	Worker Contribution	Organization Management	Organizational Context	CSR	ORG & SE Performances	SDGs	SE Impact
(Moon, 2018)		✓										✓	✓		✓	✓	✓
(Partalidou & Anthopoulou, 2019)												✓	✓		✓	✓	✓
(Pomare, 2018)	✓	✓	✓									✓			✓	✓	✓
(Quinn & Mullen, 2022)		✓	✓									✓			✓	✓	✓
(Ridley-Duff & Wren, 2018)		✓	✓	✓		✓						✓			✓	✓	✓
(Sarker et al, 2022)		✓	✓									✓			✓	✓	✓
(United Nation., 2022)												✓			✓	✓	
(Zu, 2022)							✓					✓			✓	✓	
(Careerhub.duke.edu., 2021)			✓												✓		✓
(Ryder & Vogeley, 2018)			✓									✓			✓		✓
(Techsauce, 2021)		✓	✓	✓			✓					✓	✓		✓		✓
(Queensland Government, 2020)												✓	✓	✓	✓		✓



## CHAPTER 3

### RESEARCH METHODOLOGY

In this section, the research process and framework illustrate the factors affecting the contribution of social enterprise workers and the influence of intrinsic and extrinsic factors, including the organizational context that affects the contribution of social enterprise workers. Subsequently, the population, sample size, and sampling method are presented. Besides, the study area focuses on data collection through quantitative research methodology with online questionnaires that have been validated and authenticated research tools using a content validity index. This section also describes data analysis techniques, including descriptive and multivariate statistics.



### 3.1 Research Procedure

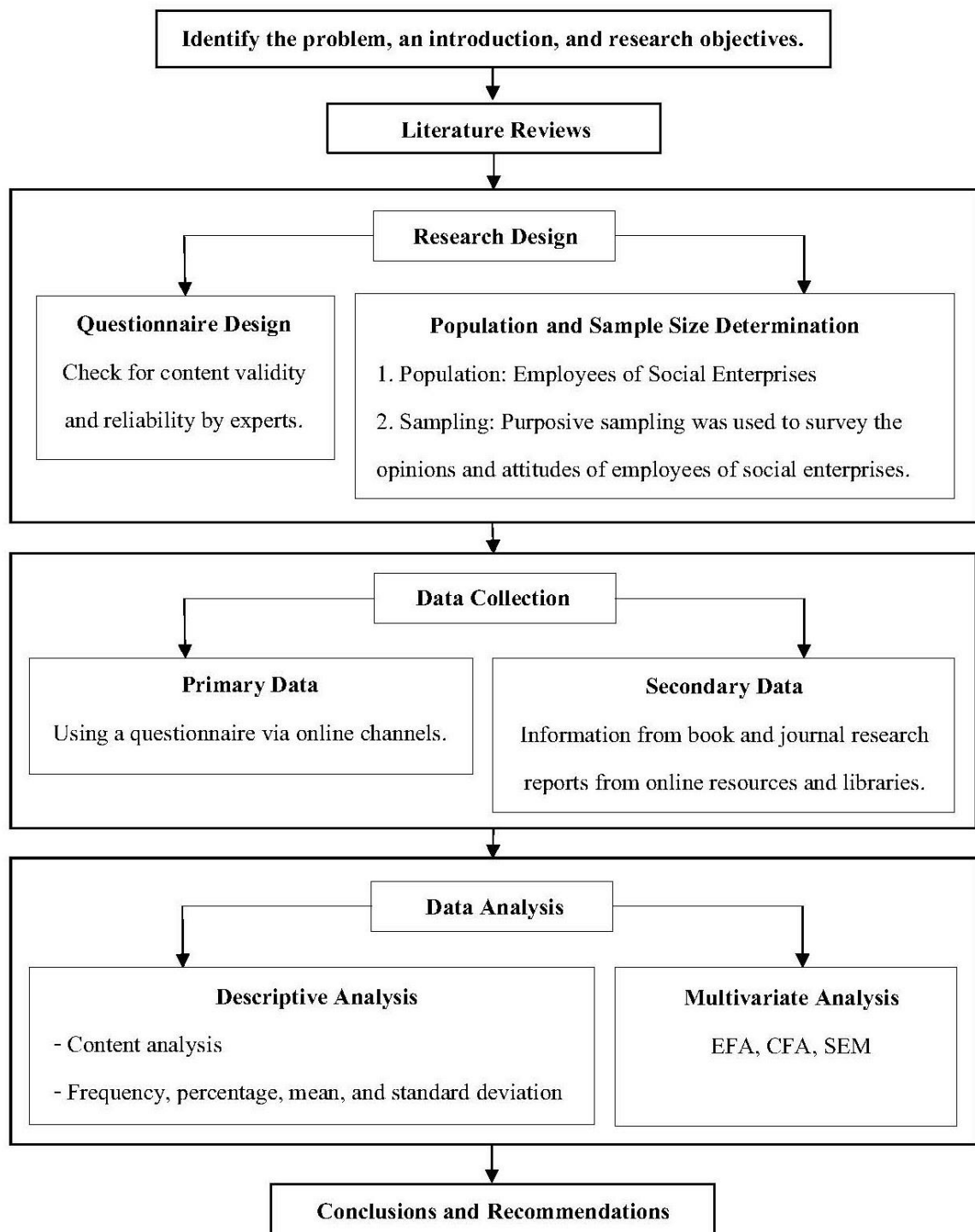


Figure 2 Research Procedure

The research uses a quantitative approach to collect all the information. Therefore, this research focuses on the factor of worker contribution in terms of intrinsic and extrinsic motivation factors added to the organizational context that affected the social enterprise performance.

First, the researcher identified the problem related to the situation of social enterprise, then reviewed the literature in the area of intrinsic and extrinsic motivation factors, social enterprises' organizational contexts, and the performances of social enterprises in detail. After that, the researcher modifying the research model is quantitative research by using descriptive research methodology and modifying the questionnaire and checking for content validity and reliability by the experts. The data collection tool aimed at studying employee contribution factors affecting the performance of social enterprises by taking samples from the worker in social enterprises even in Thailand and other countries in South-East Asia such as the Philippines, Singapore, and Vietnam. Then, the research analyzes the data in multivariate analysis by EFA, CFA, and SEM. Finally, the researcher summarizes all data and gives some recommendations for the future.

### **3.2 Research Framework**

Figure 3 shows the theoretical framework of this study. The exogenous variables include intrinsic motivation (social service, moral values, working activities, society, and feelings towards co-workers), extrinsic motivation (compensation, working environment, advancement, working diversity, and achievement of outcome), and organizational context (strategic objective, working procedure, and culture). Meanwhile, the endogenous variable includes social enterprise performance (social impact, financial impact, and environmental impact).

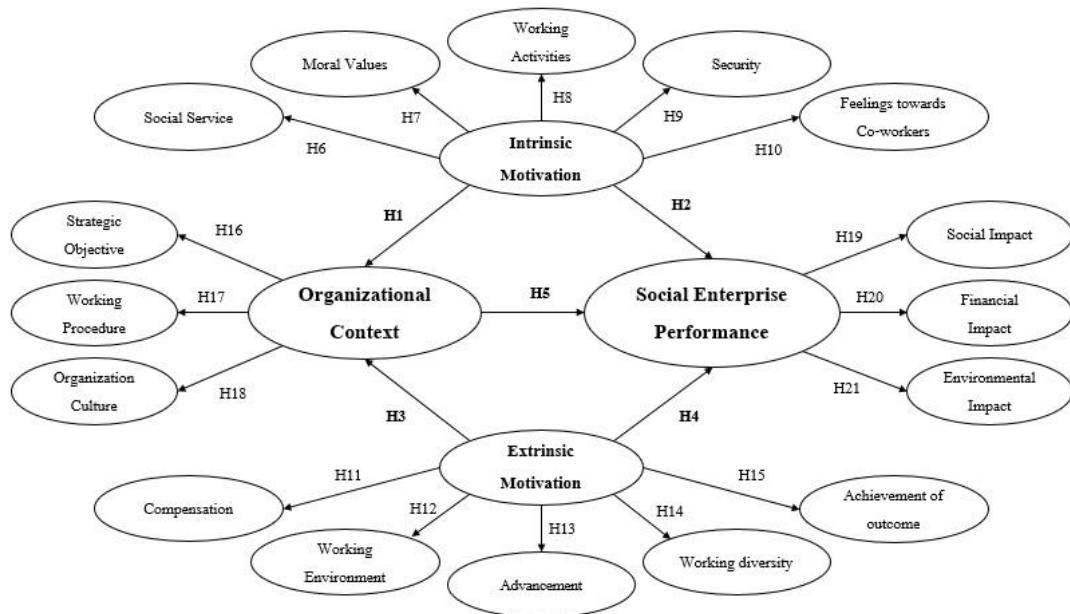


Figure 3 The theoretical framework

### 3.3 Population and Sample Size

This study uses the quantitative method to discover the underlying relationship between intrinsic motivations, extrinsic motivations, and organizational contexts' effect on workers' contributions toward social enterprise performances.

The sample size is considered by the number of personnel working in social enterprises. Therefore, methods were used to determine the sample size from the research population; the sample size was determined from the sample size formula. In the case of unknown population numbers, the formula of W.G. Cochran (1953) was used at a 95% confidence level, and the error value was not greater than 5%. The formula was as follows:

$$n = \frac{P(1-P) Z^2}{d^2}$$

Where  $n$  = number of sample sizes at a confidence level of 95%,  $P$  = proportion of population required by the researcher, randomized by this research using the proportion of samples from personnel working in social enterprises. (representing a value equal to 0.50),  $Z$  = the confidence that the researcher holds set at the level of statistical significance of 0.05 equals 1.96 (95% confidence), and  $d$  = the proportion of the discrepancy allowable (0.05). When calculating in the formula:

$$n = \frac{0.50 (1-0.50) 1.96^2}{(0.05)^2} = 384.16$$

From the calculation of the sample size according to the formula of W.G. Cochran (1953), the number of samples was 384.16 or equal to 385 samples, but the researcher used to adjust the sample size by around 10% of the sample size for making it more than 400 for ease of analysis of the results. Due to the sample size appropriateness proposed by Yuan and Bentler (2000) and Savalei and Bentler (2005), the sample size should be greater than 400 samples for data analysis using the structural equation model (SEM). Furthermore, Nevitt and Hancock (2001), Fritz et al. (2012), and Creedon and Hayes (2015) suggested that sample size can range between 500 and 1000 samples. However, because of the high cost and difficulty of the COVID19 virus outbreak in Thailand, this study decided to limit the sample size to 428 people to examine the relationship of all variables and then discover the significant effect of the research hypotheses. The present study investigates the intrinsic, extrinsic factors and organizational context that significantly affect the worker's contribution to social enterprise performance.

### 3.4 Study Area

According to the data collection process from purposive target groups, there would be biases in sample choosing. To reduce those biases and enhance the generalizability of the analysis, Škerlavaj, Su, and Huang (2013) recommended that the samples be collected from a diversified sample or different areas. According to Sustainable Development Goals (SDGs), the current study focuses on social enterprises attentive to the same purpose. SDGs stands for Sustainable Development Goals. They can elaborate on sustainable development; it must be said that it is a balanced development in three pillars of sustainability social impact, economic impact, and environmental impact. SDGs have 17 goals as: 1) end poverty in all its forms everywhere 2) End hunger, achieve food security and improved nutrition and promote sustainable agriculture 3) Ensure healthy lives and promote well-being for all at all ages 4) Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all 5) Achieve gender equality and empower all women and girls 6) Ensure availability and sustainable management of water and sanitation for all 7) Ensure access to affordable, reliable, sustainable and modern energy for all 8) Promote sustained, inclusive and sustainable economic growth, full and productive employment

and decent work for all 9) Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation 10) Reduce inequality within and among countries 11) Make cities and human settlements inclusive, safe, resilient and sustainable 12) Ensure sustainable consumption and production patterns 13) Take urgent action to combat climate change and its impacts 14) Conserve and sustainably use the oceans, seas and marine resources for sustainable development 15) Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss 16) Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels 17) Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development. Nevertheless, this research is looking for the only purpose of good health and well-being; according to the statistic from 56 members of SE Thailand but more than 34 members focused on ensuring healthy lives and promoting well-being for all at all ages for society, which could be the reason for selected this purpose for social enterprise.

### **3.5 Questionnaires Design and Development**

#### **3.5.1 Questionnaires Design Procedures**

The questionnaires were chosen as a research tool to collect data from operation-level workers who work in social enterprises in Thailand and some countries in South-East Asia, such as the Philippines, Singapore, and Vietnam. To obtain appropriate questionnaires and measurements, the researcher creates the questionnaire using the processes outlined below:

Step 1: The researcher studied the related concepts and theories of employee motivation, including intrinsic and extrinsic motivation, organizational context, worker contribution, and social enterprise's impact from research sources such as ProQuest, ScienceDirect, Google Scholar, and various university libraries, and defined the conceptual framework for the research.

Step 2: The researcher studied more information about employee motivation, including intrinsic and extrinsic motivation, organizational context, worker contribution, and social enterprise's impact from related books, documents, articles, and research obtained from research sources such as ProQuest, ScienceDirect, Google Scholar, and various university libraries to receive a guideline for creating questions.



Step 3: The researcher used related concepts and theories and sample questions to create the first draft of the questionnaire. In this step, the researcher created the questions developed from the MSQ form according to previous research which used that technique (Lanctôt, N., Corbière, M., & Durand, M. J., 2012; Mardanov, I., 2020). If any usable question was in English, the researcher translated that question into Thai and invited related experts to discuss its meaning to prevent confusion in language translation. Moreover, the researcher also ensured that all Thai questions could be correctly reconverted into the English version. Then, the researcher sent out the first draft to the advisors and received their comments and recommendation from the advisors.

Step 4: The researcher edited the first draft of the questionnaire by referring to the comments and recommendations from the advisors from Step 3 and resubmitted it to the advisor to see the second questionnaire evaluation.

Step 5: After the researcher received approval from the advisors regarding the questionnaires and questions, the researcher sent out the questionnaires to the experts who are knowledgeable and experienced in social enterprise, organization development, social value development, and sustainable impact specialist to receive the experts' opinions and suggestions. In this step, five experts were selected based on the recommendation from Yaghmaei (2003). The content validity index (CVI) was employed because it can help check the reflection of the adequate, relevant, objective, and comprehensive measurements, operational definition, and construct (Shrotryia, V. K., & Dhanda, U., 2019)). The CVI investigation consists of 4 inspection dimensions: relevance, clarity, simplicity, and ambiguity (Yaghmaei, 2003). Herewith, both the content validity index for the item (I-CVI) and the content validity index for scale (S-CVI) were inspected (Yusoff, M. S. B., 2019)). The score of I-CVI and S-CVI for item and scale should be average, greater than 0.70. If any item and score were rated below 0.70, they must be eliminated or reconsidered. The detailed scores were reported in the section on content validity.

Step 6: The researcher took the comments from 5 experts in Step 5 into account and modified the questions in the questionnaire. After the questions were reconsidered and modified, the researcher sent out the questionnaire to the workers who work in social enterprises. A total of 40 sets of questionnaires were sent out. After the 40 sets of questionnaires were returned, the researcher used Cronbach Alpha Coefficient to test the reliability of the questionnaire and questions. The score of Corrected item-total Correlation in each question should be greater than

0.20 (Faleye, B. A., 2008). Meanwhile, the Cronbach Alpha Coefficient of each dimension should be greater than 0.70 (DeVellis, R. F., 2016; Hajjar, S., 2014). The detailed scores were reported in the section on reliability assessment.

Step 7: After testing the questionnaire' reliability, the researcher then distributed 400 sets of questionnaires to the selected study area.

### 3.5.2 Measurement Development

#### **Intrinsic motivation factors**

Intrinsic motivation refers to doing an activity for its inherent satisfaction rather than some separable consequence. When intrinsically motivated, a person is moved to act for the fun or challenge entailed rather than because of external products, pressures, or rewards (Bénabou & Tirole, 2003; Caringal-Go & Hechanova, 2018; Deci & Ryan, 2013; Locke, 2018; Lindenberg, 2001; Makki & Abid, 2017; Ng, 2018; Ryan & Deci, 2020; Shahid & Paul, 2021; Van den Broeck et al., 2021; Yousaf et al., 2022). There are five sub-dimensions: social service, moral values, working activity, security, and feeling toward co-workers. Each dimension with definition and related questions is detailed as follows.

#### *Social Service*

Social service refers to the feelings of individuals who realize the problems in society and then feel the need to contribute to society in things that are problematic or distressing, knowing their rights and responsibilities, and acting together to help and solve problems for our society with others, or simply calling it the generosity of people who are generous to each other in society willingly without any hope in return (Gould-Williams & Davies, 2005; Hao et al., 2018; Houston, 2000; Kim, Henderson & Eom, 2015). The questionnaire type to be used is the five-point rating scale. Each respondent from the field is asked the questions to share their opinion based on each statement by choosing only one from 1 to 5, where the meaning ranges from “strongly disagree” to “strongly agree,” respectively. Accordingly, the question items used in this study consisted of five items as follows;

- 1) You have the opportunity to serve others from your job.
- 2) You are proud to work or provide services to others.
- 3) You are always looking for opportunities to help society.

- 4) You value the social benefits equivalent to the job benefits.
- 5) You are satisfied with your work that is beneficial to society.

#### *Moral Values*

Moral Values refer to the duty of respect that complies with or defends the right principles, valid or considered moral principles. It must be a principle established based on respect based on equality. Furthermore, the modern moral concept is not just meant to have a conscience protecting its freedom as an individual with authority to make the right judgment. It is morally wrong only but also religious principles, beliefs, and good-natured things (Hirsh, Lu & Galinsky, 2018; Lee et al., 2017; May, Chang & Shao, 2015; Myyry et al., 2009; Nguyen, Lee & Hu, 2019; Zaman et al., 2013). The questionnaire type to be used is the five-point rating scale. Each respondent from the field is asked the questions to share their opinion based on each statement by choosing only one from 1 to 5, where the meaning ranges from “strongly disagree” to “strongly agree,” respectively. Accordingly, the question items used in this study consisted of five items as follows;

- 1) You can do various tasks without feeling it is morally wrong for your job.
- 2) You can do things that don't go against my religious beliefs in your job.
- 3) You can do things that do not go against my conscience from your job.
- 4) You work at things without feeling hurt or harmful to other people.
- 5) You are satisfied with the moral values of your work.

#### *Working Activity*

Working Activity refers to activities performed by personnel; in particular, personnel is carried out with physical strength and encouragement. For one of the purposes he/she wants, such as living, peace of mind, or to help promote the society, there will be consequences of action in the brain before actually doing it, follow your skills and feelings. A good working activity must meet both the needs of oneself and the needs of the organization (Gould-Williams & Davies, 2005; Nazir & Islam, 2020; Obiekwe, 2016; Ozkeser, 2019; Singh & Paithankar, 2015). The questionnaire type to be used is the five-point rating scale. Each respondent from the field is asked the questions to share their opinion based on each statement by choosing only one from 1 to 5, where the meaning ranges from “strongly disagree” to “strongly agree,” respectively. Accordingly, the question items used in this study consisted of five items as follows;

- 1) You feel good that you have been responsible for different tasks.
- 2) You always have work to do that keeps you from feeling free.
- 3) You feel that your working activities are appropriate.
- 4) You feel valued when you are always busy working.
- 5) You are satisfied with the overall picture of your activities within the work.

### *Security*

Security refers to the perception that workers work in a secure or stable situation and will not be fired; even if some issues affect the organization, those workers will also receive equal and fair care. Ensuring job security gives those workers peace of mind knowing they have salaries and stable positions, which is no small thing in these uncertain times. Security jobs to workers can help companies increase retention, attract top talent and create a positive work environment that brings out employees' best performance (Boswell, Colvin, & Darnold, 2008; Hitka, Kozubíková, & Potkány, 2018; Hur & Perry, 2020; Lindner, 1998; Ochola, 2018). The questionnaire type to be used is the five-point rating scale. Each respondent from the field is asked the questions to share their opinion based on each statement by choosing only one from 1 to 5, where the meaning ranges from “strongly disagree” to “strongly agree,” respectively. Accordingly, the question items used in this study consisted of five items as follows;

- 1) You feel safe in your work.
- 2) You feel you can continue to do this job in the future.
- 3) You feel that the company is stable.
- 4) You feel that the company has a fair layoffs and staff transfers method.
- 5) You are satisfied with the job security of your work.

### *Feelings towards co-workers*

Feelings towards co-workers refer to adjusting to co-workers and the cooperation of many persons working at the same and lower levels. Having good co-workers who have sincerity will help guide, teach, give advice, and support in a good way and act the right way. Good co-workers will make us wise and make us capable people. So that we have a good co-worker to help, support each other, be good, be a good role model for each other, and care for each other. Having

a good co-worker will result in helping the organization to have good performance, then resulting in a good society and environment (Agarwal, Yadav & Acharya, 2015; Attiq et al., 2017; Blanco-Donoso et al., 2019; Marescaux, De Winne & Rofcanin, 2021; Srimarut & Mekhum, 2020). The questionnaire type to be used is the five-point rating scale. Each respondent from the field is asked the questions to share their opinion based on each statement by choosing only one from 1 to 5, where the meaning ranges from “strongly disagree” to “strongly agree,” respectively. Accordingly, the question items used in this study consisted of five items as follows;

- 1) You have a good relationship with your co-worker.
- 2) You are always looking for opportunities to improve relationships with your co-workers.
- 3) You can feel that your co-workers help and are friendly to you.
- 4) You appreciate the way co-workers interact with each other.
- 5) You are satisfied with your current co-worker.

#### **Extrinsic motivation factors**

Extrinsic motivation refers to a construct that pertains whenever an activity is done to attain some separable outcome. Extrinsic motivation thus contrasts with intrinsic motivation, which refers to doing an activity simply for the enjoyment of the activity itself, rather than its instrumental value (Bartha et al., 2019; Bénabou & Tirole, 2003; Brolis, 2018; Caringal-Go & Hechanova, 2018; Choi et al., 2020; Hoque et al., 2018; Lashitew & Tulder, 2020; Locke, 2018; Makki & Abid, 2017; Mair et al., 2020; Ryan & Deci, 2020; Van den Broeck et al., 2021). There are five sub-dimensions, including compensation, working environment, advancement, working diversity, and outcome achievement. Each dimension with definition and related questions is detailed as follows.

#### *Compensation*

Compensation refers to expenses paid to workers at this cost; it could be in fixed monetary forms such as salary, meeting allowance, and position allowance, nonmonetary fixed forms such as performance-based bonuses and commission, or nonmonetary forms such as life insurance and various welfare benefits. Paying workers good compensation will affect the good

performance of the worker, and good responsibilities, incentivize them to work effectively, and also boost worker morale (Becchetti & Castriota, 2011; Depedri, Tortia & Carpita, 2010; Gupta & Shaw, 2014; Hansen, Smith & Hansen, 2002; Morrell, 2011; Sudiardhita et al., 2018). The questionnaire type to be used is the five-point rating scale. Each respondent from the field is asked the questions to share their opinion based on each statement by choosing only one from 1 to 5, where the meaning ranges from “strongly disagree” to “strongly agree,” respectively. Accordingly, the question items used in this study consisted of five items as follows;

- 1) You receive appropriate compensation from the company.
- 2) You are paid fairly for working compared to your colleagues.
- 3) You are paid well for your work compared to other companies.
- 4) You receive compensation for work worthwhile for the work you do for the company.
- 5) You are satisfied with the current compensation.

#### *Working environment*

Working environment refers to the physical working environment refers to everything that surrounds a worker while working, both alive and unalive, or that can be tangible and intangible, or both concrete and abstract that allows people to work more efficiently. The working environment has direct effects on working, including affecting workers' quality of life in many ways: physical, mental, emotional, and social effects. The working environment can be people, machines, chemicals, office materials, equipment in operation, workplace, light, sound, and temperature (Casini et al., 2018; Cooney, 2011; Evans & Wilton, 2019; Korzynski, 2013; Raziq & Maulabakhsh, 2015; Sdrali, Goussia-Rizou & Sarafi, 2016; Vildjiounaite et al., 2020). The questionnaire type to be used is the five-point rating scale. Each respondent from the field is asked the questions to share their opinion based on each statement by choosing only one from 1 to 5, where the meaning ranges from “strongly disagree” to “strongly agree,” respectively. Accordingly, the question items used in this study consisted of five items as follows;

- 1) You work in a proper heat, light, noise, and ventilation environment.
- 2) You work in a good physical environment.
- 3) You are comfortable in the conditions of work.

- 4) You can freely modify the more suitable working environment.
- 5) You are satisfied with your current work environment.

#### *Advancement*

Advancement refers to being promoted to a higher position, moving ahead in a company or position, or being given more responsibility in a current role by which professionals across industries use their skill sets and determination to achieve new career goals and more challenging job opportunities. An individual can advance by moving from an entry-level job to a management position within the same field, for instance, or from one occupation to another. Job advancement can be different from career development; both strong motivators in the workplace both are important to engaging and motivating employees and retaining quality workers (Brolis & Nyssens, 2020; Caldwell, Harris & Renko, 2016; Dorado et al., 2021; Lysaght, Krupa & Bouchard, 2018; Seelos & Mair, 2004). The questionnaire type to be used is the five-point rating scale. Each respondent from the field is asked the questions to share their opinion based on each statement by choosing only one from 1 to 5, where the meaning ranges from “strongly disagree” to “strongly agree,” respectively. Accordingly, the question items used in this study consisted of five items as follows;

- 1) You can see the opportunities for advancement in your work.
- 2) You have the opportunity to be a leader of some work.
- 3) You can be promoted continuously throughout your career.
- 4) You are satisfied with how you promote the company's work.
- 5) You are satisfied with the opportunity to advance in your work.

#### *Working diversity*

Working diversity refers to the decision on the job that, good or bad, feelings about the job that work is monotonous and tiring or challenge causing creativity or deteriorating intelligence. Moreover, it refers to thinking that the job is a difficult task that cannot be accomplished or an easy task that is not interesting. Working diversity must allow operators to use and develop real skills and knowledge. This includes having the opportunity to work in a job they recognize as important and meaningful, developing a person's capacity for this work. It emphasizes

the education, training, work, and career development of individuals and is indicative of the quality of life. This enables individuals to perform their duties to the fullest extent and enhances their self-confidence (Bhati & Manimala, 2011; Hall, Miller & Millar, 2012; Kilpatrick et al., 2021; Marhuenda, 2009; Peattie & Morley, 2008). The questionnaire type to be used is the five-point rating scale. Each respondent from the field is asked the questions to share their opinion based on each statement by choosing only one from 1 to 5, where the meaning ranges from “strongly disagree” to “strongly agree,” respectively. Accordingly, the question items used in this study consisted of five items as follows;

- 1) You get to work in a variety of works.
- 2) You know you will find new things in your work.
- 3) You are often allowed to do different things every day.
- 4) You are satisfied with your work routine.
- 5) You are satisfied with the opportunity to do new things in your work.

#### *Achievement of outcome*

Achievement of outcome refers to public recognition of employees for who they are and what they do and shows how important it is to the job. Achievement of outcome will create employee appreciation; the workers get to know each other and make the workplace feel unity. As we understand works success, it will create a reputation for employees. It increases employee awareness which is one of the most important factors driving engagement in the workplace to create work efficiency and employee retention (Evans & Wilton, 2019; Lăzăroiu, 2015; Maher, 2016; Newman et al., 2018; Ohana & Meyer, 2010; Shaw & Carter, 2007). The questionnaire type to be used is the five-point rating scale. Each respondent from the field is asked the questions to share their opinion based on each statement by choosing only one from 1 to 5, where the meaning ranges from “strongly disagree” to “strongly agree,” respectively. Accordingly, the question items used in this study consisted of five items as follows;

- 1) You can predict the good results of the work you do.
- 2) You are proud of the success you have done.
- 3) You know that the work you do is valuable.
- 4) You have the opportunity to recognize and be a part of the work's success.
- 5) You are satisfied with the success you get from your work.



### ***Organizational context factors***

Organizational context refers to the context of the organization consists of the environment in which it operates and refers to internal and external issues relevant to the activity of the organization (Battilana, 2018; Davies et al., 2019; Dhiravegin, 2017; Jermittiparsert, 2020; Johns, 2006; Kaufmann et al., 2019; Luthans, 2012; McMullen, 2018; Schneider, 2013). There are three sub-dimensions: strategic objective, working procedure, and culture. Each dimension with definition and related questions is detailed as follows.

#### *Strategic Objective*

Strategic Objective refers to things an organization must achieve to maintain or maintain competitiveness and ensure long-term sustainability by defining clear objectives of the organization or responding to significant changes or improvements in terms of competitiveness or social issues and business advantages. Strategic objectives are focused both inside and outside the organization and related to the significant opportunities and challenges in terms of customers, markets, products, and technologies (Chaudhary et al., 2015; Kauppila, 2018; Ochola, 2018; Sageer, Rafat & Agarwal, 2012; Sun & Sohn, 2021). The questionnaire type to be used is the five-point rating scale. Each respondent from the field is asked the questions to share their opinion based on each statement by choosing only one from 1 to 5, where the meaning ranges from “strongly disagree” to “strongly agree,” respectively. Accordingly, the question items used in this study consisted of five items as follows;

- 1) Your company has set goals relevant to society's needs.
- 2) Your company values setting goals for the company that benefits the society
- 3) Your company has a company mission that reflects the social operation.
- 4) Your company’s mission is primarily committed to the development of society.
- 5) Your company has proper service planning.

#### *Working Procedure*

Working Procedure refers to the process of identifying work that properly meets the organization's objectives by setting up priority, and task types are prioritized, such as the order of work before and after, important and unimportant tasks. Furthermore, it also includes resource

planning for work, content analysis of the difficulty of the task, estimating the time it takes to complete a task, checking whether the job is urgent or urgent, and clear and transparent recording of working processes (Gianfaldoni & Morand, 2015; Gregory & Anderson, 2006; Kovach, 1995; Narayanan & Terris, 2020; Peng & Liang, 2019; Spear, 2006). The questionnaire type to be used is the five-point rating scale. Each respondent from the field is asked the questions to share their opinion based on each statement by choosing only one from 1 to 5, where the meaning ranges from “strongly disagree” to “strongly agree,” respectively. Accordingly, the question items used in this study consisted of five items as follows;

- 1) Your company has established adequate and appropriate procedures.
- 2) Your company has sufficient workers for all processes and procedures.
- 3) Your company has a clear and straightforward service procedure.
- 4) Your company has enough skilled workers who work in all processes and procedures.
- 5) Your company changes working procedures according to society's changes.

#### *Organizational Culture*

Organization Culture refers to the collection of values, expectations, and practices that guide and inform the actions of all team members. Organization Culture affects all aspects of your business, from punctuality and tone to contract terms and employee benefits. Organization Culture is a key advantage in attracting talent and outperforming the competition (Amin, 2009; Germak & Singh, 2009; Hakim, 2012; Nugroho et al., 2018; Pasricha, Singh & Verma, 2018; Velten & Lashley, 2018). The questionnaire type to be used is the five-point rating scale. Each respondent from the field is asked the questions to share their opinion based on each statement by choosing only one from 1 to 5, where the meaning ranges from “strongly disagree” to “strongly agree,” respectively. Accordingly, the question items used in this study consisted of five items as follows;

- 1) Your company has established an organizational culture for a social enterprise.
- 2) Your company focuses on the vision of conducting business following society.
- 3) Your company has set standards and principles of social work for the company's workers.

- 4) Your company adapts to new cultures in line with social change.
- 5) Your company must transfer social culture to other relevant units outside the company.

### ***Social Enterprise Performance***

Social enterprise performance refers to the result of social enterprises that can continue to operate continuously and sustainably and do not rely on grants or donations but on efficiency in using resources and ensuring sustainability for the business by setting out the purpose of making an impact on society, economy, and environment. (Bartha et al., 2019; Cheah, Amran & Yahya, 2019; Haseeb et al., 2019; MajetiĆ et al., 2019; Mamabolo & Myres, 2020; Nielsen, Lueg & Liempd, 2019; Potin et al., 2021; Ramus et al., 2018). There are three sub-dimensions: social impact, financial impact, and environmental impact. Each dimension with definition and related questions is detailed as follows.

#### ***Social Impact***

Social Impact is any significant or positive changes that solve or address social injustice and challenges. Businesses or organizations achieve these goals through conscious and deliberate efforts or activities in their operations and administrations. Businesses or organizations impact their consumers and the public all the time, though in different capacities. Social impact, however, concentrates on the direct positive consequences these parties offer to society (Alkire et al., 2020; Clifford, Markey & Malpani, 2013; Gentile, 2002; Ho & Chan, 2010; Lall, 2019; Leadbeater, 2007; Sakarya et al., 2012; Smith & Stevens, 2010). The questionnaire type to be used is the five-point rating scale. Each respondent from the field is asked the questions to share their opinion based on each statement by choosing only one from 1 to 5, where the meaning ranges from “strongly disagree” to “strongly agree,” respectively. Accordingly, the question items used in this study consisted of five items as follows;

- 1) Company has a good relationship with the community as well as government agencies
- 2) Company contributes to the community's better living conditions and livelihoods.
- 3) Company can be a part of the community.

4) The company cooperates more with suppliers or government agencies for socially beneficial activities.

5) Company can help the community love and value the community more.

#### *Financial Impact*

Financial impact refers to a thumbnail view of a business's financial performance that shows the difference between the total business profit versus the costs and expenses the business lost. The difference between the comparison can be analyzed for financial planning in order to generate long-term financial results. Social enterprises are fundamentally the same as for-profit businesses in general. Therefore, the financial results of social enterprises must also look at the gross profit figure (Borzaga, Depedri & Tortia, 2010; Fedele & Miniaci, 2010; Ghatak, 2021; Luke, Barraket & Eversole, 2013; Ridley-Duff, 2009; Závadský, Hitka & Potkány, 2015). The questionnaire type to be used is the five-point rating scale. Each respondent from the field is asked the questions to share their opinion based on each statement by choosing only one from 1 to 5, where the meaning ranges from “strongly disagree” to “strongly agree,” respectively. Accordingly, the question items used in this study consisted of five items as follows;

- 1) Company can keep profitable every year.
- 2) Company can expand its business continuously.
- 3) Company has lower corporate costs and expenses.
- 4) Company has increased investment in the past.
- 5) Company has increased market value and market share.

#### *Environmental Impact*

Environmental impact refers to any change to the environment, whether adverse or beneficial, resulting from a facility's activities, products, or services. In other words, it is the effect people's actions have on the environment. Moreover, it also has a meaning to sustainable living in the environment. For an instant, the concerns in an energy-dependent society often come as a result of our energy use (Bertotti et al., 2011; Bull, 2007; Din et al., 2021; Haugh, 2005; Indrabudiman, 2016; Tremblay, Gutberlet & Peredo, 2010; Vickers, 2013). The questionnaire type to be used is the five-point rating scale. Each respondent from the field is asked the questions to share their opinion based on each statement by choosing only one from 1 to 5, where the meaning ranges from

“strongly disagree” to “strongly agree,” respectively. Accordingly, the question items used in this study consisted of five items as follows;

- 1) Company can make the best use of resources for the results.
- 2) Company has a better image for the environmental section.
- 3) Company operates its business without having any negative impact on the environment, either directly or indirectly.
- 4) The company has quality products and services that are more environmentally friendly.
- 5) Company contributes to society by realizing the importance of the environment.

Table 3 Measurement items and sources for Intrinsic Motivation

No.	Measurement items	$\alpha$	Sources
	<b>Social Service</b>		Gould-Williams &
1	You have the opportunity to serve others from your job.		Davies (2005);
2	You are proud to work or provide services to others.		Hao et al. (2018);
3	You are always looking for opportunities to help society.		Houston (2000);
4	You value the social benefits equivalent to the job benefits.		Kim, Henderson, &
5	You are satisfied with your work, which is beneficial to society.		Eom (2015)
	<b>Moral Values</b>		Hirsh, Lu, &
1	You can do various tasks without feeling it is morally wrong for your job.		Galinsky (2018);
2	You can do things that don't go against my religious beliefs in your job.		Lee et al. (2017);
3	You can do things that don't go against my conscience from your job.		May, Chang, &
4	You work at things without feeling hurt or harmful to other people.		Shao (2015);
5	You are satisfied with the moral values of your work.		Myry et al. (2009);
			Nguyen, Lee, & Hu
			(2019); Zaman et al. (2013)

No.	Measurement items	$\alpha$	Sources
	<b>Working Activity</b>		Gould-Williams &
1	You feel good that you have been responsible for different tasks.		Davies (2005); Nazir & Islam
2	You always have work to do that keeps you from feeling free.		(2020); Obiekwe (2016);
3	You feel that your working activities are appropriate.		Ozkeser (2019);
4	You feel valued when you are always busy working.		Singh & Paithankar
5	You are satisfied with the overall picture of the activities you do within the work.		(2015)
	<b>Security</b>		Boswell, Colvin &
1	You feel safe in your work.		Darnold (2008);
2	You feel that you can continue to do this job in the future.		Hitka, Kozubíková, & Potkány (2018);
3	You feel that the company is stable.		Hur & Perry (2020)
4	You feel that the company has a fair layoffs and staff transfers method.		
5	You are satisfied with the job security of your work.		
	<b>Feelings towards co-workers</b>		Agarwal, Yadav, &
1	You have a good relationship with your co-worker.		Acharya (2015);
2	You are always looking for opportunities to improve relationships with your co-workers.		Attiq et al. (2017); Blanco-Donoso
3	You can feel that your co-workers help and are friendly to you.		et al. (2019);
4	You appreciate the way co-workers interact with each other.		
5	You are satisfied with your current co-worker.		

Table 4 Measurement items and sources for Extrinsic Motivation

No.	Measurement items	$\alpha$	Sources
	<b>Compensation</b>		Depedri, Tortia &
1	You receive appropriate compensation from the company.		Carpita (2010);
2	You are paid fairly for working compared to your colleagues.		Gupta & Shaw (2014);
3	You are paid well for your work compared to other companies.		Hansen, Smith, & Hansen (2002);
4	You receive compensation for the worthwhile work you do for the company.		Morrell (2011)
5	You are satisfied with the current compensation.		
	<b>Working environment</b>		Casini et al. (2018);
1	You work in a proper heat, light, noise, and ventilation environment.		Cooney (2011);
2	You work in a good physical environment.		Evans & Wilton (2019);
3	You are comfortable in the conditions of work.		Korzynski (2013);
4	You can freely modify the more suitable working environment.		Raziq & Maulabakhsh
5	You are satisfied with your current work environment.		(2015)
	<b>Advancement</b>		Caldwell, Harris &
1	You can see the opportunities for advancement in your work.		Renko (2016);
2	You have the opportunity to be a leader of some work.		Dorado et al. (2021);
3	You can be promoted continuously throughout your career.		Lysaght, Krupa, & Bouchard (2018)
4	You are satisfied with how you promote the work of the company.		
5	You are satisfied with the opportunity to advance in your work.		

No.	Measurement items	$\alpha$	Sources
	<b>Working diversity</b>		Bhati & Manimala
1	You get to work in a variety of works.		(2011); Hall, Miller,
2	You know you will find new things in your work.		& Millar (2012);
3	You are often allowed to do different things every day.		Kilpatrick et al.
4	You are satisfied with your work routine.		(2021); Marhuenda
5	You are satisfied with the opportunity to do new things in your work.		(2009); Peattie & Morley (2008)
	<b>Achievement of outcome</b>		Evans & Wilton
1	You can predict the good results of the work you do.		(2019); Maher
2	You are proud of the success you have done.		(2016);
3	You know that the work you do is valuable.		Newman et al.
4	You have the opportunity to recognize and be a part of the success of the work.		(2018);
5	You are satisfied with the success that you get from your work.		Ohana & Meyer (2010)

Table 5 Measurement items and sources for Organizational Context

No.	Measurement items	$\alpha$	Sources
	<b>Strategic Objective</b>		Chaudhary et al.
1	Your company has set goals that are relevant to the needs of society.		(2015);
2	Your company values setting goals for the company that benefits the society		Kauppila (2018);
3	Your company has a company mission that reflects the social operation.		Ochola (2018);
4	Your company's mission is primarily committed to the development of society.		Sageer, Rafat & Agarwal (2012);
5	Your company has a proper service planning.		Sun & Sohn (2021)



No.	Measurement items	$\alpha$	Sources
	<b>Working Procedure</b>		Gianfaldoni &
1	Your company has established adequate and appropriate procedures.		Morand (2015); Gregory &
2	Your company has sufficient workers for all processes and procedures.		Anderson (2006); Kovach (1995);
3	Your company has a clear and straightforward service procedure.		Narayanan & Terris (2020); Peng &
4	Your company has enough skilled workers who work in all processes and procedures.		Liang (2019); Spear (2006)
5	Your company changes working procedures according to society's change.		
	<b>Organization Culture</b>		Amin (2009);
1	Your company has established an organizational culture for a social enterprise.		Germak & Singh (2009);
2	Your company focuses on the vision of conducting business following society.		Hakim (2012); Nugroho et al.
3	Your company has set standards and principles of social work for the company's workers.		(2018); Pasricha, Singh & Verma
4	Your company is adapting to new cultures in line with social change.		(2018); Velten & Lashley
5	Your company has to transfer social culture to other relevant units outside the company.		(2018)

Table 6 Measurement items and sources for Social Enterprise Performance

No.	Measurement items	$\alpha$	Sources
	<b>Social Impact</b>		Alkireet al. (2020);
1	The company has a good relationship with the community and government agencies.		Clifford, Markey & Malpani (2013);
2	The company contributes to the better living conditions and livelihoods of the community.		Gentile (2002); Sakarya et al.
3	The company can be a part of the community.		(2012); Smith & Stevens (2010)
4	The company cooperates more with suppliers or government agencies for socially beneficial activities.		
5	The company can help the community to love and value the community more.		
	<b>Financial Impact</b>		Borzaga, Depedri & Tortia (2010);
1	The company can keep profitable every year.		Fedele & Miniaci
2	The company can expand its business continuously.		(2010); Ghatak
3	The company has lower corporate costs and expenses.		(2021); Ridley-
4	The company has increased investment in the past.		Duff (2009)
5	The company has increased its market value and market share.		
	<b>Environmental Impact</b>		Bertotti et al.
1	The company can make the best use of resources for the results.		(2011); Bull (2007);
2	The company has a better image for the environmental section.		Din et al. (2021);
3	The company operates its business without having any negative impact on the environment, either directly or indirectly.		Vickers (2013)
4	The company has quality products and services that are more environmentally friendly.		
5	The company contributes to society by realizing the importance of the environment.		

### 3.5.3 Research Instrument

#### General Information of Respondents

General information of respondents refers to information identifying the reliability provided by the respondents. Table 3.1 shows the question and measurement type described.

Table 7 Items and their measurement of respondents' general information

Item	Measurement
Country	Nominal
Sex	Nominal
Age	Ordinal
Marital Status	Nominal
Number of Children	Ordinal
Education Level	Nominal
Income (per month)	Nominal
How many times have you changed jobs before your current job?	Ordinal
How long have you been in your present job?	Nominal

#### Intrinsic motivation factors

Intrinsic motivation refers to doing an activity for its inherent satisfaction rather than some separable consequence. When intrinsically motivated, a person is moved to act for the fun or challenge entailed rather than because of external products, pressures, or rewards. The questionnaire type to be used is the five-point rating scale. Each respondent from the field is asked the questions to share their opinion based on each statement by choosing only one from 1 to 5, where the meaning ranges from “strongly disagree” to “strongly agree,” respectively. Table 3.2 shows the variables, number of items, and measurement type described.

Table 8 Variables, number of items, and its measurement type of intrinsic motivation factors

<b>Variables</b>	<b>Numbers of Items</b>	<b>Measurement</b>
Social Service	5	Scale
Moral Values	5	Scale
Working Activity	5	Scale
Security	5	Scale
Feelings towards co-workers	5	Scale

### **Extrinsic motivation factors**

Extrinsic motivation refers to a construct that pertains whenever an activity is done to attain some separable outcome. Extrinsic motivation thus contrasts with intrinsic motivation, which refers to doing an activity simply to enjoy the activity rather than its instrumental value. The questionnaire type to be used is the five-point rating scale. Each respondent from the field is asked the questions to share their opinion based on each statement by choosing only one from 1 to 5, where the meaning ranges from “strongly disagree” to “strongly agree,” respectively. Table 3.3 shows the variables, number of items, and measurement type described.

Table 9 Variables, number of items, and its measurement type of extrinsic motivation factors

<b>Variables</b>	<b>Numbers of Items</b>	<b>Measurement</b>
Compensation	5	Scale
Working environment	5	Scale
Advancement	5	Scale
Working diversity	5	Scale
Achievement of outcome	5	Scale

### **Organizational context factors**

Organizational context refers to the context of the organization consisting of the environment in which it operates and refers to internal and external issues relevant to the organization's activity. The questionnaire type to be used is the five-point rating scale. Each respondent from the field is asked the questions to share their opinion based on each statement by

choosing only one from 1 to 5, where the meaning ranges from “strongly disagree” to “strongly agree,” respectively. Table 3.4 shows the variables, number of items, and measurement type described.

Table 10 Variables, number of items, and its measurement type of organizational contexts

<b>Variables</b>	<b>Numbers of Items</b>	<b>Measurement</b>
Strategic Objective	5	Scale
Working Procedure	5	Scale
Culture	5	Scale

### **Social Enterprise Performance**

Social enterprise performance refers to the result of social enterprises that can continue to operate continuously and sustainably and do not rely on grants or donations but on efficiency in using resources and ensuring sustainability for the business by setting out the purpose of making an impact on society, economy, and environment. The questionnaire type to be used is the five-point rating scale. Each respondent from the field is asked the questions to share their opinion based on each statement by choosing only one from 1 to 5, where the meaning ranges from “strongly disagree” to “strongly agree,” respectively. Table 3.5 shows the variables, number of items, and measurement type described.

Table 11 Variables, number of items, and its measurement type of Social enterprise performance

<b>Variables</b>	<b>Numbers of Items</b>	<b>Measurement</b>
Social impact	5	Scale
Financial impact	5	Scale
Environmental impact	5	Scale

### **Instrument Validity**

All instruments, including intrinsic motivation factors, extrinsic motivation factors, organizational contexts, and workers' contributions, used in this study have been developed from MSQ form according to previous research that used that technique published and used worldwide.

After the instruments were found, the researcher used back translation techniques to translate English statements as original versions converted into Thai and later reconverted into English to avoid a bias of language and content confusion. In addition, the English expert who translates the questions from English into Thai is different from the one who translates Thai back into English to have the right mutual understanding (Maneesriwongul & Dixon, 2004). All translation versions were done by English translators and approved by English experts.

### **3.6 Content Validity**

The researcher employed the score of content validity index (CVI): content validity index for the item (I-CVI) and content validity index for scale (S-CVI), provided by experts to present the appropriateness and representativeness of measurements, items, and constructs (Shrotryia & Dhanda, 2019; Yusoff, 2019). There are four validity dimensions: relevance, clarity, simplicity, and ambiguity, and four rating scores ranging from a scale of 1 to 4 given to its degrees (Yaghmaei, 2003). Nevertheless, the score from the four rating scales representing the required dimensions checked was converted into 0 and 1 for further analysis of the measurement and content validity (Zamanzadeh et al., 2015). Furthermore, to investigate the content validity index (CVI) from both the content validity index for the item (I-CVI) and the content validity index for scale (S-CVI), the researcher invited five experts in related fields to inspect and comment on the proposed research tool (Yaghmaei, 2003). They were provided with the CVI test form, which was returned to the researcher within the appropriate time frame after the items were sent to five experts to inspect and give some comments using a four-rating scale.

Table 12 Dimensions and score of content validity index (CVI)

Aspect	Score and Meaning	Conversion
Relevance	1 = This item is not relevant. 2 = This item needs some revision. 3 = This item is relevant; however, it needs minor revision. 4 = This item is fully relevant.	Score 1 and 2 = 0 3 and 4 = 1
Clarity	1 = This item is not clear. 2 = This item needs some revision. 3 = This item is clear; however, it needs minor revision. 4 = This item is fully clear.	Score 1 and 2 = 0 3 and 4 = 1
Simplicity	1 = This item is not simple. 2 = This item needs some revision. 3 = This item is simple; however, it needs minor revision. 4 = This item is fully simple.	Score 1 and 2 = 0 3 and 4 = 1
Ambiguity	1 = This item is doubtful. 2 = This item needs some revision. 3 = This item is doubtful; however, it needs minor revision. 4 = This item is fully doubtful.	Score 1 and 2 = 0 3 and 4 = 1

Reliability assessment is very important when deciding to use the questionnaire for further analysis because it can help ensure the usability of the measurements in the questionnaires. Herewith, Cronbach Alpha Coefficient was used to test the reliability of the questionnaire and questions. The score of Corrected item-total Correlation in each question should be greater than 0.20 (Faleye, 2008). Meanwhile, the Cronbach Alpha Coefficient of each dimension should be greater than 0.70 (DeVellis, 2016; Hajjar, 2014). The result can examine the reliability of the properties of measurement scales and the items providing information about the relationships between individual items in the scale.

Table 13 S-CVI/UA, S-CVI/Ave and I-CVI

Variables	S-CVI/UA	S-CVI/Ave	I-C
Intrinsic Motivation	0.88 (88%)	0.99	0.85 to 1.00
Extrinsic Motivation	0.96 (96%)	0.99	
Organizational Context	0.87 (87%)	0.98	
Social Enterprise Performance	0.93 (93%)	0.99	
Overall	0.91 (91%)	0.99	

In this study, 40 sets of questionnaires were distributed to similar studied samples in the social enterprise, and the score of Cronbach Alpha testing was 0.981. However, the second round of reliability assessment was decided to be retested to ensure that the data are usable after additional data collection according to the designed sample using the described random sampling method. The results are shown in the following chapter.

### 3.7 Data Collection

This research divided the data collection and collection used in the study consisted of two data:

**Primary data:** data was gathered through an online questionnaire from the social enterprise workers in Thailand and also other countries in South-East Asia, such as the Philippines, Singapore, and Vietnam. According to Thailand Social Enterprise Office TSEO, social enterprises in Thailand are often young. Over half of the social enterprises (53.4%) were established from 2008 to 2017. The average start-up rate per year in 2018–2020 was 49% higher than the start-up rate between 2008 and 2017 (Rojphongkasem, 2022). Furthermore, many countries recognize the importance of social enterprises, believing that it will be the sector driving equality it brings to the increasing number of social enterprises in many countries (Mali et al., 2016). This study conducted the questionnaire in the Thai language for Thai people and the English language for foreigners. This research utilized a self-administered survey method. The survey package, which includes a cover page and self-administered questionnaire, was distributed to social enterprise workers. However, a pilot test was conducted to test the readability and clarity of the wording of the questionnaire.



**Secondary data:** the researcher collected required information such as journals, documents, magazines, the Internet, and other sources relating to the study of the effects of workers' contribution in minor areas such as intrinsic motivation, extrinsic motivation, organizational context, and the impact of the social enterprise includes data from research and collected from different documents, books and reports. This is an essential concept because someone else's data for other purposes would help fulfill the points. Secondary data sources included the university library, online (ProQuest), governmental websites, automotive company profile websites, etc. Furthermore, secondary data would aid analysis concerning quantitative analysis.

### 3.8 Data Analysis

#### 3.8.1 Descriptive Statistics

The research used descriptive statistics, including frequency, percentage, mean, and standard deviation for data analysis of variables (Kline, 2005; Kline, 2011), related to 1) general information of respondents, 2) intrinsic motivation, 3) extrinsic motivation, 4) organizational context and 5) workers' contributions.

These statistics were used to study the discrete variables to count how many respondents agreed on the provided statement in the questionnaires and converted into relative frequency, which can mean the proportion or percentage of the total number of observations (Larson, 2006). They can be employed to analyze the data related to respondents' general information: sex, age, marital status, number of children, education level, income per month, job changed time, job position, job duty, and present job time. The results of the studied variables were displayed in tabulated forms and described using descriptive writing patterns.

In the meantime, the mean is used for studying the central tendency, providing information about the value distribution given by the respondents (Larson, 2006). The researcher implemented mean statistics to study the level of workers' contributions to questioned statements in the questionnaires. The studied variables include 1) intrinsic motivation (5 items of social service; 5 items of moral values; 5 items of working activity; 5 items of security, and five items of feelings towards co-workers), 2) extrinsic motivation (5 items of compensation; 5 items of the working environment; 5 items of advancement; 5 items of working diversity and five items of achievement of outcome), 3) organizational context (5 items of strategic objective; 5 items of

working procedure and five items of culture) and 4) workers' contributions (5 items of social impact; 5 items of financial impact and five items of environmental impact). The results of the studied variables are displayed with data translation and described by descriptive writing patterns (Kahn, 2006). The translation is shown in Table 14

Table 14 Opinion degree interpretation

Range of Mean	Interpretation
Between 1.00 – 1.80	Respondent strongly disagrees with the statement
Between 1.81 – 2.60	Respondent disagrees with the statement.
Between 2.61 – 3.40	Respondent is neutral with the statement.
Between 3.41 – 4.20	Respondent slightly agrees with the statement.
Between 4.21 – 5.00	Respondent strongly agrees with the statement.

Another vital statistic is standard deviation, essential when studying continuous variables (Larson, 2006; Marshall & Jonker, 2010). Many scholars used this statistic in their research. The researcher also used standard deviation in this study. The standard deviation was also used to investigate the following variables: 1) intrinsic motivation, 2) extrinsic motivation, 3) organizational context, and 4) workers' contributions. The number of questions to be tested by the standard deviation was the same as stated in the preceding section. Furthermore, the results of the variables studied were presented in tabular form and described using a descriptive writing pattern.

### 3.8.2 Multivariate Statistics

In the hypothesis testing, the researcher analyzed the data obtained from the questionnaires using exploratory factor analysis (EFA), confirmatory factor analysis (CFA), and structural equation modeling (SEM) using analysis of moment structure (AMOS) 4.0, with a principal component to test the correlation of independent variables and latent factors hypothesized in the section of a conceptual model. The obtained data must be usable by considering the essential requirement that the weight is greater than 0.30 or greater (Kim & Mueller, 1978), and the standardized factor loading should be greater than 0.50 (Truong & McColl, 2011).

However, Hair Jr et al. (2016) and Holmes-Smith (2010) considered that standardized factor loading should be greater than 0.70. Additionally, the standardized residuals should be below  $\pm 2.58$ , T-value should be greater than 1.96, and the model suitability should be below the good-fit model indices (Hair Jr et al., 2016; Holmes-Smith, 2010). If the model is not fit, the modification indices should be considered (Oort, 1998). Table 15 shows the model-fit indices.

Table 15 Model-fit indices

Model-fit indices	Condition	Description
Chi-square Probability Level (p-value)	$p > 0.05$	The p-value must be greater than 0.05. The higher the p-value is, the better the model suitability is.
Relative Chi-square (CMIN/df)	$< 3$ or not over than 5	CMIN / df must be less than three or not over 5; if closer to 0, the model's suitability is increased.
The goodness of Fit Index (GFI)	$> 0.90$	GFI must be greater than 0.90, and if it is closer to 1, the model suitability increases.
Adjusted Goodness of Fit (AGFI)	$> 0.90$	AGFI must be greater than 0.90.
Root Mean Square Error of Approximation (RMSEA)	$< 0.08$	RMSEA must be less than 0.08; if it is closer to 0, the model suitability increases.
Root mean square residual (RMR)	$< 0.08$	RMR must be less than 0.08.
Comparative Fit Index (CFI)	$> 0.90$	CFI must be greater than 0.90.
Tucker Lewis Index (TLI)	$> 0.90$	TLI must be greater than 0.90.
Normed Fit Index (NFI)	$> 0.90$	NFI must be greater than 0.90.

## **CHAPTER 4**

### **RESEARCH RESULT**

The study related to Factors of workers' contributions affecting on social enterprise performance consists of objectives: 1) to study in the criteria of the contributions of the social enterprises' workers; 2) to discover the factors of intrinsic and extrinsic factors that affected to worker's contributions; 3) to study in direct and indirect effects from organization context to worker's contributions; 4) to identify the factors of workers' contributions that affected to social enterprise's performances; and 5) to develop the organization structure and workers' improvement plan for social enterprise related to the further approach. Research methodology is a survey research using quantitative research methods and using a descriptive methodology and using questionnaires as a tool to collect data using a sample of 428 employees in the operating system of social enterprises.

Statistics in data analysis using descriptive statistics, frequency distribution of data by percentage. Arithmetic mean standard deviation analysis of inferential statistics, Confirmatory Factor Analysis: CFA and Structural Equation Model: SEM to check the harmony of the research model with the empirical data and assessment of Model Fit. The indices used to check the coherence of the model with the empirical data consisted of Chi-Square, CMIN/df., CFI, GFI, IFI, NFI, AGFI, RMSEA and RMR indices. Model Harmony Verification Statistical data processing from ready-made computer programs Present the results of the data analysis and interpretation in the form of a descriptive table. Accordingly, the researcher divided research result presentation into the following parts:

Part 4.1: Symbols and meanings

Part 4.2: Profiles of respondents

Part 4.3: Workers' opinion towards Intrinsic Motivation, Extrinsic Motivation, Organizational Context, and Workers' Contribution

Part 4.4: Respondent's Bias Analysis

Part 4.5: Correlation Testing


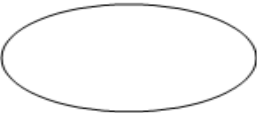


Part 4.6: Factor Analysis

Part 4.7: Final model investigation

#### 4.1 Symbols and Meanings Used in the Study

In order to create a common understanding in the presentation and interpretation of the data analysis results presented in Chapter 4, the researcher describes the symbols and abbreviations used in the data analysis. and the results of the analysis of the status data of the sample respondents. After that, the results of the data analysis are presented in order of the research objectives, formulating the symbols of the causal model of the used markers.

Table 16 Symbols and meanings used in the study

Symbol	Meaning
	Observed Variable
	Latent variable or Element
	Relation
	Correlation
n	Number of respondents in a sample group
$\bar{x}$	Arithmetic Mean
SD	Standard Deviation
C.V.	Coefficient of Variation
r.	Pearson's product moment correlation coefficient
$\chi^2$	Chi - square
$\lambda$	Factor loading
e.	Standard error of the indicator
Sig.	Probability value for statistical significance
df.	Degrees of freedom
$R^2$	Correlation Coefficient

<b>Symbol</b>	<b>Meaning</b>
**	Statistically significant at 0.001
*	Statistically significant at 0.05
CFI	Comparative Fit Index
GFI	Goodness of Fit Index
CMIN/df	Relative Chi-square
AGFI	Adjusted Goodness of Fit
RMSEA	Root Mean Square Error of Approximation
SRMR	Standardized Root Mean Square Residual
NFI	Normed fit index
IFI	Incremental fit index
CFA	Confirmatory Factor Analysis
AVE	Average Variance Extracted
CR.	Construct Reliability
Sos1	There is an opportunity to serve others through the work.
Sos2	Proud to work in service to others.
Sos3	Always looking for opportunities to help society.
Sos4	See social benefits as equivalent to the benefits of the work done.
Sos5	Satisfied with contributions that benefit society
Mov1	Never felt that the work was against good moral principles.
Mov2	Can do its job without feeling contrary to religious practices.
Mov3	Able to work without feeling contrary to conscience
Mov4	Work without feeling that the work hurts or harms others.
Mov5	Satisfied with moral values at work

<b>Symbol</b>	<b>Meaning</b>
Wac1	It feels good to be chosen to take charge of various tasks.
Wac2	There's always a job, so I don't feel free.
Wac3	Feel that work activities are appropriate for the benefits.
Wac4	Feel valued when busy at work.
Wac5	Satisfied with the overview of activities performed at the event.
Sec1	I feel like I'm not being maligned at work.
Sec2	I feel like I can continue to do this job in the future.
Sec3	It feels like the company is stable.
Sec4	It feels like the company has a fair way of laying off employees and migrating employees.
Sec5	Satisfied with job security
Cwk1	Have a good relationship with colleagues
Cwk2	Always look for opportunities to develop relationships with colleagues.
Cwk3	Can feel that colleagues are helpful and friendly.
Cwk4	Feel appreciative of the way colleagues interact with each other.
Cwk5	Satisfied to work with current colleagues
Com1	Receive appropriate compensation from the company.
Com2	Fairly paid for work compared to colleagues
Com3	Good pay for the job compared to other companies
Com4	Get paid for a job worthwhile for a job done for the company.
Com5	Satisfied with current compensation
Evr1	Work in environments such as heat, lighting, sound and proper ventilation
Evr2	Work under a good physical environment

<b>Symbol</b>	<b>Meaning</b>
Evr3	Peace of mind in working conditions
Evr4	Able to adjust the working environment independently.
Evr5	Satisfied with the current working environment
Adv1	Clearly see opportunities for progress in the job.
Adv2	There is an opportunity to be a leader in certain tasks.
Adv3	Able to continue promotion throughout his career.
Adv4	Satisfied with the promotion of the company.
Adv5	Satisfied with the opportunity to progress on the job.
Div1	Has done a wide range of tasks.
Div2	I realized I'd find something new at the event.
Div3	Always get the opportunity to do things every day.
Div4	Satisfied with full-time work
Div5	Satisfied with the opportunity to do something new in the job.
Ach1	Able to predict the good results of the work done.
Ach2	Proud of the achievements made.
Ach3	Know that the work is valuable.
Ach4	There is an opportunity to recognize and be part of the success of the work.
Ach5	Satisfied with the success achieved by working.
Stg1	The company has set goals related to the needs of society.
Stg2	The company values setting goals for companies that benefit society.
Stg3	The company has a mission statement that reflects social action.
Stg4	The company's mission is primarily committed to social development.
Stg5	The company has proper social services planned.



<b>Symbol</b>	<b>Meaning</b>
Wpd1	The Company has established appropriate and adequate procedures.
Wpd2	The company has enough staff for all processes and procedures.
Wpd3	The company has clear and straightforward service procedures.
Wpd4	The company has sufficiently skilled employees who work in every process and procedure.
Wpd5	The company changes its workflow as society changes.
Cul1	The company has created a corporate culture for social enterprises.
Cul2	The company values its vision for business in accordance with society.
Cul3	The Company has established the standards and principles of social work of its employees.
Cul4	The company is adapting to a new culture that is consistent with social change.
Cul5	The company has passed on its social culture to other relevant agencies outside the company.
Soc1	The company has strong relationships with communities and government agencies.
Soc2	The Company contributes to the better living and well-being conditions of the community.
Soc3	Companies can be part of the community.
Soc4	The company has been cooperating with suppliers of raw materials or government agencies to conduct activities that are more socially beneficial.
Soc5	Companies can help communities to love and see more values of the community.

<b>Symbol</b>	<b>Meaning</b>
Fin1	The company can continue to make more profits every year.
Fin2	The company can continue to grow its business.
Fin3	Companies can reduce costs and burdens more.
Fin4	The company has increased its investment.
Fin5	The company has increased its market capitalization and market share.
Env1	The company can use resources to the best of its ability.
Env2	The company has a better image in the environment.
Env3	The Company operates its business without direct or indirect environmental impact.
Env4	The company has a more environmentally friendly picture of goods and services.
Env5	The company contributes to society's awareness of the importance of the environment.

#### **Statistical criteria used to analyze data.**

To indicating that the model is consistent with empirical data, according to the concepts of Hair et al. (2006), Bollen (1989) and Bonnemaïson et al. (2000).

Comparative Fit Index (CFI) Determination of relative harmony by a good CFI should be 0.90 or higher. This indicates that the model is relatively harmonious. The effect of index values is based on the concept of Hair et al. (2006).

The Goodness of Fit Index (GFI) represents the amount of variance and covariance explained by the model. The effect of index values is based on the concepts of Hair et al. (2006). A good value should be 0.90 or higher. This indicates that the model is relatively harmonious.

The Adjusted Goodness of Fit Index (AGFI) represents the amount of variance and covariance explained by the degree of autonomy revision model. The effect of index values is based on the concepts of Hair et al. (2006). A good value should be 0.90 or higher or greater than 0.80 according to the concept of Gefen et al (2000).

The square root index of the estimation quadratic error average (Root Mean Square Error of Approximation: RMSEA) is a statistical value used to test hypotheses. A good RMSEA should be less than 0.05 or between 0.05 and 0.08.

The index measures consistency in error or square root of the standardized root mean square residual (RMR) should be less than 0.05.

The normed fit index (NFI), where acceptable NFI values should be greater than 0.90. Therefore, the model is relatively harmonious, which is the result of index values based on the concept of Hair et al. (2006).

The Incremental fit index (IFI) should be greater than 0.90, indicating that the model is relatively harmonious. The effect of index values is based on the concept of Hair et al. (2006).

#### 4.2 Profiles of respondents

This section represents an analysis of the results of the respondent's general data analysis, namely gender, age, status. Number of children, education level Average monthly income, job transition history, and current seniority Summary of the analysis results as follows:

Table 17 Shows the number and percentage of general data of respondents

<b>Respondent General Information</b>		<b>amount</b>	<b>percent</b>
country	Thailand	253	59.1
	Philippines	59	13.8
	Singapore	65	15.2
	Vietnam	51	11.9
	Total	428	100.0
sex	male	212	49.5
	female	216	50.5
	Total	428	100.0
age	Ages 21 - 25	95	22.2
	Age 26 - 30 years old	60	14.0
	Age 31 - 35 years old	62	14.5
	Age 36 - 40 years old	97	22.7

<b>Respondent General Information</b>		<b>amount</b>	<b>percent</b>
	Age 41 - 45 years old	99	23.1
	Age 46 - 50 years old	10	2.3
	Age 51 - 55 years old	5	1.2
	Total	428	100.0
status	single	196	45.8
	married	229	53.5
	divorced	2	0.5
	widowed	1	0.2
	Total	428	100.0
Number of children	Childless	192	44.9
	1 child	149	34.8
	2 children	80	18.7
	3 children	7	1.6
	Total	428	100.0
Education level	Vocational School/High School	6	1.4
	College or University	338	79.0
	Graduate School	84	19.6
	Total	428	100.0
Average monthly income	10,001 - 20,000 THB	159	37.1
	20,001 - 30,000 THB	59	13.8
	30,001 - 40,000 THB	120	28.0
	40,001 - 50,000 THB	25	5.8
	More than 50,000 THB	65	15.2
	Total	428	100.0
Job change history	never	23	5.4
	1 - 2 times	336	78.5
	3 - 4 times	27	6.3
	5 - 6 times	4	0.9

<b>Respondent General Information</b>		<b>amount</b>	<b>percent</b>
	More than 6 times	38	8.9
	Total	428	100.0
Current seniority	Less than 1 year	60	14.0
	1 - 3 years	139	32.5
	4 - 6 years	129	30.1
	7 - 9 years	58	13.6
	10 - 12 years	16	3.7
	More than 12 years	26	6.1
	Total	428	100.0

According to table 4.2, the results of an analysis of the general data of 428 respondents, a sample of country. Most respondents stay in Thailand (253 people, representing 59.11%) follow by Singapore (65 people, representing 15.19%), Philippines (59 people, representing 13.79%) and Vietnam (51 people, representing 11.92%). For the gender, Most are females (216 people, representing 50.47%) and fewer are males (212 people, or 49.53%), age the majority respondents of age is 41 - 45 years old (99 people, representing 23.13%) and the minority respondents were aged 51 - 55 years (5 people, accounting for 1.17%), the majority of marital status were married (229 people, or 53.5%), and the minority were widowed (1 people, or 0.2%), having the number of children with the most respondents answered no children (192 people, representing 44.9%) and the least answer that having 3 children (7 people, representing 1.6%), the highest number of respondents in education level were college or university (338 people, accounting for 79.0%) and the lowest number of respondents were Vocational School/High School (6 people, accounting for 1.4%), the average monthly income has the majority at the level of 10,001 - 20,000 baht (159 people, equivalent to 37.1%) and the minority at the level of 40,001 - 50,000 baht (25 people, equivalent to 5.8%), with the history of changing jobs, the majority were 1 - 2 times (336 people accounted for 78.5%) and the minority was Never changed jobs (23 people, accounted for 5.4%), the current working age has the maximum number of respondents at 1-3 years (139 people, equivalent to 32.5%), and the minimum number of respondents at 10-12 years (16 people, equivalent to 3.7%).

### 4.3 Workers' opinion towards Studied Variables

In this section is the results of a descriptive statistical analysis of variable factors, workers' contributions affecting on social enterprise performance. It consists of intrinsic motivational factors, extrinsic motivational factors, organizational context factors, and the impact of social enterprises from the workers' contributions affecting on social enterprise performance. Summary of the analysis results as follows:

#### 4.3.1 Intrinsic motivation

Results of analysis of opinions on motivational factors of workers' contributions affecting on social enterprise performance., including social services, moral values, work activities, security and feelings towards colleagues, are analyzed as follows:

Table 18 Perception of the respondents toward intrinsic motivation factors

Intrinsic factors (n = 428)	Mean	Std. Deviation	Significant level
Average Perception on Intrinsic factors	4.27	0.671	Strongly Agree
Social Service	4.17	0.723	Agree
1. You have the opportunity to serve others from your job.	4.15	0.724	Agree
2. You are proud to work or provide services to others.	4.32	0.678	Strongly Agree
3. You are always looking for opportunities to help society.	4.19	0.721	Agree
4. You value the social benefits equivalent to the job benefits.	4.06	0.733	Agree
5. You are satisfied with your work that is beneficial to society.	4.14	0.76	Agree
Moral Values	4.27	0.674	Strongly Agree
1. You can do various tasks without feeling it is morally wrong.	4.34	0.689	Strongly Agree

Intrinsic factors (n = 428)	Mean	Std. Deviation	Significant level
2. You can do things that do not go against religious beliefs.	4.22	0.66	Strongly Agree
3. You can do things that do not go against conscience.	3.97	0.752	Agree
4. You work at things without feeling hurt or harmful to others.	4.41	0.663	Strongly Agree
5. You are satisfied with the moral values of your work.	4.43	0.606	Strongly Agree
Working Activity	4.27	0.683	Strongly Agree
1. You feel good that you have been chosen to be responsible for different tasks.	4.41	0.592	Strongly Agree
2. You always have a job to do that keeps you from feeling free.	4.04	0.826	Agree
3. You feel that your working activities are appropriate.	4.37	0.634	Strongly Agree
4. You feel valued when you are always busy working.	4.19	0.708	Agree
5. You are satisfied with the overall picture of your activities within the work.	4.36	0.653	Strongly Agree
Security	4.31	0.645	Strongly Agree
1. You feel safe in your work.	4.29	0.771	Strongly Agree
2. You feel that you can continue to do this job in the future.	4.41	0.599	Strongly Agree
3. You feel that the company is stable.	4.43	0.586	Strongly Agree
4. You feel that the company has fair layoffs and staff transfers.	4.22	0.668	Strongly Agree

Intrinsic factors (n = 428)	Mean	Std. Deviation	Significant level
5. You are satisfied with the job security of your work.	4.21	0.598	Strongly Agree
Feelings towards co-workers	4.33	0.633	Strongly Agree
1. You have a good relationship with your co-worker.	4.29	0.684	Strongly Agree
2. You are always looking for opportunities to improve relationships with your co-workers.	4.32	0.64	Strongly Agree
3. You can feel that your co-workers help and are friendly to you.	4.43	0.586	Strongly Agree
4. You appreciate the way co-workers interact with each other.	4.2	0.643	Strongly Agree
5. You are satisfied with your current co-worker.	4.42	0.612	Strongly Agree

From the above table, the study indicated that respondents have opinion towards average perception on intrinsic motivation factors in strongly agreeable level with mean score as of 4.27, standard deviation of 0.671. When considering into each aspect related to intrinsic motivation factors, the result revealed as follow;

In term of social service, the study indicated that respondents had opinion towards overall social service in agreeable level with mean score as of 4.17, standard deviation of 0.723. When considering into each aspect, the result revealed that the respondents have opinion in strongly agreeable level towards 'proud to work or provide services to others' with mean score of 4.32 and standard deviation of 0.678.

In term of moral value, the study indicated that respondents had opinion towards overall moral value in strongly agreeable level with mean score as of 4.27, standard deviation of 0.674. When considering into each aspect, the result revealed that the respondents have opinion in agreeable level as 'towards doing things that do not go against conscience' with mean score of 3.97 and standard deviation of 0.752.



In term of working activity, the study indicated that respondents had opinion towards overall working activity in strongly agreeable level with mean score as of 4.27, standard deviation of 0.683. When considering into each aspect, the result revealed that the highest mean score of 4.41 and standard deviation of 0.592 on ‘feeling good that you have been chosen to be responsible for different tasks’.

In term of security, the study indicated that respondents had opinion towards overall security in strongly agreeable level with mean score as of 4.31, standard deviation of 0.645. When considering into each aspect, the result revealed that the highest mean score of 4.43 and standard deviation of 0.586 on ‘You feel that the company is stable’.

Lastly, in term of feelings towards co-workers, the study indicated that respondents had opinion towards overall feelings towards co-workers in strongly agreeable level with mean score as of 4.33, standard deviation of 0.633. When considering into each aspect, the result revealed that the highest mean score of 4.43 and standard deviation of 0.586 on ‘You can feel that your co-workers help and are friendly to you’.

#### 4.3.2 Extrinsic motivation

Results of analysis of opinions on motivational factors of workers’ contributions affecting on social enterprise performance., including compensation, working environment, advancement, working diversity, and achievement of outcome are analyzed as follows:

Table 19 Perception of the respondents toward extrinsic motivation factors

Extrinsic factors (n = 428)	Mean	Std. Deviation	Significant level
Average Perception on Extrinsic factors	4.11	0.7496	Agree
Compensation	3.93	0.855	Agree
1. You receive appropriate compensation from the company.	3.89	0.859	Agree
2. You are paid fairly for working compared to your colleagues.	3.94	0.825	Agree

Extrinsic factors (n = 428)	Mean	Std. Deviation	Significant level
3. You are paid well for your work compared to other companies.	3.96	0.776	Agree
4. You receive compensation for work worthwhile for the work you do for the company.	3.9	0.875	Agree
5. You are satisfied with the current compensation.	3.95	0.938	Agree
Working environment	4.14	0.71	Agree
1. You work in a proper heat, light, noise, and ventilation environment.	4.09	0.741	Agree
2. You work in an excellent physical environment.	4.13	0.731	Agree
3. You are comfortable in the conditions of work.	4.3	0.659	Strongly Agree
4. You can freely modify the more suitable working environment.	4.06	0.702	Agree
5. You are satisfied with your current work environment.	4.11	0.719	Agree
Advancement	4.09	0.769	Agree
1. You can see the opportunities for advancement in your work.	4.05	0.69	Agree
2. You have the opportunity to be a leader of some work.	4.15	0.751	Agree
3. You can be promoted continuously throughout your career.	4.08	0.853	Agree
4. You are satisfied with how you promote the company's work.	4.06	0.805	Agree
5. You are satisfied with the opportunity to advance in your work.	4.11	0.748	Agree
Working diversity	4.18	0.699	Agree
1. You have a variety of works.	4.13	0.738	Agree
2. You know you will find new things in your work.	4.3	0.63	Strongly Agree

Extrinsic factors (n = 428)	Mean	Std. Deviation	Significant level
3. You are often allowed to do different things every day.	4.09	0.761	Agree
4. You are satisfied with your work routine.	4.06	0.724	Agree
5. You are satisfied with the opportunity to do new things in your work.	4.33	0.64	Strongly Agree
Achievement of outcome	4.21	0.715	Strongly Agree
1. You can predict the good results of the work you do.	4.08	0.725	Agree
2. You are proud of the success you have made.	4.31	0.684	Strongly Agree
3. You know that the work you do is valuable.	4.33	0.662	Strongly Agree
4. You have the opportunity to recognize and be a part of the work's success.	4.14	0.756	Agree
5. You are satisfied with the success you get from your work.	4.17	0.745	Agree

From the above table, the study indicated that respondents have opinion towards average perception on extrinsic motivation factors in agreeable level with mean score as of 4.11, standard deviation of 0.75. When considering into each aspect related to extrinsic motivation factors, the result revealed as follow;

In term of compensation, the study indicated that respondents had opinion towards overall compensation in agreeable level with mean score as of 3.93, standard deviation of 0.855. When considering into each aspect, the result revealed that the highest mean score of 3.96 and standard deviation of 0.776 on 'You are paid well for your work compared to other companies'.

In term of working environment, the study indicated that respondents had opinion towards overall working environment in agreeable level with mean score as of 4.14, standard deviation of 0.71. When considering into each aspect, the result revealed that the respondents have opinion in strongly agreeable level as 'You are comfortable in the conditions of work' with mean score of 4.3 and standard deviation of 0.659.

In term of advancement, the study indicated that respondents had opinion towards overall advancement in agreeable level with mean score as of 4.09, standard deviation of 0.769. When considering into each aspect, the result revealed that the highest mean score of 4.15 and standard deviation of 0.751 on 'You have the opportunity to be a leader of some work'.

In term of working diversity, the study indicated that respondents had opinion towards overall working diversity in agreeable level with mean score as of 4.18, standard deviation of 0.699. When considering into each aspect, the result revealed that the respondents have opinion in strongly agreeable level as 'You are satisfied with the opportunity to do new things in your work' with mean score of 4.33 and standard deviation of 0.64.

Lastly, in term of achievement of outcome, the study indicated that respondents had opinion towards overall achievement of outcome in strongly agreeable level with mean score as of 4.21, standard deviation of 0.715. When considering into each aspect, the result revealed that the highest mean score of 4.33 and standard deviation of 0.662 on 'You know that the work you do is valuable'.

#### 4.3.3 Organization context

Results of analysis of opinions on motivational factors of workers' contributions affecting on social enterprise performance., including strategic objective, working procedure, and culture are analyzed as follows:

Table 20 Perception of the respondents toward Organizational context

Organizational context (n = 428)	Mean	Std. Deviation	Significant level
Average Perception on Organizational context	4.13	0.736	Agree
Strategic Objective	4.14	0.708	Agree
1. Your company has set goals that are relevant to the needs of society.	4.08	0.744	Agree
2. Your company values setting goals for the company that benefits the society	4.22	0.642	Strongly Agree

Organizational context (n = 428)	Mean	Std. Deviation	Significant level
3. Your company has a company mission that reflects the social operation.	4.27	0.688	Strongly Agree
4. Your company's mission is primarily committed to the development of society.	4.04	0.714	Agree
5. Your company has proper service planning.	4.1	0.751	Agree
Working Procedure	4.11	0.744	Agree
1. Your company has established adequate and appropriate procedures.	4.07	0.698	Agree
2. Your company has sufficient workers for all processes and procedures.	4.07	0.813	Agree
3. Your company has a clear and straightforward service procedure.	4.08	0.729	Agree
4. Your company has enough skilled workers who work in all processes and procedures.	4.13	0.777	Agree
5. Your company changes working procedures according to society's change.	4.21	0.702	Strongly Agree
Culture	4.13	0.756	Agree
1. Your company has established an organizational culture for a social enterprise.	4.08	0.77	Agree
2. Your company focuses on the vision of conducting business following society.	4.19	0.742	Agree
3. Your company has set standards and principles of social work for the company's workers.	4.1	0.766	Agree
4. Your company adapts to new cultures in line with social change.	4.18	0.702	Agree
5. Your company must transfer social culture to other relevant units outside the company.	4.09	0.802	Agree

From the above table, the study indicated that respondents have opinion towards average perception on organizational context in agreeable level with mean score as of 4.13, standard deviation of 0.736. When considering into each aspect related to organizational context, the result revealed as follow;

In term of strategic objective, the study indicated that respondents had opinion towards overall strategic objective in agreeable level with mean score as of 4.14, standard deviation of 0.708. When considering into each aspect, the result revealed that the highest mean score of 4.27 and standard deviation of 0.688 on 'Your company has a company mission that reflects the social operation'.

In term of working procedure, the study indicated that respondents had opinion towards overall working procedure in agreeable level with mean score as of 4.11, standard deviation of 0.744. When considering into each aspect, the result revealed that the respondents have opinion in strongly agreeable level as 'Your company changes working procedures according to society's change' with mean score of 4.21 and standard deviation of 0.702.

Lastly, in term of culture, the study indicated that respondents had opinion towards overall culture in agreeable level with mean score as of 4.13, standard deviation of 0.756. When considering into each aspect, the result revealed that the highest mean score of 4.19 and standard deviation of 0.742 on 'Your company focuses on the vision of conducting business following society'.

#### **4.3.4 Worker contribution factors**

Results of analysis of opinions on motivational factors of workers' contributions affecting on social enterprise performance., including social impact, financial impact, and environmental impact are analyzed as follows:

Table 21 Perception of the respondents toward worker contribution

Worker contribution (n = 428)	Mean	Std. Deviation	Significant level
Average Perception on Worker contribution	4.04	0.787	Agree
Social Impact	4.09	0.759	Agree
1. Company has a good relationship with the community as well as government agencies	4.07	0.74	Agree
2. Company contributes to the community's better living conditions and livelihoods.	4.08	0.788	Agree
3. Company can be a part of the community.	4.07	0.719	Agree
4. Company has more cooperation from the suppliers or government agencies for socially beneficial activities.	4.18	0.785	Agree
5. Company can help the community love and value the community more.	4.03	0.761	Agree
Financial Impact	4.01	0.825	Agree
1. Company can keep profitable every year.	3.94	0.793	Agree
2. Company can expand its business continuously.	4.04	0.796	Agree
3. Company has lower corporate costs and expenses.	3.93	0.858	Agree
4. Company has increased investment in the past.	4.02	0.851	Agree
5. Company has increased market value and market share.	4.11	0.827	Agree
Environmental Impact	4.01	0.777	Agree
1. Company can make the best use of resources for the results.	3.96	0.794	Agree
2. Company has a better image for the environmental section.	4.13	0.766	Agree

Worker contribution (n = 428)	Mean	Std. Deviation	Significant level
3. Company operates its business without having any negative impact on the environment, either directly or indirectly.	3.98	0.754	Agree
4. The company has quality products and services that are more environmentally friendly.	3.97	0.771	Agree
5. Company contributes to the society by realizing the importance of the environment	4	0.801	Agree

From the above table, the study indicated that respondents have opinion towards average perception on worker contribution in agreeable level with mean score as of 4.04, standard deviation of 0.787. When considering into each aspect related to worker contribution, the result revealed as follow;

In term of social impact, the study indicated that respondents had opinion towards overall social impact in agreeable level with mean score as of 4.09, standard deviation of 0.759. When considering into each aspect, the result revealed that the highest mean score of 4.18 and standard deviation of 0.785 on 'Company has more cooperation from the suppliers or government agencies for socially beneficial activities'.

In term of financial impact, the study indicated that respondents had opinion towards overall financial impact in agreeable level with mean score as of 4.01, standard deviation of 0.825. When considering into each aspect, the result revealed that the highest mean score of 4.11 and standard deviation of 0.827 on 'Company has increased market value and market share'.

Lastly, in term of environmental impact, the study indicated that respondents had opinion towards overall environmental impact in agreeable level with mean score as of 4.01, standard deviation of 0.777. When considering into each aspect, the result revealed that the highest mean score of 4.13 and standard deviation of 0.766 on 'Company has a better image for the environmental section'.



#### 4.3.5 Average Perception of the respondents

Average results of opinions on motivational factors of workers' contributions affecting on social enterprise performance., including intrinsic motivation (social impact, financial impact, and environmental impact), extrinsic motivation (compensation, working environment, advancement, working diversity, and achievement of outcome), organizational context (strategic objective, working procedure, and culture), and worker contribution (social impact, financial impact, and environmental impact) are displayed as follows:

Table 22 Average Perception of the respondents

Average Perception (n = 428)	Mean	Std. Deviation	Significant level
Average Perception on Intrinsic factors	4.27	0.6716	Strongly Agree
Social Service	4.17	0.723	Agree
Moral Values	4.27	0.674	Strongly Agree
Working Activity	4.27	0.683	Strongly Agree
Security	4.31	0.645	Strongly Agree
Feelings towards co-workers	4.33	0.633	Strongly Agree
Average Perception on Extrinsic factors	4.11	0.7496	Agree
Compensation	3.93	0.855	Agree
Working environment	4.14	0.71	Agree
Advancement	4.09	0.769	Agree
Working diversity	4.18	0.699	Agree
Achievement of outcome	4.21	0.715	Strongly Agree
Average Perception on Organizational context	4.127	0.736	Agree
Strategic Objective	4.14	0.708	Agree
Working Procedure	4.11	0.744	Agree
Culture	4.13	0.756	Agree
Average Perception on Worker contribution	4.036	0.787	Agree

Average Perception (n = 428)	Mean	Std. Deviation	Significant level
Social Impact	4.09	0.759	Agree
Financial Impact	4.01	0.825	Agree
Environmental Impact	4.01	0.777	Agree

From the above table, the study indicated that respondents have opinion towards average perception on intrinsic motivation factors in strongly agreeable level with mean score as of 4.27, standard deviation of 0.671, average perception on extrinsic motivation factors in agreeable level with mean score as of 4.11, standard deviation of 0.75, average perception on organizational context in agreeable level with mean score as of 4.13, standard deviation of 0.736, and average perception on worker contribution in agreeable level with mean score as of 4.04, standard deviation of 0.787. When considering into each aspect, the result has significantly revealed that most of aspect in intrinsic motivation were in strongly agreeable level except social service aspect that was in agreeable level. While, most of aspect in extrinsic motivation were in agreeable level except achievement of outcome aspect that was in strongly agreeable level.

#### 4.4 Respondent's Bias Analysis

In this section, the results of One-way ANOVA of factors of workers' contributions affecting on social enterprise performance had showed in appendix. It consists of intrinsic motivation, extrinsic motivation and organizational contexts affecting on social enterprise performance. Summarize of the analysis results as follows:

##### 4.4.1 Intrinsic Motivation

Results of One-way ANOVA analysis of perceptions on the intrinsic motivation of factors of workers' contributions affecting on social enterprise performance, including social services, moral values, work activities, security and feelings towards colleagues classified by various factors.

In the One-way ANOVA analysis, it was noted that in terms of intrinsic motivation female respondents were more focused on moral value, security, and feeling towards coworkers than males. While respondents aged 46-50 gave less importance to intrinsic motivation factors than other age groups. In addition, respondents aged 36 to 40 were highly focused on intrinsic motivation factors in part of feeling towards coworker.

Furthermore, marital status, respondents' marital status also influenced several aspects of intrinsic motivation as singles were give more important in moral value, security, and feeling towards coworkers than others, while those who married will prioritize social service over other marital status people. In term of number of children, those with three children placed much less emphasis on social service, while those without children placed greater emphasis on moral value and Feeling towards a coworker. But surprisingly, the study found that education level had less effect on intrinsic motivation factors, while level of income reflected on demand in all factors. The higher the salary workers have higher the level of satisfactions in all factors of intrinsic motivation.

As the job changed time, the workers who change their jobs many times, they reflect more on moral value, security, and feeling towards coworker needs more than any other. In terms of job times, workers who have been working in social enterprises for 10-12 years are highly focused on all factors, but the workers who have been employed for more than 12 years had the lowest level of satisfaction in working activity.

#### **4.4.2 Extrinsic Motivation**

Results of One-way ANOVA analysis of perceptions on the extrinsic motivation of factors of workers' contributions affecting on social enterprise performance, including compensation, working environment, advancement, working diversity, and achievement of outcome classified by various factors.

In the One-way ANOVA analysis, it was noted that in terms of extrinsic motivation female respondents were more focused on all factors as compensations, working environment, advancement, working diversity, and achievement of outcome than males.

While respondents aged between 46-50 and 51-55 gave less importance to all extrinsic motivation factors than other age groups. For marital status, single statuses were pay attention on compensations, working environment, and advancement, while those who married will prioritize working diversity and achievement over other marital status people.

In term of number of children, there are little significant effects on extrinsic motivation factors. However, unexpectedly education level had some effect on extrinsic motivation factors, the respondents who graduated in graduated school had less satisfaction on compensations, advancement, and achievement of outcome, while the respondents who graduated high school had less satisfaction on working environment.

However, level of income and job changed times not have significant effects on extrinsic motivation factors, the satisfaction result fairly similar for each group. In terms of job times, workers who have been working in social enterprises for 10-12 years are highly focused on working environment, advancement, working diversity, and achievement of outcome but they had lower focused in compensations than the respondents who have been working in social enterprise for 4-6 years.

#### **4.4.3 Organizational Context**

Results of One-way ANOVA analysis of perceptions on the organizational context of factors of workers' contributions affecting on social enterprise performance, including strategic objective, working procedure, and culture classified by various factors.

In the One-way ANOVA analysis with the organizational context factors, it seems that in all three factors as strategic objective, working procedure, and organization culture, in terms of gender, females prioritize all three factors over males. On the other hands, in terms of age of the respondents, the respondents age between 51-55 years old were less satisfied in all three factors compared to other age groups.

Meanwhile, marital status and number of children had no significant effect on the satisfaction of organizational context. Nevertheless, the factors affecting the satisfaction of organizational context is the level of education. Workers who graduated from graduate school had low satisfaction in all three factors as strategic objective, working procedure, and organization culture. As well as the level of income, workers who received low income, they also had low satisfaction in the organizational contexts.

Besides the most importantly, if analyzing in job changed times, those who changed jobs 5-6 times have less satisfied with organizational context on all three factors as strategic objective, working procedure, and organization culture. Meanwhile, for job times analysis, workers who worked in social enterprises for 10-12 years, had a high level of satisfaction with organizational context in all three factors as strategic objective, working procedure, and organization culture compared to the other groups of respondents.

#### **4.4.4 Social Enterprise Performance**

Results of One-way ANOVA analysis of perceptions on the social enterprise performance of factors of workers' contributions affecting on social enterprise performance, including social impact, financial impact, and environmental impact classified by various factors. The result show that, in terms of gender, females have higher perceptions than males in terms of social impact and environmental impact, but in terms of financial impact, both males and females have similar preferences. However, in term of age, respondents aged between 51 and 55 years had low levels of social enterprise performance satisfaction across the three impacts as social impact, financial impact, and environmental impact. But, when analyzed in terms of marital status, single respondents were more focused on financial impact and environmental impact than social impact when compared to married status.

Nevertheless, what the surprising is that in term of the number of children, childless respondents had high perception of social enterprise performance in all three factors as social impact, financial impact, and environmental impact more than any other group of respondents. Though, if analyzed in terms of education level, high-educated respondents, i.e. graduate school respondents, had low perceptions on social enterprise performance in all three factors.

Whereas, in term of level of income and job changed times, those with income levels greater than 50,000 baht and those who have changed jobs more than 6 times, they prioritize high level of social enterprise performance in all three factors as social impact, financial impact, and environmental impact. On the other hand, in term of the job times, workers who have worked in a social enterprise for less than a year and workers who have worked in a social enterprise for more than 12 years have less satisfied with social enterprise performance in terms of social impact, financial impact, and environmental impact compared to other groups.

#### 4.5 Correlation Testing

In this section is the results of asymptotic significance level of Chi-square value of correlation between demographic and perception of factors of workers' contributions affecting on social enterprise performance to test some correlation of the research. Summarize of the analysis results in the cross-tabulation table as follows:

Table 23 asymptotic significance level of Chi-square value of correlation between demographic and perception toward intrinsic motivation factors

Intrinsic factors (n = 428)	Gender	Age	Marital Status	Number of Children	Education	Income	Job Changed	Present Job Time	Country
Social Service									
1. You have the opportunity to serve others from your job.	0.300	0.000	0.000	0.000	0.005	0.000	0.000	0.000	0.554
2. You are proud to work or provide services to others.	0.077	0.000	0.002	0.004	0.005	0.000	0.000	0.000	0.559
3. You are always looking for opportunities to help society.	0.000	0.000	0.067	0.425	0.765	0.000	0.000	0.000	0.516
4. You value the social benefits equivalent to the job benefits.	0.920	0.000	0.001	0.000	0.248	0.000	0.000	0.000	0.500
5. You are satisfied with your work that is beneficial to society.	0.203	0.000	0.138	0.407	0.363	0.000	0.000	0.000	0.799
Moral Values									
1. You can do various tasks without feeling it is morally wrong.	0.000	0.000	0.005	0.200	0.006	0.000	0.001	0.000	0.914
2. You can do things that do not go against religious beliefs.	0.001	0.000	0.027	0.016	0.335	0.000	0.000	0.010	0.907
3. You can do things that do not go against conscience.	0.000	0.000	0.000	0.001	0.184	0.000	0.000	0.000	0.856

Intrinsic factors (n = 428)	Gender	Age	Marital Status	Number of Children	Education	Income	Job Changed	Present Job Time	Country
4. You work at things without feeling hurt or harmful to others.	0.131	0.000	0.002	0.007	0.181	0.009	0.000	0.004	0.771
5. You are satisfied with the moral values of your work.	0.152	0.000	0.001	0.043	0.110	0.000	0.000	0.000	0.460
Working Activity									
1. You feel good that you have been chosen to be responsible for different tasks.	0.556	0.000	0.001	0.303	0.506	0.000	0.000	0.000	0.167
2. You always have a job to do that keeps you from feeling free.	0.130	0.000	0.290	0.061	0.017	0.000	0.000	0.001	0.584
3. You feel that your working activities are appropriate.	0.123	0.000	0.024	0.027	0.452	0.000	0.000	0.000	0.174
4. You feel valued when you are always busy working.	0.320	0.000	0.001	0.000	0.187	0.000	0.000	0.000	0.671
5. You are satisfied with the overall picture of your activities within the work.	0.000	0.000	0.003	0.055	0.257	0.000	0.000	0.000	0.289
Security									
1. You feel safe in your work.	0.002	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.366
2. You feel that you can continue to do this job in the future.	0.104	0.000	0.004	0.035	0.227	0.000	0.000	0.000	0.056
3. You feel that the company is stable.	0.573	0.001	0.017	0.027	0.166	0.004	0.000	0.001	0.061
4. You feel that the company has fair layoffs and staff transfers.	0.000	0.000	0.000	0.108	0.148	0.000	0.000	0.000	0.245
5. You are satisfied with the job security of your work.	0.000	0.000	0.129	0.087	0.103	0.000	0.000	0.000	0.879
Feelings towards co-workers									

Intrinsic factors (n = 428)	Gender	Age	Marital Status	Number of Children	Education	Income	Job Changed	Present Job Time	Country
1. You have a good relationship with your co-worker.	0.860	0.000	0.011	0.004	0.009	0.000	0.000	0.000	0.973
2. You are always looking for opportunities to improve relationships with your co-workers.	0.937	0.000	0.003	0.000	0.533	0.000	0.000	0.010	0.931
3. You can feel that your co-workers help and are friendly to you.	0.631	0.000	0.055	0.087	0.694	0.000	0.000	0.000	0.532
4. You appreciate the way co-workers interact with each other.	0.001	0.000	0.083	0.067	0.714	0.000	0.000	0.004	0.826
5. You are satisfied with your current co-worker.	0.704	0.000	0.007	0.021	0.060	0.000	0.000	0.000	0.484

According to the above table, the study indicated asymptotic significance level of Chi-square value of correlation between demographic and perception toward intrinsic motivation factors, the result revealed as follow;

Analyzing Chi-square values from cross-tabulation tables, it was noted that the factor which effected to almost all outcome as social service, moral value, working activity, security, and feeling towards co-workers were different and unrelated to another factor was the difference in the country of the respondents. Different countries resulted in different satisfaction outcomes.

In addition, excluding the country in which the respondents lived, in terms of social service, another major factor that influenced different outcomes was the gender of the respondents, different genders made the difference in satisfaction outcomes. However, in moral value, almost all factors are related and have correlation to other factors.

In terms of working activity, besides the factors of the country in which the respondents lived, it was educational level factors that made the answers irrelevant, but in terms of security,



almost all factors were correlated except 'feeling stable in company' where different genders had different outcomes and 'satisfied with the job security' where different countries produce different results.

In addition, in terms of feeling towards co-workers, apart from the factors of the respondents' countries, difference in gender and difference in educations level are affected to the different outcomes too.

Table 24 asymptotic significance level of Chi-square value of correlation between demographic and perception toward extrinsic motivation factors

Extrinsic factors (n = 428)	Gender	Age	Marital Status	Number of Children	Education	Income	Job Changed	Present Job Time	Country
Compensation									
1. You receive appropriate compensation from the company.	0.064	0.000	0.000	0.000	0.301	0.000	0.000	0.000	0.642
2. You are paid fairly for working compared to your colleagues.	0.661	0.000	0.000	0.000	0.044	0.000	0.000	0.000	0.547
3. You are paid well for your work compared to other companies.	0.035	0.000	0.000	0.000	0.116	0.000	0.000	0.000	0.934
4. You receive compensation for work worthwhile for the work you do for the company.	0.299	0.000	0.000	0.000	0.062	0.000	0.000	0.000	0.650
5. You are satisfied with the current compensation.	0.885	0.000	0.687	0.011	0.192	0.000	0.000	0.000	0.773
Working environment									
1. You work in a proper heat, light, noise, and ventilation environment.	0.04	0.000	0.178	0.186	0.202	0.000	0.000	0.000	0.719
2. You work in an excellent physical environment.	0.041	0.000	0.102	0.336	0.165	0.000	0.000	0.000	0.809

Extrinsic factors (n = 428)	Gender	Age	Marital Status	Number of Children	Education	Income	Job Changed	Present Job Time	Country
3. You are comfortable in the conditions of work.	0.8	0.000	0.000	0.000	0.272	0.000	0.000	0.000	0.905
4. You can freely modify the more suitable working environment.	0.182	0.000	0.002	0.005	0.052	0.000	0.000	0.000	0.546
5. You are satisfied with your current work environment.	0.031	0.000	0.082	0.050	0.082	0.000	0.000	0.000	0.734
Advancement									
1. You can see the opportunities for advancement in your work.	0.092	0.000	0.081	0.035	0.171	0.000	0.000	0.000	0.742
2. You have the opportunity to be a leader of some work.	0.000	0.000	0.002	0.000	0.073	0.000	0.000	0.001	0.216
3. You can be promoted continuously throughout your career.	0.007	0.000	0.000	0.000	0.003	0.000	0.000	0.000	0.826
4. You are satisfied with how you promote the company's work.	0.002	0.000	0.259	0.395	0.010	0.000	0.000	0.000	0.395
5. You are satisfied with the opportunity to advance in your work.	0.107	0.000	0.001	0.019	0.039	0.000	0.000	0.000	0.966
Working diversity									
1. You have a variety of works.	0.102	0.000	0.113	0.199	0.045	0.000	0.000	0.000	0.658
2. You know you will find new things in your work.	0.297	0.000	0.000	0.001	0.183	0.000	0.000	0.000	0.603
3. You are often allowed to do different things every day.	0.179	0.000	0.072	0.084	0.200	0.000	0.000	0.000	0.757
4. You are satisfied with your work routine.	0.047	0.000	0.015	0.032	0.263	0.000	0.000	0.000	0.419
5. You are satisfied with the opportunity to do new things in your work.	0.619	0.000	0.000	0.000	0.170	0.000	0.000	0.000	0.445

Extrinsic factors (n = 428)	Gender	Age	Marital Status	Number of Children	Education	Income	Job Changed	Present Job Time	Country
Achievement of outcome									
1. You can predict the good results of the work you do.	0.072	0.000	0.130	0.087	0.093	0.000	0.000	0.000	0.661
2. You are proud of the success you have made.	0.002	0.000	0.000	0.046	0.088	0.000	0.000	0.000	0.554
3. You know that the work you do is valuable.	0.03	0.000	0.006	0.156	0.180	0.000	0.000	0.000	0.802
4. You have the opportunity to recognize and be a part of the work's success.	0.175	0.000	0.001	0.005	0.372	0.000	0.000	0.000	0.662
5. You are satisfied with the success you get from your work.	0.646	0.000	0.000	0.001	0.563	0.000	0.000	0.000	0.779

According to the above table, the study indicated asymptotic significance level of Chi-square value of correlation between demographic and perception toward extrinsic motivation factors, the result revealed as follow;

It can be noted that the factors affecting the difference of results in almost every aspect, whether compensations, working environment, advancement, working diversity, and achievement of outcome are factors of differentiation in the countries in which the respondents live. Different countries result in different satisfaction outcomes.

In addition, over the factors of the respondents' countries, in terms of compensations, there was another main factor affecting different outcomes: gender of respondents, different genders resulted in different satisfaction outcomes. However, in term of working environment, the factor of age, number of children, and education level all affect to the correlation and making them unrelated.

On the advancement side, apart from respondents' countries factor, marital status and number of children factors made the results irrelevant. Equally, it also affects the opinions of the respondents. In terms of working diversity, gender and educational level could be a topic that makes

the answers irrelevant. Different genders and levels of education affect different requirements for job variety. As well as with the achievement of outcome, exception for the factors of country of the respondents. Factors of gender difference and educational level difference were affect to the different outcomes.

Table 25 asymptotic significance level of Chi-square value of correlation between demographic and perception toward organizational context factors

Organizational contexts (n = 428)	Gender	Age	Marital Status	Number of Children	Education	Income	Job Changed	Present Job Time	Country
Strategic Objective									
1. Your company has set goals that are relevant to the needs of society.	0.005	0.000	0.204	0.187	0.015	0.000	0.000	0.000	0.703
2. Your company values setting goals for the company that benefits the society	0.052	0.000	0.000	0.000	0.000	0.000	0.001	0.000	0.823
3. Your company has a company mission that reflects the social operation.	0.291	0.000	0.000	0.000	0.002	0.000	0.000	0.000	0.807
4. Your company's mission is primarily committed to the development of society.	0.046	0.000	0.009	0.024	0.036	0.000	0.000	0.000	0.484
5. Your company has proper service planning.	0.007	0.000	0.152	0.104	0.014	0.000	0.000	0.000	0.780
Working Procedure									
1. Your company has established adequate and appropriate procedures.	0.092	0.000	0.000	0.005	0.003	0.000	0.000	0.000	0.473
2. Your company has sufficient workers for all processes and procedures.	0.028	0.000	0.002	0.125	0.025	0.000	0.000	0.000	0.782

Organizational contexts (n = 428)	Gender	Age	Marital Status	Number of Children	Education	Income	Job Changed	Present Job Time	Country
3. Your company has a clear and straightforward service procedure.	0.141	0.000	0.000	0.002	0.005	0.000	0.000	0.000	0.582
4. Your company has enough skilled workers who work in all processes and procedures.	0.000	0.000	0.000	0.008	0.062	0.000	0.000	0.000	0.906
5. Your company changes working procedures according to society's change.	0.000	0.000	0.015	0.003	0.200	0.000	0.000	0.000	0.930
Organization Culture									
1. Your company has established an organizational culture for a social enterprise.	0.000	0.000	0.085	0.136	0.000	0.000	0.000	0.000	0.865
2. Your company focuses on the vision of conducting business following society.	0.005	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.820
3. Your company has set standards and principles of social work for the company's workers.	0.001	0.000	0.123	0.077	0.002	0.000	0.000	0.000	0.686
4. Your company adapts to new cultures in line with social change.	0.005	0.000	0.000	0.000	0.007	0.000	0.000	0.000	0.609
5. Your company must transfer social culture to other relevant units outside the company.	0.000	0.000	0.006	0.002	0.018	0.000	0.000	0.000	0.755

According to the above table, the study indicated asymptotic significance level of Chi-square value of correlation between demographic and perception toward organizational context factors, the result revealed as follow;

It was observed that the factors affecting the difference of results in almost every aspect, whether strategic objective, working procedure, and organization culture is a factor in the differences in the country of the respondents. Different countries result in different satisfaction outcomes. Excepted the country of respondents, in terms of strategic objectives, there was another key factor that led to different outcomes. Marital status of respondents, different marital status resulting in different satisfaction of outcomes.

Furthermore, in term of working procedure, the factor of gender and number of children are affected to the correlation and making them irrelevant. On the other hand, in terms of organization culture, apart from the country factor of the respondents, only marital status factors resulted in uncorrelated results, different marital status factors were considered different in the responses.

Table 26 asymptotic significance level of Chi-square value of correlation between demographic and perception toward social enterprise performance factors

Social Enterprise Performance (n = 428)	Gender	Age	Marital Status	Number of Children	Education	Income	Job Changed	Present Job Time	Country
Social Impact									
1. Company has a good relationship with the community as well as government agencies	0.057	0.000	0.006	0.007	0.035	0.000	0.000	0.000	0.637
2. Company contributes to the community's better living conditions and livelihoods.	0.000	0.000	0.169	0.113	0.691	0.000	0.000	0.000	0.781
3. Company can be a part of the community.	0.088	0.000	0.017	0.012	0.549	0.000	0.000	0.000	0.399
4. Company has more cooperation from the suppliers or government agencies for socially beneficial activities.	0.000	0.000	0.001	0.200	0.608	0.000	0.000	0.000	0.530

Social Enterprise Performance (n = 428)	Gender	Age	Marital Status	Number of Children	Education	Income	Job Changed	Present Job Time	Country
5. Company can help the community love and value the community more.	0.007	0.000	0.000	0.004	0.021	0.000	0.000	0.000	0.162
Financial Impact									
1. Company can keep profitable every year.	0.101	0.000	0.000	0.000	0.085	0.000	0.000	0.000	0.689
2. Company can expand its business continuously.	0.093	0.000	0.005	0.000	0.003	0.000	0.000	0.000	0.972
3. Company has lower corporate costs and expenses.	0.002	0.000	0.000	0.000	0.099	0.000	0.000	0.000	0.756
4. Company has increased investment in the past.	0.006	0.000	0.010	0.003	0.000	0.000	0.000	0.000	0.924
5. Company has increased market value and market share.	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.851
Environmental Impact									
1. Company can make the best use of resources for the results.	0.051	0.000	0.001	0.002	0.015	0.000	0.000	0.000	0.822
2. Company has a better image for the environmental section.	0.033	0.000	0.000	0.001	0.002	0.000	0.000	0.000	0.637
3. Company operates its business without having any negative impact on the environment, either directly or indirectly.	0.018	0.000	0.002	0.002	0.113	0.000	0.000	0.000	0.768
4. The company has quality products and services that are more environmentally friendly.	0.075	0.000	0.001	0.001	0.016	0.000	0.000	0.000	0.666

Social Enterprise Performance (n = 428)	Gender	Age	Marital Status	Number of Children	Education	Income	Job Changed	Present Job Time	Country
5. Company contributes to the society by realizing the importance of the environment	0.002	0.000	0.000	0.001	0.254	0.000	0.000	0.000	0.960

According to the above table, the study indicated asymptotic significance level of Chi-square value of correlation between demographic and perception toward social enterprise performance, the result revealed as follow;

It was noted that that the factors affecting the difference of results in almost every aspect, whether social impact, financial impact, and environmental impact were differentiated factors in the countries in which the respondents resided. Different countries result in different satisfaction outcomes.

In addition to the different country factors of the respondents, in terms of social impact, there are two other factors that resulted in different outcomes as number of children and education level of respondents, different number of children resulted in different satisfaction outcomes and different education levels provided different perspectives on determining satisfaction, so that the satisfaction of social enterprise performance also varies.

Besides, in terms of financial impact, apart from the country factor of the respondents, only gender factors resulted in irrelevant results, different genders resulted in different responses. On the other hand, in term of environmental impact, the different education level of the respondents is affected to the correlation and making them irrelevant.



#### 4.6 Factor Analysis

In this section, Factor analysis is adopted to detect the effects of the factors of the four dimensions expected to influence worker contribution, which were identified earlier as intrinsic factors, extrinsic factors and organizational context. Accordingly, Exploratory Factor Analysis (EFA) has been applied in the first phase to explore the most effective factors on worker contribution and their scales, and in a later stage Confirmatory Factor Analysis (CFA) is applied to test the fitness of the model identified by EFA.

Table 27 Reliability Statistics

Cronbach's Alpha	N of Items
0.981	80

The reliability test was done, where the value of the Cronbach's Alpha test was .981 as table 50 shows, which indicates high internal consistency of data and its validity for factor analysis.

The data validity and sampling consistency were tested further by using the Kaiser Meyer-Olkin (KMO) and Bartlett's test. This test is used for measuring the adequacy of the sampling where its value must be more than 0.5 in order to proceed with an adequate factor analysis (Hair et al., 1998).

##### 4.6.1 Assessment of Dimensionality Via EFA Method

Table 28 28 Intrinsic motivation factors

No.	Variable	Initial Variable
	<b>Social Service</b>	
1	You have the opportunity to serve others from your job.	Int_Sos1
2	You are proud to work or provide services to others.	Int_Sos2
3	You are always looking for opportunities to help society.	Int_Sos3
4	You value the social benefits equivalent to the job benefits.	Int_Sos4
5	You are satisfied with your work, which is beneficial to society.	Int_Sos5

No.	Variable	Initial Variable
<b>Moral Values</b>		
1	You can do various tasks without feeling it is morally wrong for your job.	Int_Mov1
2	You can do things that do not go against my religious beliefs in your job.	Int_Mov2
3	You can do things that do not go against my conscience from your job.	Int_Mov3
4	You work at things without feeling hurt or harmful to other people.	Int_Mov4
5	You are satisfied with the moral values of your work.	Int_Mov5
<b>Working Activity</b>		
1	You feel good that you have been responsible for different tasks.	Int_Wac1
2	You always have work to do that keeps you from feeling free.	Int_Wac2
3	You feel that your working activities are appropriate.	Int_Wac3
4	You feel valued when you are always busy working.	Int_Wac4
5	You are satisfied with the overall picture of your activities within the work.	Int_Wac5
<b>Security</b>		
1	You feel safe in your work.	Int_Sec1
2	You feel that you can continue to do this job in the future.	Int_Sec2
3	You feel that the company is stable.	Int_Sec3
4	You feel that the company has a fair layoffs and staff transfers method.	Int_Sec4
5	You are satisfied with the job security of your work.	Int_Sec5
<b>Feelings towards co-workers</b>		
1	You have a good relationship with your co-worker.	Int_Cwk1
2	You are always looking for opportunities to improve relationships with your co-workers.	Int_Cwk2
3	You can feel that your co-workers help and are friendly to you.	Int_Cwk3
4	You appreciate the way co-workers interact with each other.	Int_Cwk4
5	You are satisfied with your current co-worker.	Int_Cwk5

Table 29 KMO, EFA, intrinsic factors

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.783
Bartlett's Test of Sphericity	Approx. Chi-Square	2053.694
	df	21
	Sig.	.000

As table 52 shows the KMO test value is 0.783 and the value of the Bartlett's Test of Sphericity is .00, which is highly significant, this indicates that its probability is less than 0.05 which implies that the correlation matrix produced by this data is not an identity matrix and therefore it is appropriate for factor analysis.

Table 30 EFA, intrinsic factors

Selected variables, their factor loadings, and the cumulative variation.							
Extraction Method: Principal Component Analysis.							
No	Common Factor	Initial Variable	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5
F1	Friendly co-worker	Int_Cwk5	0.906				
		Int_Cwk3	0.891				
		Int_Sec2	0.863				
		Int_Mov5	0.861				
		Int_Sec3	0.835				
		Int_Cwk1	0.833				
		Int_Wac1	0.830				
		Int_Cwk2	0.824				
		Int_Mov4	0.821				
		Int_Wac3	0.774				
F2	Personal Beliefs	Int_Cwk4		0.919			
		Int_Mov2		0.899			
		Int_Sec5		0.825			

Selected variables, their factor loadings, and the cumulative variation.							
Extraction Method: Principal Component Analysis.							
No	Common Factor	Initial Variable	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5
		Int_Sec4		0.708			
F3	Values of Work	Int_Sos2			0.879		
		Int_Wac5			0.849		
		Int_Sec1			0.821		
F4	Social Benefits	Int_Sos4				0.820	
		Int_Sos3				0.763	
		Int_Sos5				0.736	
F5	Feeling Valuable	Int_Wac2					0.750
		Int_Wac4					0.721
		Int_Mov1					0.647
Cumulative variation: 72.382			36.912	12.183	10.588	7.165	5.534

The rotated component matrix above shows that the first one, Friendly co-worker (F1), explains 36.912% of the variability in intrinsic factors, therefore it is the most effective factor. The significant components that form this factor are mainly related to the following as the satisfaction and a good relationship with current co-worker.

The second factor, Personal Beliefs (F2), is composed of variables relating to intrinsic factors which explains 12.183% of the variability of intrinsic factors. The significant components that form this factor are related to the following as the religious beliefs and an appreciate way to interact with other people.

The third factor Values of Work (F3) explains 10.588% of the variability of intrinsic factors. The significant components that form this factor are related to the following as workers are proud to work or provide services to others and satisfying on the activities within the work.

The fourth factor, Social Benefits (F4), is composed of variables relating to intrinsic factors which explains 7.165% of the variability of intrinsic factors. The significant components

that form this factor are related to the following as workers are looking for opportunities to help society and value the social benefits equivalent to the job benefits.

The fifth factor Feeling Valuable (F5) explains 5.534% of the variability of intrinsic factors. The significant components that form this factor are related to the following as workers aren't feeling it is morally wrong from their job and feel valued when they are always busy working.

Table 31 Extrinsic motivation factors

No.	Variable	Initial Variable
	<b>Compensation</b>	
1	You receive appropriate compensation from the company.	Ext_Com1
2	You are paid fairly for working compared to your colleagues.	Ext_Com2
3	You are paid well for your work compared to other companies.	Ext_Com3
4	You receive compensation for work worthwhile and your work for the company.	Ext_Com4
5	You are satisfied with the current compensation.	Ext_Com5
	<b>Working environment</b>	
1	You work in a proper heat, light, noise, and ventilation environment.	Ext_Evr1
2	You work in an excellent physical environment.	Ext_Evr2
3	You are comfortable in the conditions of work.	Ext_Evr3
4	You can freely modify the more suitable working environment.	Ext_Evr4
5	You are satisfied with your current work environment.	Ext_Evr5
	<b>Advancement</b>	
1	You can see the opportunities for advancement in your work.	Ext_Adv1
2	You have the opportunity to be a leader of some work.	Ext_Adv2
3	You can be promoted continuously throughout your career.	Ext_Adv3
4	You are satisfied with how you promote the work of the company.	Ext_Adv4
5	You are satisfied with the opportunity to advance in your work.	Ext_Adv5
	<b>Working diversity</b>	
1	You get to work in a variety of works.	Ext_Div1

No.	Variable	Initial Variable
2	You know you will find new things in your work.	Ext_Div2
3	You are often allowed to do different things every day.	Ext_Div3
4	You are satisfied with your work routine.	Ext_Div4
5	You are satisfied with the opportunity to do new things in your work.	Ext_Div5
<b>Achievement of outcome</b>		
1	You can predict the good results of the work you do.	Ext_Ach1
2	You are proud of the success you have made.	Ext_Ach2
3	You know that the work you do is valuable.	Ext_Ach3
4	You have the opportunity to recognize and be a part of the work's success.	Ext_Ach4
5	You are satisfied with the success that you get from your work.	Ext_Ach5

Table 32 KMO, EFA, extrinsic factors

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.725
Bartlett's Test of Sphericity	Approx. Chi-Square	9161.695
	df	78
	Sig.	.000

As table 55 shows the KMO test value is 0.725 and the value of the Bartlett's Test of Sphericity is .00, which is highly significant, this indicates that its probability is less than 0.05 which implies that the correlation matrix produced by this data is not an identity matrix and therefore it is appropriate for factor analysis.

Table 33 EFA, extrinsic factors

Selected variables, their factor loadings, and the cumulative variation.						
Extraction Method: Principal Component Analysis.						
No	Common Factor	Initial Variable	Factor 1	Factor 2	Factor 3	Factor 4
F6	Working Reputations	Ext_Evr5	0.949			
		Ext_Ach1	0.914			
		Ext_Ach4	0.896			
		Ext_Ach5	0.889			
		Ext_Adv1	0.907			
		Ext_Adv3	0.801			
		Ext_Adv5	0.875			
		Ext_Com3	0.800			
		Ext_Div1	0.906			
		Ext_Div3	0.932			
		Ext_Div4	0.904			
		Ext_Evr1	0.940			
		Ext_Evr4	0.938			
F7	New Tasks of Work	Ext_Ach2		0.891		
		Ext_Ach3		0.899		
		Ext_Adv2		0.701		
		Ext_Div2		0.934		
		Ext_Div5		0.929		
		Ext_Evr3		0.936		
F8	Worker Wellbeing	Ext_Adv4			0.937	
		Ext_Com5			0.784	
		Ext_Evr2			0.931	
F9	Compensations	Ext_Com1				0.692
		Ext_Com4				0.644

Selected variables, their factor loadings, and the cumulative variation.						
Extraction Method: Principal Component Analysis.						
No	Common Factor	Initial Variable	Factor 1	Factor 2	Factor 3	Factor 4
		Ext_Com2				0.664
Cumulative variation: 86.742			53.933	19.089	8.987	4.733

The rotated component matrix above shows that the first one, Working Reputations (F6), explains 53.933% of the variability in extrinsic factors, therefore it is the most effective factor. The significant components that form this factor are related to the following as workers have the opportunity to recognize and be a part of the success of the work and they are satisfied with the success that you get from your work.

The second factor, New Tasks of Work (F7), is composed of variables relating to extrinsic factors which explains 19.089% of the variability of extrinsic factors. The significant components that form this factor are related to the following as finding a new thing from working task and satisfied with the opportunity to do new things in your work.

The third factor Worker Wellbeing (F8) explains 8.987% of the variability of extrinsic factors. The significant components that form this factor are related to the following as workers work under a good physical environment, they satisfied with how the company promote staffs, and satisfied with the current compensation.

The fourth factor, Compensations (F9), is composed of variables relating to extrinsic factors which explains 4.733% of the variability of extrinsic factors. The significant components that form this factor are related to the following as receive appropriate compensation, received fairly paid compared to the colleagues, and receive suitable compensation for work worthwhile for the work they did for the company.



Table 34 organizational context

No.	Variable	Initial Variable
<b>Strategic Objective</b>		
1	Your company has set goals that are relevant to the needs of society.	Ctx_Stg1
2	Your company values setting goals for the company that benefits the society	Ctx_Stg2
3	Your company has a company mission that reflects the social operation.	Ctx_Stg3
4	Your company's mission is primarily committed to the development of society.	Ctx_Stg4
5	Your company has a proper service planning.	Ctx_Stg5
<b>Working Procedure</b>		
1	Your company has established adequate and appropriate procedures.	Ctx_Wpd1
2	Your company has sufficient workers for all processes and procedures.	Ctx_Wpd2
3	Your company has a clear and straightforward service procedure.	Ctx_Wpd3
4	Your company has enough skilled workers who work in all processes and procedures.	Ctx_Wpd4
5	Your company changes working procedures according to society's change.	Ctx_Wpd5
<b>Culture</b>		
1	Your company has established an organizational culture for a social enterprise.	Ctx_Cul1
2	Your company focuses on the vision of conducting business following society.	Ctx_Cul2
3	Your company has set standards and principles of social work for the company's workers.	Ctx_Cul3
4	Your company is adapting to new cultures in line with social change.	Ctx_Cul4
5	Your company must transfer social culture to other relevant units outside the company.	Ctx_Cul5

Table 35 35 KMO, EFA, organizational context

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.813
Bartlett's Test of Sphericity	Approx. Chi-Square	12615.108
	df	78
	Sig.	.000

As table 58 shows the KMO test value is 0.725 and the value of the Bartlett's Test of Sphericity is .00, which is highly significant, this indicates that its probability is less than 0.05 which implies that the correlation matrix produced by this data is not an identity matrix and therefore it is appropriate for factor analysis.

Table 36 EFA, organizational context

Selected variables, their factor loadings, and the cumulative variation.				
Extraction Method: Principal Component Analysis.				
No	Common Factor	Initial Variable	Factor1	Factor2
F10	Strategic Principles	Ctx_Stg5	0.959	
		Ctx_Cul3	0.954	
		Ctx_Stg1	0.947	
		Ctx_Cul5	0.945	
		Ctx_Wpd4	0.941	
		Ctx_Cul1	0.930	
		Ctx_Stg4	0.921	
		Ctx_Wpd1	0.913	
		Ctx_Wpd3	0.908	
		Ctx_Wpd2	0.905	
F11	Organization's Culture	Ctx_Stg2		0.973
		Ctx_Cul2		0.956
		Ctx_Cul4		0.952
		Ctx_Stg3		0.917
		Ctx_Wpd5		0.884
Cumulative variation: 88.872			62.719	26.153

The rotated component matrix above shows that the first one, Strategic Principles (F10), explains 62.719% of the variability in organizational context, therefore it is the most effective factor. The significant components that form this factor are related to the following: Your company has a proper service planning, your company has set standards and principles of social work for company's workers, your company has set goals that are relevant to the needs of society, your company has transfer social culture to other relevance units outside the company, your company has enough skilled workers who work in all processes and procedures, your company has established an organizational culture for a social enterprise, your company's mission is primarily committed to the development of society, your company has established adequate and appropriate procedures, your company has a clear and straightforward service procedure, and your company has sufficient workers for all processes and procedures.

The second factor, Organization's Culture (F11), is composed of variables relating to organizational context factors which explains 26,153% of the variability of organizational context factors. The significant components that form this factor are related to the following: Your company values setting goals for the company that benefits the society, your company focuses on the vision of conducting business in accordance with society, your company is adapting to new cultures in line with social change, your company has a company's mission that reflects the social operation, and your company changes working procedure according to society's change.

Table 37 Social Enterprise Performance

No.	Variable	Initial Variable
	<b>Social Impact</b>	
1	The company has a good relationship with the community as well as government agencies	Imp_Soc1
2	The company contributes to the better living conditions and livelihoods of the community.	Imp_Soc2
3	The company can be a part of the community.	Imp_Soc3
4	The company has more cooperation from the suppliers or government agencies for socially beneficial activities.	Imp_Soc4

No.	Variable	Initial Variable
5	The company can help the community to love and value the community more.	Imp_Soc5
<b>Financial Impact</b>		
1	The company can keep profitable every year.	Imp_Fin1
2	The company can expand its business continuously.	Imp_Fin2
3	The company has lower corporate costs and expenses.	Imp_Fin3
4	The company has increased investment in the past.	Imp_Fin4
5	The company has increased its market value and market share.	Imp_Fin5
<b>Environmental Impact</b>		
1	The company can make the best use of resources for the results.	Imp_Env1
2	The company has a better image for the environmental section.	Imp_Env2
3	The company operates its business without negatively impacting the environment, either directly or indirectly.	Imp_Env3
4	The company has quality products and services that are more environmentally friendly.	Imp_Env4
5	The company contributes to society to realize the importance of the environment.	Imp_Env5

Table 38 KMO, EFA, social enterprise performance

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.763
Bartlett's Test of Sphericity	Approx. Chi-Square	2975.333
	df	15
	Sig.	.000

As table 61 shows the KMO test value is 0.763 and the value of the Bartlett's Test of Sphericity is .00, which is highly significant, this indicates that its probability is less than 0.05 which implies that the correlation matrix produced by this data is not an identity matrix and therefore it is appropriate for factor analysis.

Table 39 EFA, social enterprise performance

Selected variables, their factor loadings, and the cumulative variation.					
Extraction Method: Principal Component Analysis.					
No	Common Factor	Initial Variable	Factor 1	Factor 2	Factor 3
F12	Environmental Effects	Imp_Fin1	0.911		
		Imp_Env1	0.898		
		Imp_Fin2	0.897		
		Imp_Env3	0.896		
		Imp_Fin3	0.885		
		Imp_Soc3	0.881		
		Imp_Soc1	0.879		
		Imp_Env5	0.865		
		Imp_Env4	0.864		
		Imp_Fin4	0.862		
		Imp_Soc2	0.840		
F13	Market Values	Imp_Fin5		0.968	
		Imp_Env2		0.867	
F14	Community Values	Imp_Soc4			0.712
		Imp_Soc5			0.702
Cumulative variation: 83.082			63.328	11.956	7.797

The rotated component matrix above shows that the first one, Environmental Effects (F12), explains 63.328% of the variability in social enterprise performance, therefore it is the most effective factor. The significant components that form this factor are related to the following: Company can keep profitable every year, company can make the best use of resources for the results, company can expand its business continuously, company operates its business without having any negative impact on the environment, either directly or indirectly, company has lower corporate costs and expenses, company can be a part of the community, company has a good

relationship with the community as well as government agencies, company contributes to the society to realize the importance of the environment, company has the quality of products and services are more environmentally friendly, company has increased investment from the past, and company contributes to the better living conditions and livelihoods of the community.

The second factor, Market Values (F13), is composed of variables relating to worker contributions which explains 11.956% of the variability of social enterprise performance. The significant components that form this factor are related to the following: Company has increased market value and market share and company has a better image for the environmental section.

The third factor, Community Values (F14), is composed of variables relating to worker contributions which explains 7.797% of the variability of social enterprise performance. The significant components that form this factor are related to the following: Company has more cooperation from the suppliers or government agencies to socially beneficial activities and company can help the community to love and value the community more.

#### **4.6.2 Assessment of Construct Validity Via CFA Method**

Confirmatory Factor Analysis on workers' contributions of social enterprise model, fourteen Dimensions: Friendly co-worker (F1), Personal Beliefs (F2), Values of Work (F3), Social Benefits (F4), Feeling Valuable (F5), Working Reputations (F6), New Tasks of Work (F7), Worker Wellbeing (F8), Compensations (F9), Strategic Principles (F10), Organization's Culture (F11), Environmental Effects (F12), Market Values (F13), Community Values (F14) were performed. Model evaluation. According to the standardized regression coefficients and model fit indices (including CMIN / DF, RMR, RMSEA, GFI, AGFI, CFI), test the result of model fitting. All detail is shown as follows.

#### **Confirmatory Factor Analysis on Intrinsic Motivation**

Regarding analysis of confirmatory factor on Intrinsic Motivation, there are five group of dimensions as Friendly co-worker (F1), Personal Beliefs (F2), Values of Work (F3), Social Benefits (F4), Feeling Valuable (F5) were performed. All detail is shown as follows;

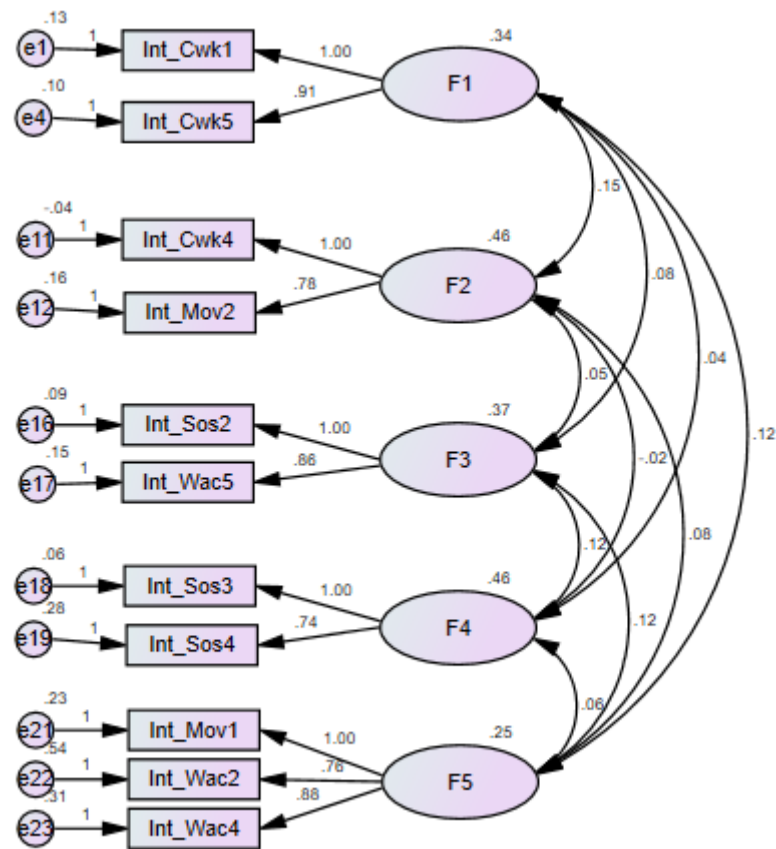


Figure 4 Modified Model of Intrinsic Motivation

Table 40 Model-fit indices for the modified model for Intrinsic Motivation

Index	Value	Criterion	Result
CMIN / df	3.531	<3.00, good fit; 3.0 - 4.0 moderate fit	moderate fit
GFI	0.957	>0.95 good fit	good fit
AGFI	0.908	>0.95 good fit; 0.9 – 0.95 moderate fit	moderate fit
RMSEA	0.077	< 0.05, good fit; 0.05-0.10 moderate fit	moderate fit
RMR	0.025	< 0.05 good fit	good fit
CFI	0.953	>0.90 good fit	good fit
TLI	0.917	>0.90 good fit	good fit
NFI	0.937	>0.90 good fit	good fit

From this analysis above has shown the initial model of eleven indicators for intrinsic motivation after adjustment, the model-fit index is analyzed as the measurement model for evaluating in the final model. The model has the result in just moderate fit and has model-fit indices with CMIN/df = 3.531, GFI = 0.957, AGFI = 0.908, RMSEA = 0.077, RMR = 0.025, CFI = 0.953, TLI = 0.917, NFI = 0.937.

### Confirmatory Factor Analysis on Extrinsic Motivation

Regarding analysis of confirmatory factor on Extrinsic Motivation, there are four group of dimensions as Working Reputations (F6), New Tasks of Work (F7), Worker Wellbeing (F8), Compensations (F9) were performed. All detail is shown as follows;

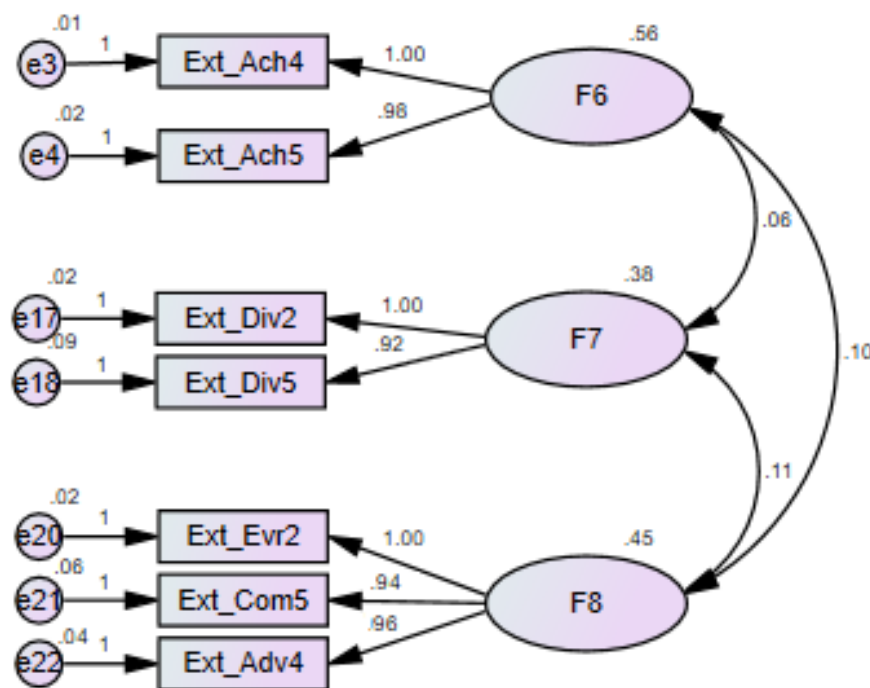


Figure 5 Modified Model of Extrinsic Motivation



Table 41 Model-fit indices for the modified model for Extrinsic Motivation

Index	Value	Criterion	Result
CMIN / df	3.181	<3.00, good fit; 3.0 - 4.0 moderate fit	moderate fit
GFI	0.983	>0.95 good fit	good fit
AGFI	0.940	>0.95 good fit; 0.9 – 0.95 moderate fit	moderate fit
RMSEA	0.071	< 0.05, good fit; 0.05-0.10 moderate fit	moderate fit
RMR	0.013	< 0.05 good fit	good fit
CFI	0.994	>0.90 good fit	good fit
TLI	0.991	>0.90 good fit	good fit
NFI	0.984	>0.90 good fit	good fit

From this analysis above has shown the initial model of seven indicators for extrinsic motivation after adjustment, the model-fit index is analyzed as the measurement model for evaluating in the final model. The model has the result in just moderate fit and has model-fit indices with CMIN/df = 3.181, GFI = 0.983, AGFI = 0.940, RMSEA = 0.071, RMR = 0.013, CFI = 0.994, TLI = 0.991, NFI = 0.984.

The analysis steps based on the second-order CFA of SEM are as follows.

(1) Model formulation. A second-order factor named workers' contributions of social enterprise is introduced based on the first-order CFA model, and then there are four latent variables and the corresponding eight measured variables.

(2) Model-identification, model fitting, and evaluation are similar to the first-order CFA steps.

(3) Model Modification. Modify the model reasonably according to the model modification indices, and then researchers will get better model fitting results with the modified model.

The second-order CFA model for evaluating mobile commerce trust is shown in Fig. 3. We can find:

(1) As shown in Table 3, all the standardized regression coefficients, or factor loadings, are between 0.50 and 0.95. The results show that the model fit is good.

#### 4.7 Final model investigation

After analyzing, the final model of this research has been developed by combining all constructs; intrinsic motivation, extrinsic motivation, organizational context, and social enterprise performance. The first model was created and tested by concentrating on modification indices that the model fit indices were employed to confirm the model empirically formed. The final construct was modified for investigating Standardized Factor Loading, t-value, squared multiple correlation. The modification will be required to adjust all model-fit index (Holmes-Smith, 2010; Sanders et al., 2015).



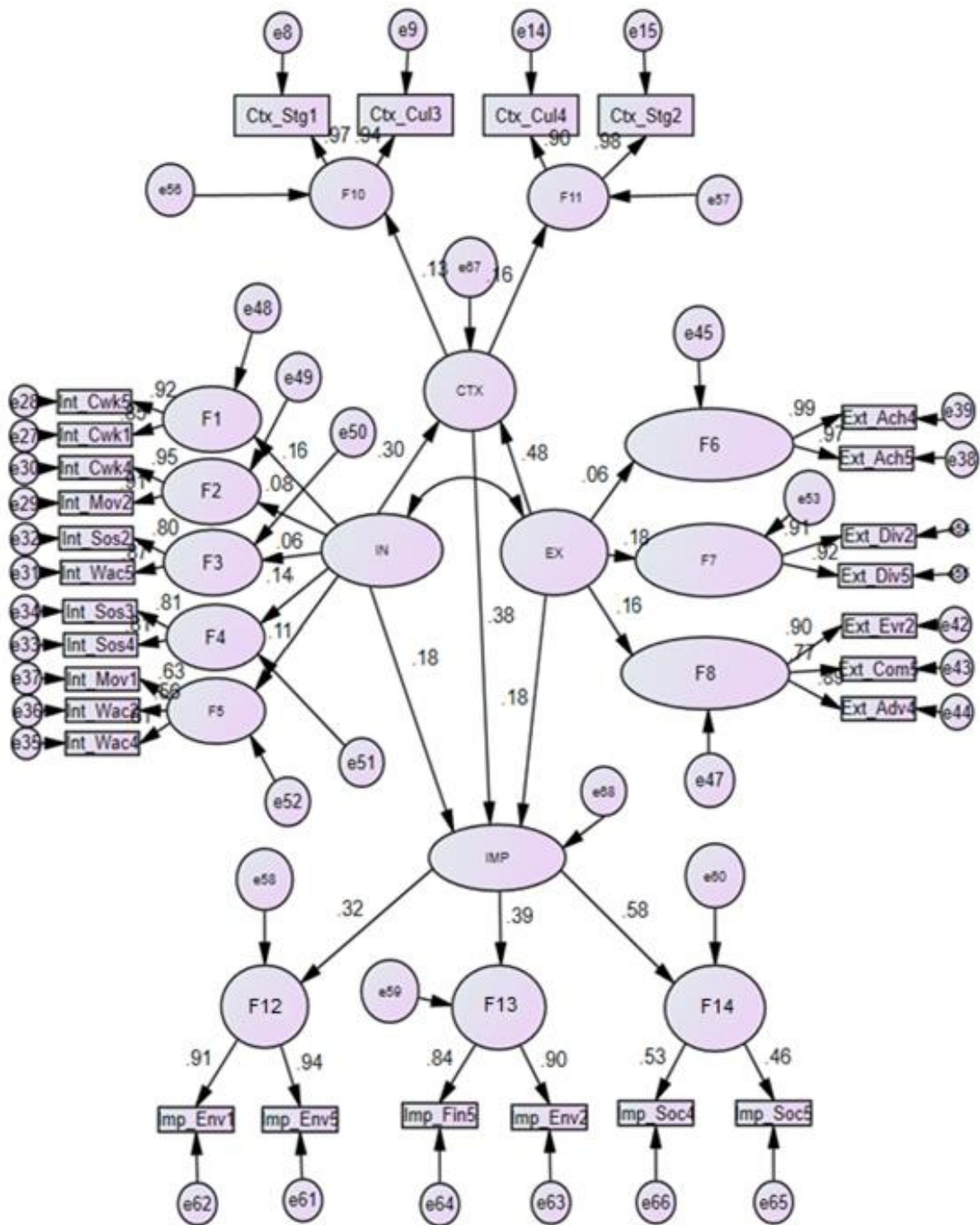


Figure 6 Final model for factors of workers' contributions of social enterprise

Table 42 Final Model Fitting Indices

Index	Value	Criterion	Result
CMIN / DF	2.95	<3.00, good fit; 3.0 - 4.0 moderate fit	good fit
GFI	0.910	>0.95 good fit; 0.9 – 0.95 moderate fit	moderate fit
AGFI	0.905	>0.95 good fit; 0.9 – 0.95 moderate fit	moderate fit
RMSEA	0.089	< 0.05, good fit; 0.05-0.10 moderate fit	moderate fit
RMR	0.038	< 0.05 good fit	good fit
CFI	0.927	>0.90 good fit	good fit
TLI	0.901	>0.90 good fit	good fit
NFI	0.912	>0.90 good fit	good fit

Relative Chi-Square ( $X^2/df$ ) = 2.95, Comparative Fit Index (CFI) = 0.927, Goodness of Fit Index (GFI) = 0.910, Adjust Goodness of Fit Index (AGFI) = 0.905 and Root Mean Square Error of Approximation (RMSEA) = 0.089. Thus, all of them passed the criteria.

Table 43 Regression Weights

			Estimate	S.E.	C.R.	P
CTX	<---	IN	0.122	0.019	6.447	***
CTX	<---	EX	0.096	0.019	4.994	***
IMP	<---	CTX	0.108	0.02	5.347	***
IMP	<---	IN	0.082	0.018	4.362	***
IMP	<---	EX	0.078	0.018	4.281	***
F6	<---	EX	0.031	0.019	1.626	0.104
F7	<---	EX	0.097	0.017	5.816	0.462
F8	<---	EX	0.114	0.02	4.704	***
F1	<---	IN	0.078	0.017	4.297	***
F2	<---	IN	0.105	0.017	6.075	0.228
F3	<---	IN	0.121	0.034	5.377	***
F4	<---	IN	0.097	0.016	6.339	***
F5	<---	IN	0.092	0.011	8.34	0.095

			Estimate	S.E.	C.R.	P
F10	<---	CTX	0.281	0.022	11.653	0.278
F11	<---	CTX	0.107	0.012	9.118	***
F14	<---	IMP	0.127	0.015	5.041	***
F13	<---	IMP	0.097	0.015	5.041	0.261
F12	<---	IMP	0.006	0.02	1.124	0.524

### Hypotheses Investigation

According to hypothesis development which the researcher had developed from reviewed literatures and previous research, the researcher essential to verified the influences among the variables in this research as intrinsic motivation, extrinsic motivation, organizational context and social enterprise performance. In addition, to clarified the influence of observe variables that had mentioned on previous research before.

Refer to the findings of the study of factors of workers' contributions affecting social enterprise performance, intrinsic motivation positively influences on organizational context and social enterprise performance. Moreover, extrinsic motivation has influences on organizational context and positively influence on social enterprise performance. Likewise, the organizational context has a positive influence on social enterprise performance.

*H1: Intrinsic motivation has a positive influence on organizational context.*

From Regression Weights Table, the research clarifies that the hypothesis 1 aimed to determining the positive influence between intrinsic motivation and organizational context. Intrinsic motivation has positive influence on organizational context with standardized estimate is 0.122, standard error is 0.019, and p-value < 0.001. Therefore, hypothesis 1 'Intrinsic motivation has a positive influence on worker contributions' is supported.

*H2: Intrinsic motivation has a positive influence on social enterprise performance.*

From Regression Weights Table, the research clarifies that the hypothesis 2 aimed to determining the positive influence between intrinsic motivation and social enterprise performance. Intrinsic motivation has positive influence on social enterprise performance with standardized estimate is 0.082, standard error is 0.018, and p-value < 0.001. Therefore, hypothesis 2 'Intrinsic motivation has a positive influence on social enterprise performance' is supported.

*H3: Extrinsic motivation has a positive influence on organizational context.*

From Regression Weights Table, the research clarifies that the hypothesis 3 aimed to determining the positive influence between extrinsic motivation and organizational context. Extrinsic motivation has positive influence on organizational context with standardized estimate is 0.096, standard error is 0.019, and p-value < 0.001. Therefore, hypothesis 3 'Extrinsic motivation has a positive influence on organizational context' is supported.

*H4: Extrinsic motivation has a positive influence on social enterprise performance.*

From Regression Weights Table, the research clarifies that the hypothesis 4 aimed to determining the positive influence between extrinsic motivation and social enterprise performance. Extrinsic motivation has positive influence on social enterprise performance with standardized estimate is 0.078, standard error is 0.018, and p-value < 0.001. Therefore, hypothesis 4 'Extrinsic motivation has a positive influence on social enterprise performance' is supported.

*H5: Organizational context has a positive influence on social enterprise performance.*

From Regression Weights Table, the research clarifies that the fifth hypothesis aimed to determining the positive influence between organizational context and social enterprise performance. Organizational context has positive influence on social enterprise performance with standardized estimate is 0.108, standard error is 0.02, and p-value < 0.001. Therefore, hypothesis 5 'Organizational context has a positive influence on social enterprise performance' is supported.

Because the hypothesis used to examine the observe variable in this study were taken from literature reviewed and previous research, after the research process by collecting data and analyzed the results through EFA and CFA, this causes the observe variables have changed and the hypothesis changed accordingly. Thus, when performing the SEM analysis, the effect of the altered hypothesis can be described as follows:

From hypothesis H6 'social service has a positive influence on intrinsic motivation', social service has changed to be Social Benefits due to the understanding of the respondents from this research. Thus, the hypothesis has changed to be;

*H6: Social benefit has a positive influence on intrinsic motivation.*

From Regression Weights Table, the research clarifies that the hypothesis 6 aimed to determining the influence between social benefit and intrinsic motivation. Social benefit (F4) has positive influence on intrinsic motivation with standardized estimate is 0.097, standard error is

0.016, and  $p$ -value  $< 0.001$ . Therefore, hypothesis 6 'Social benefit has a positive influence on intrinsic motivation' is supported.

From hypothesis H7 'Moral Values has a positive influence on intrinsic motivation', moral values has changed to be Personal Beliefs due to the understanding of the respondents from this research. Thus, the hypothesis has changed to be;

*H7: Personal beliefs has a positive influence on intrinsic motivation.*

From Regression Weights Table, the research clarifies that the hypothesis 7 aimed to determining the influence between personal beliefs and intrinsic motivation. Personal beliefs (F2) not has positive influence on intrinsic motivation with standardized estimate is 0.105, standard error is 0.017, and  $p$ -value  $> 0.001$ . Therefore, hypothesis 7 'Personal beliefs has a positive influence on intrinsic motivation' is not supported.

From hypothesis H8 'Working Activities has a positive influence on intrinsic motivation', Working activities has changed to be Feeling Valuable due to the understanding of the respondents from this research. Thus, the hypothesis has changed to be;

*H8: Feeling valuable has a positive influence on intrinsic motivation.*

From Regression Weights Table, the research clarifies that the hypothesis 8 aimed to determining the influence between feeling valuable and intrinsic motivation. Feeling valuable (F5) not has positive influence on intrinsic motivation with standardized estimate is 0.092, standard error is 0.011, and  $p$ -value  $> 0.001$ . Therefore, hypothesis 8 'Feeling valuable has a positive influence on intrinsic motivation' is not supported.

From hypothesis H9 'Security has a positive influence on intrinsic motivation', security has changed to be Working Values due to the understanding of the respondents from this research. Thus, the hypothesis has changed to be;

*H9: Working values has a positive influence on intrinsic motivation.*

From Regression Weights Table, the research clarifies that the hypothesis 9 aimed to determining the influence between working values and intrinsic motivation. Working values (F3) has positive influence on intrinsic motivation with standardized estimate is 0.121, standard error is 0.034, and  $p$ -value  $< 0.001$ . Therefore, hypothesis 9 'Working values has a positive influence on intrinsic motivation' is supported.

From hypothesis H10 'Feelings towards Co-workers has a positive influence on intrinsic motivation', feelings towards co-workers has changed to be Friendly Co-worker due to the understanding of the respondents from this research. Thus, the hypothesis has changed to be;

*H10: Friendly co-worker has a positive influence on intrinsic motivation.*

From Regression Weights Table, the research clarifies that the hypothesis 10 aimed to determining the influence between friendly co-worker and intrinsic motivation. Friendly co-worker (F1) has positive influence on intrinsic motivation with standardized estimate is 0.078, standard error is 0.017, and p-value < 0.001. Therefore, hypothesis 10 'Friendly co-worker has a positive influence on intrinsic motivation' is supported.

From hypothesis H11 'Compensation has a positive influence on extrinsic motivation', H12 'Working Environment has a positive influence on extrinsic motivation' and H13 'Advancement has a positive influence on extrinsic motivation'. Due to the understanding of the respondents from this research, the observe variable as compensation, working environment, and advancement had combined together as Worker Wellbeing. Thus, the hypothesis has changed to be;

*H11: Worker Wellbeing has a positive influence on extrinsic motivation.*

From Regression Weights Table, the research clarifies that the hypothesis 11 aimed to determining the influence between worker wellbeing and extrinsic motivation. Worker wellbeing (F8) has positive influence on extrinsic motivation with standardized estimate is 0.114, standard error is 0.02, and p-value < 0.001. Therefore, hypothesis 11 'Worker wellbeing has a positive influence on extrinsic motivation' is supported.

From hypothesis H14 'Working diversity has a positive influence on extrinsic motivation', working diversity has changed to be New Tasks of Work due to the understanding of the respondents from this research. Thus, the hypothesis has changed to be;

*H14: New tasks of work has a positive influence on extrinsic motivation.*

From Regression Weights Table, the research clarifies that the hypothesis 14 aimed to determining the influence between new tasks of work and extrinsic motivation. new tasks of work (F7) not has positive influence on extrinsic motivation with standardized estimate is 0.097, standard error is 0.017, and p-value > 0.001. Therefore, hypothesis 14 'New tasks of work has a positive influence on extrinsic motivation' is not supported.



From hypothesis H15 'Achievement of outcome has a positive influence on extrinsic motivation', Achievement of outcome has changed to be Working Reputation due to the understanding of the respondents from this research. Thus, the hypothesis has changed to be;

*H15: Working reputation has a positive influence on extrinsic motivation.*

From Regression Weights Table, the research clarifies that the hypothesis 15 aimed to determining the influence between Working reputation and extrinsic motivation. Working reputation (F6) not has positive influence on extrinsic motivation with standardized estimate is 0.031, standard error is 0.019, and p-value  $> 0.001$ . Therefore, hypothesis 15 'Working reputation has a positive influence on extrinsic motivation' is not supported.

From hypothesis H16 'Strategic Objective has a positive influence on organizational context' and H17 'Working Procedure has a positive influence on organizational context'. Due to the understanding of the respondents from this research, the observe variable as strategic objective and working procedure had combined together as Strategy Principles. Thus, the hypothesis has changed to be;

*H16: Strategy Principles has a positive influence on organizational context.*

From Regression Weights Table, the research clarifies that the hypothesis 16 aimed to determining the influence between strategy principles and organizational context. Strategy principles (F10) not has positive influence on organizational context with standardized estimate is 0.281, standard error is 0.022, and p-value  $> 0.001$ . Therefore, hypothesis 16 'Strategy principles has a positive influence on organizational context' is not supported.

*H18: Organizational Culture has a positive influence on organizational context.*

From Regression Weights Table, the research clarifies that the hypothesis 18 aimed to determining the influence between organizational culture and organizational context. Organizational culture (F11) has positive influence on organizational context with standardized estimate is 0.107, standard error is 0.012, and p-value  $< 0.001$ . Therefore, hypothesis 18 'Organizational culture has a positive influence on organizational context' is supported.

From hypothesis H19 'Social impact has a positive influence on social enterprise performance', social impact has changed to be Community Values due to the understanding of the respondents from this research. Thus, the hypothesis has changed to be;

*H19: Community values has a positive influence on social enterprise performance.*

From Regression Weights Table, the research clarifies that the hypothesis 19 aimed to determining the influence between community values and social enterprise performance. Community values (F14) has positive influence on social enterprise performance with standardized estimate is 0.127, standard error is 0.015, and p-value  $< 0.001$ . Therefore, hypothesis 19 'Community values has a positive influence on social enterprise performance' is supported.

From hypothesis H20 'Financial impact has a positive influence on social enterprise performance', financial impact has changed to be Market Values due to the understanding of the respondents from this research. Thus, the hypothesis has changed to be;

*H20: Market values has a positive influence on social enterprise performance.*

From Regression Weights Table, the research clarifies that the hypothesis 20 aimed to determining the influence between market values and social enterprise performance. Market values (F13) not has positive influence on social enterprise performance with standardized estimate is 0.097, standard error is 0.015, and p-value  $> 0.001$ . Therefore, hypothesis 20 'Market values has a positive influence on social enterprise performance' is not supported.

From hypothesis H21 'Environmental impact has a positive influence on social enterprise performance', environmental impact has changed to be Environmental Effects due to the understanding of the respondents from this research. Thus, the hypothesis has changed to be;

*H21: Environmental effects has a positive influence on social enterprise performance.*

From Regression Weights Table, the research clarifies that the hypothesis 21 aimed to determining the influence between environmental effects and social enterprise performance. Environmental effects (F12) not has positive influence on social enterprise performance with standardized estimate is 0.006, standard error is 0.02, and p-value  $> 0.001$ . Therefore, hypothesis 21 'Environmental effects has a positive influence on social enterprise performance' is not supported.

## CHAPTER 5

### CONCLUSION, DISCUSSION AND RECOMMENDATION

This chapter concluded the outcomes of the previous chapter's discussion about the research findings. Furthermore, the chapter linked the findings to the research area in workers' contributions to social enterprise. The structure of this chapter was organized into sections as follows: (a) review of study results; (b) discussion of the study; (c) limitations of the study; (d) research Implications; and (e) recommendations for further study.

#### 5.1 Finding Summary

The following are the objectives of the study of factors of workers' contributions affecting social enterprise performance:

Objective 1: To study the criteria of the contributions of the social enterprises' workers.

Objective 2: To discover the intrinsic and extrinsic factors that affected workers' contributions.

Objective 3: To study the direct and indirect effects of organization context on workers' contributions.

Objective 4: To identify the factors of workers' contributions that affected social enterprise's performances and

Objective 5: To develop the organization structure and workers' improvement plan for social enterprise related to the other approach.

There are two main variables: the exogenous variables, including intrinsic motivation, extrinsic motivation, and organizational context. Intrinsic motivation includes social service, moral values, working activities, society, and feelings towards co-workers. Extrinsic motivation includes compensation, working environment, advancement, working diversity, and achievement of the outcome. It includes strategic objectives, working procedures, and culture for organizational context. In the meantime, the endogenous variable includes worker contributions such as social impact, financial impact, and environmental impact.

To achieve the study objective, the researchers conducted the research by obtaining the data from 428 operation-level workers who worked in social enterprises in Thailand and South-East Asia. The study was conducted in social enterprises in Thailand and other countries in South-East Asia. Social enterprise has grown in popularity since the 1970s. However, co-operatives go back decades, and organizations with a commitment to a social purpose, which trades in markets and reinvest profits in their purpose, are not entirely a new phenomenon in Southeast Asia. The social enterprise selected in this study focuses on social enterprises attentive to the same purpose according to Sustainable Development Goals (SDGs). However, it is just looking for the only purpose of good health and well-being, according to the statistic from 56 members of SE Thailand. However, more than 34 members focused on ensuring healthy lives and promoting well-being for all ages in society. So that could be the reason for selecting this purpose for social enterprise. The quantitative research approach was used for the study, with five-rating-scale questionnaires developed by five experts knowledgeable and experienced in social enterprise, organization development, social value development, and sustainable impact specialist to collect data from target samples. The questionnaire used in this study was approved by the Silpakorn University Human Research Ethics Committee. The researcher used descriptive and multivariate statistics such as frequency, percentage, mean, standard deviation, and structural equation modeling (SEM) for data analysis and hypothesis testing. As a result, the findings can be summarized as follows:

### **Profile of respondents**

The results of an analysis of the general data of 428 respondents, a sample of gender. Most are females (216 people, representing 50.47%) and fewer are males (212 people, or 49.53%), age the majority respondents of age is 41 - 45 years old (99 people, representing 23.13%) and the minority respondents were aged 51 - 55 years (5 people, accounting for 1.17%), the majority of marital status were married (229 people, or 53.5%), and the minority were widowed (1 people, or 0.2%), having the number of children with the most respondents answered no children (192 people, representing 44.9%) and the least answer that having 3 children (7 people, representing 1.6%), the highest number of respondents in education level were college or university (338 people, accounting for 79.0%) and the lowest number of respondents were Vocational School/High School (6 people, accounting for 1.4%), the average monthly income has the majority at the level of 10,001

- 20,000 baht (159 people, equivalent to 37.1%) and the minority at the level of 40,001 - 50,000 baht (25 people, equivalent to 5.8%), with the history of changing jobs, the majority were 1 - 2 times (336 people accounted for 78.5%) and the minority was Never changed jobs (23 people, accounted for 5.4%), the current working age has the maximum number of respondents at 1-3 years (139 people, equivalent to 32.5%), and the minimum number of respondents at 10-12 years (16 people, equivalent to 3.7%).

**Respondents' opinions towards intrinsic motivation, extrinsic motivation, organizational context, and social enterprise performances**

From the study, the following conclusions can be drawn:

In terms of intrinsic motivation factors, the study finds that the respondents have an opinion in an intensely agreeable level towards feelings towards co-workers (Cwk) with a mean score of 4.33 and a standard deviation of 0.633. This is followed by security (sec), with a mean score of 4.31 and a standard deviation of 0.645. The respondents have the same opinion on intensely agreeable levels towards moral values (Mov) and working activity (Wac) with identical mean scores of 4.27 and standard deviations of 0.674 and 0.683, respectively. In the meantime, the respondents have an opinion of an agreeable level towards social service (Sos), with mean scores of 4.17 and standard deviations of 0.723.

In terms of extrinsic motivation factors, the study finds that the respondents have an opinion in an enormously agreeable level towards the achievement of outcome (Ach) with a mean score of 4.21 and a standard deviation of 0.715. In the meantime, the respondents have an opinion of an agreeable level of working diversity (Div) with a mean score of 4.18 and a standard deviation of 0.699. This is followed by working environment (Evr), Advancement (Adv), and compensation (Com) with mean scores of 4.14, 4.09, and 3.93 and standard deviations of 0.710, 0.769, and 0.855, respectively.

Concerning organizational context, the study finds that the respondents have an agreeable opinion level towards the strategic objective (Stg), culture (Cul), and working procedure (Wpd), with a mean score of 4.14, 4.13, and 4.11, and standard deviation of 0.708, 0.756, and 0.744, respectively.

Lastly, concerning social enterprise performance, the study finds that the respondents have an agreeable opinion level towards social impact (Soc), financial impact (Fin), and environmental impact (Env), with mean scores of 4.09, 4.01, and 4.01 and standard deviation of 0.759, 0.825, and 0.777, respectively.

### **Model purification through EFA and CFA**

The study discovered the remaining variables using exploratory factor analysis (EFA) and confirmatory factor analysis (CFA). There are twenty-five observed variables in intrinsic motivation as; 5 for social services, 5 for moral values, 5 for work activities, 5 for security, and 5 for feelings towards colleagues. Twenty-five observed variables in extrinsic motivation as; 5 for compensation, 5 for the working environment, 5 for advancement, 5 for working diversity, and 5 for the achievement of the outcome. Fifteen observed variables in an organizational context as; 5 for strategic objective, 5 for the working procedure, and 5 for culture. Fifteen observed variables in social enterprise performance as; 5 for social impact, 5 for financial impact, and 5 for environmental impact.

There are twenty-eight remaining variables for factors of workers' contributions affecting social enterprise performance as follow;

For intrinsic motivation, there are eleven observed variables remained; Friendly co-worker contains of two observed variables as Int\_Cwk1 and Int\_Cwk5. Personal beliefs contain of two observed variables as Int\_Cwk4 and Int\_Mov2. Values of work contains of two observed variables as Int\_Sos2 and Int\_Wac5. Social benefits contain of two observed variables as Int\_Sos3 and Int\_Sos4. Finally, feelings valuable contains of three observed variables as Int\_Mov1, Int\_Wac2 and Int\_Wac4.

For extrinsic motivation, there are seven observed variables remained; Working reputations contains of two observed variables as Ext\_Ach4 and Ext\_Ach5. New tasks of work contain of two observed variables as Ext\_Div2 and Ext\_Div5. Worker wellbeing contains of three observed variables as Ext\_Evr2, Ext\_Com5 and Ext\_Adv4.

For organizational context, there are four observed variables remained; Strategic principles contains of two observed variables as Ctx\_Stg1 and Ctx\_Cul3. Organization's culture contains of two observed variables as Ctx\_Cul4 and Ctx\_Stg2.

For social enterprise performance, there are six observed variables remained; Environmental effects contains of two observed variables as Imp\_Env1 and Imp\_Env5. Market values contains of two observed variables as Imp\_Fin5 and Imp\_Env2. Community values contains of two observed variables as Imp\_Soc4 and Imp\_Soc5.

## 5.2 Discussion

This part discussion, all results from each construct that this research will be referred to as the contribution of the worker who works in social enterprise in Thailand and other countries in South East Asia. From respondent analysis, Thai and other workers such as the Philippines, Singapore, and Vietnam. have similar responses to the research's result. So, this study explains the same context for Thai and other countries' workers.

In an enterprise, the best income and social welfare organizations can coexist. However, social organizations are extraordinary (Barone, 2022). Social enterprise grows financially and earns profits with the most social advantages. A social business is a corporation that doesn't lose and no longer obtains dividends. Which social businesses have a method like this? This is partly because its miles designed to deal with social objectives underneath brand new fantastically regulated advertising practices (Dzomonda, 2020). Social firms are exclusive from non-earnings agencies such as public charities and private foundations because agencies must attempt to make a small profit. However, it'll be used to make extensive the business enterprise's reach, improve services or products, or in different ways; the social and commercial enterprise has the number one goal of riding social exchange on the side of sustainability (Mali et al., 2016). This change can be applied to new processes or present strategies combined with progressive ideas. Social agencies use era, techniques, and social approaches that span the entire organization to construct and optimize a collaborative atmosphere of personnel, clients, partners, providers, groups, and stakeholders comfortably and constantly from a strictly income-oriented angle. Social, commercial enterprise seems irrelevant for goals apart from earnings because the primary purpose of commercial social enterprise is to acquire social and environmental goals. A social business can be understood as a non-income company that seeks a business this is financially self-enough (Pothipala, Keerasuntonpong & Cordery, 2020).

Individuals who initiate social businesses are known as social marketers. They are the people with innovative solutions to society's maximum urgent social troubles (Bartha et al., 2019). They are the those who are ambitious and continual, tackling predominant social issues and presenting new ideas for a huge-scale change instead of leaving societal desires to the authorities or commercial enterprise sectors, social marketers find what is not operating and solve the trouble with the aid of converting the gadget, spreading the solution, and persuading entire societies to take new leaps. Social entrepreneurs are human beings or organizations that use financial and technological innovation to attain social dreams (Eikenberry, 2021). They use entrepreneurial skills to create organizations instead of looking for income and pursuing an extra simply and humane society (Fatima & Elbanna, 2022). Social entrepreneurship addresses crucial human wishes of the bad, which include those defined by using the UN Millennium development desires (Duthler & Dhanesh, 2018).

This study has theoretical and practical implications. Most of the workers of social enterprises are committed to working hard to achieve positive results both for society and the organization. Nevertheless, only for those social enterprises must there be clear goals in terms of living and social development, profit-making, and environmental management (Mamabolo & Myres, 2020). Moreover, social enterprises also need to balance intrinsic motivation and extrinsic motivation, especially in terms of improving the relationships of all workers to work in harmony, create results and develop collaboration together (Van den Broeck et al., 2021). Social enterprises themselves have to adjust the organizations' contexts to be balanced and consistent with the outcomes. In addition, the welfare of those workers must be improved to make them feel stable and secure at work so that they will also contribute to their work to make the best impact on social enterprises (Thompson, 2018; Workman-Stark, 2021).

Furthermore, the contributing factors of workers in social enterprises are still altered relationships depending on each group of workers (Nazir & Islam, 2020). Each group of workers has different needs at different intervals. That's the way it is; maybe it's a misunderstanding in the work of any workers in social enterprises; many workers still lack a strong understanding of social enterprises both in terms of work objectives and actual outcomes. In addition, this study can draw on internal factors, external factors, and the organization's context that affects the impact of social enterprises (Jermisittiparsert, 2020). However, it does not reflect capabilities and performance in all



aspects, but it affects only the environmental outcomes of social Bytes, just by reflecting the results clearly, social enterprises. Intrinsic factors reflect the good environmental impacts of social enterprises in terms of working conditions that workers in social enterprises have with their colleagues and working consistently and do not contradict the beliefs of those workers; meanwhile, other intrinsic factors do not influence working contributions. Whereas, in terms of extrinsic factors, If the work they are interested in and have the opportunity to create value in work, they will also fully contribute to that work (Haseeb et al., 2019). Excluding internal and external factors, the organizational context also affects workers' working contributions in social enterprises. Suppose social enterprises want their workers to contribute to work and perform well following the Sustainable Development Goals (Potin et al., 2021). In that case, social enterprises must establish principles and standards for work and develop their working processes following the society benefit to encourage workers to participate in social enterprises and reduce problems in social enterprise's management system.

### **5.3 Limitations of the Study**

This study was limited to quantitative research, with data obtained solely from self-reported questionnaires. Other research methods, such as qualitative with in-depth interview or mixed methods, are ignored. Second, the study was limited to a single topic related to the factors of workers' contributions affecting social enterprise performance. As a result, the generalizability of the study's findings must be carefully considered. Third, the model focuses on intrinsic motivation, extrinsic motivation, organizational context, and worker contribution to social enterprise performance, which may be another essential variable to investigate. Fourth, the study only examines the impact of intrinsic motivation, extrinsic motivation, organizational context, and worker contribution on social enterprise performance using a structural equation modeling (SEM), ignoring other techniques. Fifth, the study of factors of workers' contributions affecting social enterprise performance focuses on collecting data from workers of a social enterprise who work in Thailand and some countries in South East Asia. In contrast, perceptions from workers in other countries are not considered. Lastly, the study collected the data during the COVID 19 situation; even in Thailand and other countries, the contact person was limited, and many enterprises were inconvenienced.

## **5.4 Research Implications**

After the study has been analyzed and discussed, this study provides a snapshot of their impact and potential according to their workers' contributions. Moreover, this study will act as a baseline and provide the basis for more targeted policies and strategies and serve as the foundation for future management systems into the potential role that social enterprises in Thailand and some countries in South-East Asia can play in building the impact. The contributions can provide valuable implications in many areas as follows:

### **5.4.1 Academic Implications**

For academic implication, the study examines the uniqueness of factors of social enterprise performance related to intrinsic motivation, extrinsic motivation, and organizational context. This study will create the concept of internal motivations, external motivations and organizational context effected to the social enterprise performance of workers working in social enterprise in Thailand and other countries in South East-Asia. In addition, based on Mardanov (2020), he mentioned about the effect of employee contentment and the job satisfaction on the construction company in term of intrinsic motivation, extrinsic motivation and organizational context which discusses the intrinsic and extrinsic motivational factors of business enterprise, this study will be able to confirmed the motivational factors of employees of social enterprises compared to the motivational factors of business organizations in general.

This study will give a greater understanding of the satisfactions of workers in social enterprises. It affects the organization of social enterprises themselves to better understand people in society. With the cooperation of society, there is a solid and comprehensive relationship between social enterprises and people in the community. Moreover, this study will generate the modeled to measure the workers' satisfactions based on intrinsic motivation and extrinsic motivation, as well as the organizational context of workers of social enterprises that affect to the performance and the impacts of social enterprises, so that the Social enterprises can also use the results of this research to implement and develop their plans and improve new social enterprise impact to be consistent with the social impact, financial impact, and environmental impacts.

#### 5.4.2 Managerial Implications

Social enterprises often intentionally aim to trade in the most challenging markets and attempt to employ some of the most marginalized populations. They are also tackling some of the most entrenched social and environmental challenges. Therefore, it is unsurprising that they also face some significant challenges around growth and scale. However, since 2017 concerted efforts have been made to strengthen the support that is on offer to assist social enterprises to grow their impact, with an explosion of incubators, capacity builders, networks, and, increasingly, the emergence of new and innovative funding and finance mechanisms too.

Like all businesses, social enterprises have been badly affected by COVID-19. However, they remain optimistic and have demonstrated resilience in the face of the pandemic. However, they have also often been central to relief efforts by adapting their business models and providing essential services to communities hit hardest by the crisis.

Hence, social enterprises will be able to use satisfaction and motivation data besides various factors of workers working in social enterprises, both internally and externally, to develop their organization and attract elite employees to work in the organization. In addition, the recent employee of social enterprise will gain more confidence, generate more love, and contribute to the development of the organization's operations more efficiently and sustainably. Last of all, social enterprises can also use the results of this research to implement and develop their plans and improve new social enterprise impact to be consistent with the social impact, financial impact, and environmental impacts.

#### 5.4.3 Government and Public Policy Implications

Governments across the region also take note and introduce new policies and laws. The new social enterprise law in Thailand, for example, is quite possibly one of the most comprehensive anywhere in the world, and all countries and territories surveyed have seen government intervention to support social enterprises in recent years. The government can use the results of this research to design policies to promote and support social enterprises to be able to grow, to be able to expand, and be able to develop the economy and society at the same time. Such knowledge will result in sustainable development and solve problems in the long-term future.

Furthermore, the public will understand more on the working context of social enterprises. It affects the organization of social enterprises themselves to better understand people in society. With the cooperation of society, there is a solid and comprehensive relationship between social enterprises and people in the community. Besides, the general public will awake, and they can be a new generation employee who understand the context of social enterprises and interest to work more in social enterprises, reflecting the results of this research.

### **5.5 Recommendations for Future Research**

After the research limitations have been found, the future research can be included as follows:

The study is limited to quantitative research to develop the model; however, the following research may employ a qualitative approach, such as an in-depth interview, to gain more insights from the expert or the social enterprise's specialist. Furthermore, the mixed method, which collects data from in-depth interviews and self-reported questionnaires, can be considered. This can aid future researchers in capturing more in-depth points. Second, the study focuses on the factors of workers' contributions affecting social enterprise performance area, specifically on social enterprise; thus, the study's results may only be generalized within a limited frontier. As a result, future research can be expanded to other business types and compared findings. Third, the model only focuses on intrinsic motivation, extrinsic motivation, organizational context, and worker contribution to social enterprise performance and focuses only on five factors from intrinsic and extrinsic motivation, which may be another critical variable to investigate. For example, employee engagement, leadership, and social influences can act as mediated or moderated variables. Furthermore, another variable, worker dedication, is adjacent to worker contribution in this research, so in the following research, the mediated or moderated variables such as worker dedication should be considered. Fourth, the study only examines the impact of intrinsic motivation, extrinsic motivation, organizational context, and worker contribution on social enterprise performance using a structural equation modeling (SEM), which other aspects should be considered. Fifth, the study of factors of workers' contributions affecting social enterprise performance focuses on collecting data from workers of a social enterprise who work in Thailand and some countries in South East Asia. In contrast, perceptions from workers in other countries are not considered. As a result, the following study should include another sampling group such as employee level, employee culture and nationality, and another social enterprise purpose of SDGs.

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**APPENDICES**



**A questionnaire of  
“Factors of workers’ contributions affecting on social enterprise performance”**

**Explanation**

This questionnaire is an integral part of doctoral studies international business administration program of international college, Silpakorn university, on the topic of **“Factors of workers’ contributions affecting on social enterprise performance”**. This research study on the influence factors of dedication to the work of the employees of the social enterprise that affect the efficiency of operations.

The questionnaire consists of 6 parts as;

**Part 1:** about the general information of the respondents. (10 items)

**Part 2:** about the Intrinsic Motivation Factors. (25 items)

**Part 3:** about the Extrinsic Motivation Factors. (25 items)

**Part 4:** about the Organizational Context Factors. (15 items)

**Part 5:** about the Impact of Workers’ Contributions. (15 items)

**Part 6:** about opinion and recommendation for increasing worker’s contribution. (Open-ended)

The information collected from the individual questionnaires cannot be identified and will be served as confidential by each respondent. The information collected will be used to study the subject of the researcher only and the respondents can stop answering the questionnaire at any time according to their needs.

Thank you for the cooperation in answering the questionnaire. The researcher will use the information in this questionnaire to make the most of it. If there are any mistakes, the researcher is preparing to embrace all feedback and suggestions.

**Contact Person**

Name: Mr. Pawaris Makerd

Call: 088-909-2540

Email: makerd\_p@su.ac.th

Silpakorn University International College

**Confidential**

Your answers to the questions and all other information you give us will be held in strictest confidence.

**Part 1: General Information**

*Note: Please select the answer that best describes to you.*

**1. Sex:**

Male                       Female                       Not specified

**2. Age:**

Less than 21 years.     21-25 years.             26-30 years.  
 31-35 years.             36-40 years.             41-45 years.  
 46-50 years.             51-55 years.             More than 55 years.

**3. Marital Status:**

Single                       Engaged                       Married  
 Divorced                       Widowed                       Other .....

**4. Number of Children:**

None                       1                               2  
 3                               4                               More than 4

**5. Education Level:**

Primary School             High School                       College / University  
 Graduate School             Other .....

**6. Income (per month):**

Less than 10,001 Baht     10,001 – 20,000 Baht     20,001 – 30,000 Baht  
 30,001 – 40,000 Baht     40,001 – 50,000 Baht     More than 50,000 Baht

**7. How many times have you changed jobs before your current job?**

Never                       1-2 times                       3-4 times  
 5-6 times                       More than 6 times

**8. What is your present job called? .....**

**9. What do you do on your present job? .....**

**10. How long have you been on your present job?**

Less than 1 year             1 - 3 years                       4 - 6 years  
 7 - 9 years                       10 - 12 years                       More than 12 years

## Part 2: Questionnaire about Intrinsic Motivation Factors

*Score: 1 = Strongly Disagree, 2 = Disagree, 3 = Neither Agree nor Disagree, 4 = Agree, 5 = Strongly Agree*

No.	Detail of Factor	Level of Agreement				
		1	2	3	4	5
	<b>Social Service</b>					
1	You have the opportunity to serve others from your job.					
2	You are proud to work or provide services to others.					
3	You are always looking for opportunities to help society.					
4	You value the social benefits equivalent to the job benefits.					
5	You are satisfied with your work that is beneficial to society.					
	<b>Moral Values</b>					
1	You can do various tasks without feeling it is morally wrong from your job.					
2	You can do things that don't go against my religious beliefs from your job.					
3	You can do things that don't go against my conscience from your job.					
4	You work at things without feeling hurt or harmful to other people.					
5	You are satisfied with the moral values of your work.					
	<b>Working Activity</b>					
1	You feel good that you have been chosen to be responsible for different tasks.					
2	You always have work to do that keeps you from feeling free.					
3	You feel that your working activities are appropriate.					
4	You feel valued when you are always busy working.					
5	You are satisfied with the overall picture of the activities you do within the work.					
	<b>Security</b>					
1	You feel safe in your work.					
2	You feel that you can continue to do this job in the future.					
3	You feel that the company is stable.					
4	You feel that the company has a fair method of layoffs and staff transfers.					
5	You are satisfied with the job security of your work.					
	<b>Feelings towards co-workers</b>					
1	You have a good relationship with your co-worker.					
2	You are always looking for opportunities to improve relationships with your co-workers.					
3	You can feel that your co-workers help and friendly to you.					
4	You appreciate the way co-worker interact with each other.					
5	You are satisfied with your current co-worker.					

### Part 3: Questionnaire about Extrinsic Motivation Factors

*Score: 1 = Strongly Disagree, 2 = Disagree, 3 = Neither Agree nor Disagree, 4 = Agree, 5 = Strongly Agree*

No.	Detail of Factor	Level of Agreement				
		1	2	3	4	5
	<b>Compensation</b>					
1	You receive appropriate compensation from the company.					
2	You are paid fairly for working compared to your colleagues.					
3	You are paid well for your work compared to other companies.					
4	You receive compensation for work worthwhile for the work you do for the company.					
5	You are satisfied with the current compensation.					
	<b>Working environment</b>					
1	You work in a proper heat, light, noise, and ventilation environment.					
2	You work under a good physical environment.					
3	You are comfortable in the conditions of work.					
4	You can freely modify the working environment that more suitable.					
5	You are satisfied with your current work environment.					
	<b>Advancement</b>					
1	You can clearly see the opportunities for advancement in your work.					
2	You have the opportunity to be a leader of some work.					
3	You can be promoted continuously throughout the career.					
4	You are satisfied with how you promote the work of the company.					
5	You are satisfied with the opportunity to advance in your work.					
	<b>Working diversity</b>					
1	You get to work in a variety of works.					
2	You know you will find new things in your work.					
3	You are often given the opportunity to do different things every day.					
4	You are satisfied with your work routine.					
5	You are satisfied with the opportunity to do new things in your work.					
	<b>Achievement of outcome</b>					
1	You can predict the good results of the work you do.					
2	You are proud of the success you have done.					
3	You know that the work you do is valuable.					
4	You have the opportunity to recognize and be a part of the success of the work.					
5	You are satisfied with the success that you get from your work.					

#### Part 4: Questionnaire about Organization Context Factors

*Score: 1 = Strongly Disagree, 2 = Disagree, 3 = Neither Agree nor Disagree, 4 = Agree, 5 = Strongly Agree*

No.	Detail of Factor	Level of Agreement				
		1	2	3	4	5
	<b>Strategic Objective</b>					
1	Your company has set goals that are relevant to the needs of society.					
2	Your company values setting goals for the company that benefits the society					
3	Your company has a company's mission that reflects the social operation.					
4	Your company's mission is primarily committed to the development of society.					
5	Your company has a proper service planning.					
	<b>Working Procedure</b>					
1	Your company has established adequate and appropriate procedures.					
2	Your company has sufficient workers for all processes and procedures.					
3	Your company has a clear and straightforward service procedure.					
4	Your company has enough skilled workers who work in all processes and procedures.					
5	Your company changes working procedure according to society's change.					
	<b>Culture</b>					
1	Your company has established an organizational culture for a social enterprise.					
2	Your company focuses on the vision of conducting business in accordance with society.					
3	Your company has set standards and principles of social work for company's workers.					
4	Your company is adapting to new cultures in line with social change.					
5	Your company has transfer social culture to other relevance units outside the company.					



### Part 5: Questionnaire about Impact of Workers' Contributions

*Score: 1 = Strongly Disagree, 2 = Disagree, 3 = Neither Agree nor Disagree, 4 = Agree, 5 = Strongly Agree*

No.	Detail of Factor	Level of Agreement				
		1	2	3	4	5
	<b>Social Impact</b>					
1	Company has a good relationship with the community as well as government agencies					
2	Company contributes to the better living conditions and livelihoods of the community.					
3	Company can be a part of the community.					
4	Company has more cooperation from the suppliers or government agencies to socially beneficial activities.					
5	Company can help the community to love and value the community more.					
	<b>Financial Impact</b>					
1	Company can keep profitable every year.					
2	Company can expand its business continuously.					
3	Company has lower corporate costs and expenses.					
4	Company has increased investment from the past.					
5	Company has increased market value and market share.					
	<b>Environmental Impact</b>					
1	Company can make the best use of resources for the results.					
2	Company has a better image for the environmental section.					
3	Company operates its business without having any negative impact on the environment, either directly or indirectly.					
4	Company has the quality of products and services are more environmentally friendly.					
5	Company contributes to the society to realize the importance of the environment					

### Part 6: Opinion and Recommendations

Do you have any opinion or other suggestions and also some recommendation for increasing worker's contribution of the social enterprise?

.....

.....

.....

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Thank you all for taking the time to answer the questionnaire.





### แบบสอบถาม

หัวข้อวิจัย: ปัจจัยการอุทิศตนในการทำงานของพนักงานที่มีผลต่อประสิทธิภาพการดำเนินงานของกิจการเพื่อสังคม  
 Research title: “Factors of workers’ contributions affecting on social enterprise performance”

#### คำชี้แจง

แบบสอบถามนี้เป็นส่วนหนึ่งของวิทยานิพนธ์ระดับปริญญาเอก หลักสูตรบริหารธุรกิจระหว่างประเทศ วิทยาลัยนานาชาติ มหาวิทยาลัยศิลปากร ในหัวข้อ “ปัจจัยการอุทิศตนในการทำงานของพนักงานที่มีผลต่อประสิทธิภาพการดำเนินงานของกิจการเพื่อสังคม” ซึ่งงานวิจัยนี้มุ่งศึกษาปัจจัยอิทธิพลของการอุทิศตนให้กับงานของพนักงานของกิจการเพื่อสังคมที่ส่งผลต่อประสิทธิภาพการดำเนินงาน

แบบสอบถามประกอบด้วย 6 ส่วน ดังนี้

- ส่วนที่ 1: เกี่ยวกับข้อมูลทั่วไปของผู้ตอบแบบสอบถาม (10 ข้อ)
- ส่วนที่ 2: เกี่ยวกับปัจจัยจูงใจที่แท้จริง (25 ข้อ)
- ส่วนที่ 3: เกี่ยวกับปัจจัยกระตุ้นภายนอก (25 ข้อ)
- ส่วนที่ 4: เกี่ยวกับปัจจัยบริบทองค์กร (15 ข้อ)
- ส่วนที่ 5: เกี่ยวกับผลกระทบของการอุทิศตนในการทำงาน (15 ข้อ)
- ส่วนที่ 6: ความคิดเห็นและข้อเสนอแนะในการเพิ่มผลงานของคนงาน (คำถามปลายเปิด)

โดยข้อมูลที่เก็บรวบรวมจากแบบสอบถามของแต่ละบุคคลจะถูกเก็บไว้เป็นความลับและไม่สามารถระบุตัวตนของผู้ตอบแบบสอบถามแต่ละคนได้ ข้อมูลที่เก็บรวบรวมได้นั้นจะถูกนำไปศึกษาเกี่ยวข้องกับหัวข้องานวิจัยของผู้วิจัยเท่านั้น โดยผู้ตอบแบบสอบถามสามารถยุติการตอบแบบสอบถามได้ทุกเมื่อที่ต้องการ

สุดท้ายนี้ ผู้วิจัยขอขอบคุณที่ท่านให้ความร่วมมือในการตอบแบบสอบถาม ผู้วิจัยจะใช้ข้อมูลในแบบสอบถามนี้ให้เกิดประโยชน์สูงสุด หากมีข้อผิดพลาดประการใด ผู้วิจัยพร้อมน้อมรับคำติชมและข้อเสนอแนะทั้งหมด

#### ผู้วิจัย

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วิทยาลัยนานาชาติ มหาวิทยาลัยศิลปากร



ส่วนที่ 2: แบบสอบถามเกี่ยวกับปัจจัยจูงใจภายใน

ระดับคะแนน: 1 = ไม่เห็นด้วยอย่างยิ่ง, 2 = ไม่เห็นด้วย, 3 = ปานกลาง, 4 = เห็นด้วย, 5 = เห็นด้วยอย่างยิ่ง

ข้อที่	รายละเอียดปัจจัย	ระดับคะแนน				
		1	2	3	4	5
	<b>การบริการสังคม</b>					
1	คุณมีโอกาสนำบริการผู้อื่นผ่านงานของคุณ					
2	คุณภูมิใจที่ได้ทำงานหรือให้บริการแก่ผู้อื่น					
3	คุณมักจะมองหาโอกาสที่จะช่วยเหลือสังคม					
4	คุณเห็นคุณค่าของผลประโยชน์ทางสังคมที่เทียบเท่ากับผลประโยชน์ของงาน					
5	คุณพอใจกับผลงานที่เป็นประโยชน์ต่อสังคม					
	<b>คุณค่าทางศีลธรรม</b>					
1	คุณไม่เคยรู้สึกว่างานของคุณมันขัดแย้งต่อหลักศีลธรรมอันดี					
2	คุณสามารถทำงานของคุณโดยไม่รู้สึกรัดคอความเชื่อทางศาสนาของคุณ					
3	คุณสามารถทำงานของคุณโดยไม่รู้สึกรัดคอความรู้สึกผิดชอบชั่วดีของคุณ					
4	คุณทำงานโดยไม่รู้สึกร่างงานของคุณทำร้ายหรือเป็นอันตรายต่อผู้อื่น					
5	คุณพอใจกับค่านิยมทางศีลธรรมในการทำงานของคุณ					
	<b>กิจกรรมการทำงาน</b>					
1	คุณรู้สึกดีที่ได้รับเลือกให้รับผิดชอบงานต่าง ๆ					
2	คุณมีงานทำเสมอทำให้คุณไม่รู้สึกอิสระ					
3	คุณรู้สึกว่ากิจกรรมการทำงานของคุณมีความเหมาะสม					
4	คุณรู้สึกมีค่าเมื่อคุณยุ่งกับการทำงานอยู่เสมอ					
5	คุณพอใจกับภาพรวมของกิจกรรมที่คุณทำภายในงาน					
	<b>ความมั่นคงปลอดภัย</b>					
1	คุณรู้สึกว่าคุณไม่ถูกบงการร้ายในการทำงาน					
2	คุณรู้สึกว่าความสามารถทำงานนี้ต่อไปได้ในอนาคต					
3	คุณรู้สึกว่าบริษัทมีความมั่นคง					
4	คุณรู้สึกว่าบริษัทมีวิธีปลดพนักงานและโยกย้ายพนักงานอย่างยุติธรรม					
5	คุณพอใจกับความมั่นคงปลอดภัยในการทำงานของคุณ					
	<b>ความรู้สึกต่อเพื่อนร่วมงาน</b>					
1	คุณมีความสัมพันธ์ที่ดีกับเพื่อนร่วมงานของคุณ					
2	คุณมักจะมองหาโอกาสในการปรับปรุงความสัมพันธ์กับเพื่อนร่วมงานของคุณ					
3	คุณสามารถรู้สึกที่เพื่อนร่วมงานของคุณให้ความช่วยเหลือและเป็นมิตรกับคุณ					
4	คุณชื่นชมวิธีที่เพื่อนร่วมงานมีปฏิสัมพันธ์ซึ่งกันและกัน					
5	คุณพอใจกับเพื่อนร่วมงานปัจจุบันของคุณ					

ส่วนที่ 3: แบบสอบถามเกี่ยวกับปัจจัยจูงใจภายนอก

ระดับคะแนน: 1 = ไม่เห็นด้วยอย่างยิ่ง, 2 = ไม่เห็นด้วย, 3 = ปานกลาง, 4 = เห็นด้วย, 5 = เห็นด้วยอย่างยิ่ง

ข้อที่	รายละเอียดปัจจัย	ระดับคะแนน				
		1	2	3	4	5
	<b>ค่าตอบแทน</b>					
1	คุณได้รับค่าตอบแทนที่เหมาะสมจากบริษัท					
2	คุณได้รับค่าจ้างอย่างยุติธรรมสำหรับการทำงานเมื่อเทียบกับเพื่อนร่วมงานของคุณ					
3	คุณได้รับค่าตอบแทนที่ดีที่สุดสำหรับงานของคุณเมื่อเทียบกับบริษัทอื่น					
4	คุณได้รับค่าตอบแทนสำหรับงานที่คุ้มค่าสำหรับงานที่คุณทำเพื่อบริษัท					
5	คุณพอใจกับค่าตอบแทนปัจจุบัน					
	<b>สภาพแวดล้อมการทำงาน</b>					
1	คุณทำงานในสภาพแวดล้อมที่มีความร้อน แสง และการระบายอากาศที่เหมาะสม					
2	คุณทำงานภายใต้สภาพแวดล้อมทางกายภาพที่ดี					
3	คุณสบายใจในสภาพการทำงาน					
4	คุณสามารถปรับเปลี่ยนสภาพแวดล้อมการทำงานให้เหมาะสมได้อย่างอิสระ					
5	คุณพอใจกับสภาพแวดล้อมการทำงานในปัจจุบันของคุณ					
	<b>ความก้าวหน้า</b>					
1	คุณสามารถมองเห็นโอกาสในการก้าวหน้าในงานของคุณได้อย่างชัดเจน					
2	คุณมีโอกาสที่จะเป็นผู้มีำในการทำงานบางอย่าง					
3	คุณสามารถเลื่อนตำแหน่งได้อย่างต่อเนื่องตลอดอาชีพการงาน					
4	คุณพอใจกับการเลื่อนขั้นงานของบริษัท					
5	คุณพอใจกับโอกาสที่จะก้าวหน้าในงานของคุณ					
	<b>ความหลากหลายในการทำงาน</b>					
1	คุณได้ทำงานหลากหลาย					
2	คุณมีโอกาสที่จะทำสิ่งใหม่เป็นครั้งคราว					
3	คุณมักจะได้รับโอกาสในการทำสิ่งต่าง ๆ ทุกวัน					
4	คุณพอใจกับงานประจำของคุณ					
5	คุณพอใจกับโอกาสในการทำสิ่งใหม่ ๆ ในงานของคุณ					
	<b>ความสำเร็จของผลลัพธ์</b>					
1	คุณสามารถคาดเดาผลลัพธ์ที่ดีของงานที่คุณทำ					
2	คุณภูมิใจในความสำเร็จที่คุณทำ					
3	คุณรู้ว่งานที่คุณทำนั้นมีค่า					
4	คุณมีโอกาสที่จะรับรู้และเป็นส่วนหนึ่งของความสำเร็จของงาน					
5	คุณพอใจกับความสำเร็จที่ได้รับจากการทำงานของคุณ					

ส่วนที่ 4: แบบสอบถามเกี่ยวกับปัจจัยบริบทองค์กร

ระดับคะแนน: 1 = ไม่เห็นด้วยอย่างยิ่ง, 2 = ไม่เห็นด้วย, 3 = ปานกลาง, 4 = เห็นด้วย, 5 = เห็นด้วยอย่างยิ่ง

ข้อที่	รายละเอียดปัจจัย	ระดับคะแนน				
		1	2	3	4	5
	<b>วัตถุประสงค์และการวางกลยุทธ์</b>					
1	บริษัทของคุณได้กำหนดเป้าหมายที่เกี่ยวข้องกับความต้องการของสังคม					
2	บริษัทของคุณให้คุณค่ากับการตั้งเป้าหมายให้กับบริษัทที่เป็นประโยชน์ต่อสังคม					
3	บริษัทของคุณมีพันธกิจของบริษัทที่สะท้อนถึงการดำเนินการทางสังคม					
4	พันธกิจของบริษัทของคุณมีความมุ่งมั่นในการพัฒนาสังคมเป็นหลัก					
5	บริษัทของคุณมีการวางแผนการบริการที่เหมาะสม					
	<b>ขั้นตอนการทำงาน</b>					
1	บริษัทของคุณได้กำหนดขั้นตอนปฏิบัติที่เหมาะสมและเพียงพอ					
2	บริษัทของคุณมีพนักงานเพียงพอสำหรับกระบวนการและขั้นตอนทั้งหมด.					
3	บริษัทของคุณมีขั้นตอนการบริการที่ชัดเจนและตรงไปตรงมา					
4	บริษัทของคุณมีพนักงานที่มีทักษะเพียงพอซึ่งทำงานในทุกกระบวนการและขั้นตอน					
5	บริษัทของคุณเปลี่ยนขั้นตอนการทำงานตามการเปลี่ยนแปลงของสังคม					
	<b>วัฒนธรรมองค์กร</b>					
1	บริษัทของคุณได้สร้างวัฒนธรรมองค์กรสำหรับกิจการเพื่อสังคม					
2	บริษัทของคุณให้ความสำคัญกับวิสัยทัศน์ในการดำเนินธุรกิจให้สอดคล้องกับสังคม					
3	บริษัทของคุณได้กำหนดมาตรฐานและหลักการทำงานเพื่อสังคมสงเคราะห์พนักงานของบริษัท					
4	บริษัทของคุณกำลังปรับตัวเข้ากับวัฒนธรรมใหม่ที่สอดคล้องกับการเปลี่ยนแปลงทางสังคม					
5	บริษัทของคุณได้ถ่ายทอดวัฒนธรรมทางสังคมไปยังหน่วยงานอื่น ๆ ที่เกี่ยวข้องภายนอกบริษัท					

ส่วนที่ 5: แบบสอบถามเกี่ยวกับผลกระทบของกิจการเพื่อสังคมจากการอุทิศตนในการทำงานของพนักงาน

ระดับคะแนน: 1 = ไม่เห็นด้วยอย่างยิ่ง, 2 = ไม่เห็นด้วย, 3 = ปานกลาง, 4 = เห็นด้วย, 5 = เห็นด้วยอย่างยิ่ง

ข้อที่	รายละเอียดปัจจัย	ระดับคะแนน				
		1	2	3	4	5
<b>ผลกระทบทางสังคม</b>						
1	บริษัทมีความสัมพันธ์อันดีกับชุมชนและหน่วยงานราชการ					
2	บริษัทมีส่วนทำให้สภาพความเป็นอยู่และความเป็นอยู่ที่ดีขึ้นของชุมชน					
3	บริษัทสามารถเป็นส่วนหนึ่งของชุมชนได้					
4	บริษัทได้รับความร่วมมือจากผู้จำหน่ายวัตถุดิบหรือหน่วยงานของรัฐในการทำกิจกรรมที่เป็นประโยชน์ต่อสังคมมากขึ้น					
5	บริษัทสามารถช่วยชุมชนให้รักและเห็นคุณค่าของชุมชนมากขึ้น					
<b>ผลกระทบทางการเงิน</b>						
1	บริษัทสามารถทำกำไรมากขึ้นได้ทุกปีอย่างต่อเนื่อง					
2	บริษัทสามารถขยายธุรกิจได้อย่างต่อเนื่อง					
3	บริษัทสามารถลดต้นทุนและภาระค่าใช้จ่ายได้มากขึ้น					
4	บริษัทมีการลงทุนเพิ่มขึ้นจากเดิม					
5	บริษัทมีมูลค่าตลาดและส่วนแบ่งการตลาดเพิ่มขึ้น					
<b>ผลกระทบทางสิ่งแวดล้อม</b>						
1	บริษัทสามารถใช้ทรัพยากรให้เกิดผลดีที่สุด					
2	บริษัทมีภาพลักษณ์ที่ดีขึ้นในด้านสิ่งแวดล้อม					
3	บริษัทดำเนินธุรกิจโดยไม่มีผลกระทบต่อสิ่งแวดล้อมไม่ว่าทางตรงหรือทางอ้อม					
4	บริษัทมีคุณภาพของสินค้าและบริการที่เป็นมิตรต่อสิ่งแวดล้อมมากขึ้น					
5	บริษัทมีส่วนทำให้สังคมตระหนักถึงความสำคัญของสิ่งแวดล้อม					

ส่วนที่ 6: ความคิดเห็นและข้อเสนอแนะ

คุณมีความคิดเห็นหรือข้อเสนอแนะอื่น ๆ และคำแนะนำในการเพิ่มการอุทิศตนในการทำงานของพนักงานในกิจการเพื่อสังคมหรือไม่?

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ขอขอบคุณทุกท่านที่สละเวลาตอบแบบสอบถาม

ที่ อว 8606/ 1576



บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร  
22 ถนนบรมราชชนนี ตำบลจตุจักร  
กรุงเทพฯ 10170

15 ตุลาคม 2564

เรื่อง ขอเชิญเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัย

เรียน อาจารย์ ดร.ยี่งศ์ศักดิ์ แหวนเพชร

ด้วย นายปวิศร์ มาเกิด รหัสนักศึกษา 60502904 นักศึกษาระดับปริญญาตรีบัณฑิต สาขาวิชา  
ธุรกิจระหว่างประเทศ (หลักสูตรนานาชาติ) บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร ได้สร้างเครื่องมือวิจัยเพื่อ  
ประกอบการทำวิทยานิพนธ์เรื่อง “Factors of Workers Contribution Affecting on Social Enterprise  
Performance” และจำเป็นต้องมีผู้เชี่ยวชาญเพื่อตรวจสอบเครื่องมือวิจัย

บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร จึงขอเรียนเชิญท่านเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัย  
ให้กับนักศึกษา เพื่อนักศึกษาจะได้นำข้อเสนอแนะที่ได้ไปปรับปรุงคุณภาพเครื่องมือการวิจัยให้มีความเหมาะสม  
ในการทำวิทยานิพนธ์ต่อไป

จึงเรียนมาเพื่อโปรดพิจารณาให้ความอนุเคราะห์ จักขอบคุณยิ่ง

ขอแสดงความนับถือ

(ผู้ช่วยศาสตราจารย์ ดร.สาธิต นริตติชัย)

รองคณบดีบัณฑิตวิทยาลัยฝ่ายบริหาร

รักษาการแทนคณบดีบัณฑิตวิทยาลัย

สำนักงานคณบดีบัณฑิตวิทยาลัย ตำบลจตุจักร

โทรศัพท์ 0-2498-7502

โทรสาร 0-2498-7503

ปรัชญาบัณฑิตวิทยาลัย: มุ่งมั่น ส่งเสริมและสนับสนุนให้นักศึกษาศึกษามีคุณภาพตามมาตรฐานสากล

ที่ อว 8606/ 1575



บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร  
22 ถนนบรมราชชนนี ตำบลจตุจักร  
กรุงเทพฯ 10170

15 ตุลาคม 2564

เรื่อง ขอเชิญเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัย

เรียน ผู้ช่วยศาสตราจารย์ ดร.มหชัย สัตยธำรงเสียร

ด้วย นายปวีร์ศรี มาเกิด รหัสนักศึกษา 60502904 นักศึกษาระดับปริญญาโทชั้นบัณฑิต สาขาวิชา  
ธุรกิจระหว่างประเทศ (หลักสูตรนานาชาติ) บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร ได้สร้างเครื่องมือวิจัยเพื่อ  
ประกอบการทำวิทยานิพนธ์เรื่อง “Factors of Workers Contribution Affecting on Social Enterprise  
Performance” และจำเป็นต้องมีผู้เชี่ยวชาญเพื่อตรวจสอบเครื่องมือวิจัย

บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร จึงขอเรียนเชิญท่านเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัย  
ให้กับนักศึกษา เพื่อนักศึกษาจะได้นำข้อเสนอแนะที่ได้ไปปรับปรุงคุณภาพเครื่องมือการวิจัยให้มีความเหมาะสม  
ในการทำวิทยานิพนธ์ต่อไป

จึงเรียนมาเพื่อโปรดพิจารณาให้ความอนุเคราะห์ จักขอบคุณยิ่ง

ขอแสดงความนับถือ

สาธิต นริตติศัย

(ผู้ช่วยศาสตราจารย์ ดร.สาธิต นริตติศัย)

รองคณบดีบัณฑิตวิทยาลัยฝ่ายบริหาร

รักษาการแทนคณบดีบัณฑิตวิทยาลัย

สำนักงานคณบดีบัณฑิตวิทยาลัย ตำบลจตุจักร

โทรศัพท์ 0-2498-7502

โทรสาร 0-2498-7503

ปรัชญาบัณฑิตวิทยาลัย: มุ่งมั่น ส่งเสริมและสนับสนุนให้นักศึกษาศึกษามีคุณภาพตามมาตรฐานสากล





ที่ อว 8606/ 1579

บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร  
22 ถนนบรมราชชนนี ตำบลจตุจักร  
กรุงเทพฯ 10170

15 ตุลาคม 2564

เรื่อง ขอเชิญเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัย

เรียน อาจารย์ ดร.ศรีัญญา ศรีทอง

ด้วย นายปวีร์ศรี มาเกิด รหัสนักศึกษา 60502904 นักศึกษาระดับปริญญาโท สาขาวิชา  
ธุรกิจระหว่างประเทศ (หลักสูตรนานาชาติ) บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร ได้สร้างเครื่องมือวิจัยเพื่อ  
ประกอบการทำวิทยานิพนธ์เรื่อง “Factors of Workers Contribution Affecting on Social Enterprise  
Performance” และจำเป็นต้องมีผู้เชี่ยวชาญเพื่อตรวจสอบเครื่องมือวิจัย

บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร จึงขอเรียนเชิญท่านเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัย  
ให้กับนักศึกษา เพื่อนักศึกษาจะได้นำข้อเสนอแนะที่ได้ไปปรับปรุงคุณภาพเครื่องมือการวิจัยให้มีความเหมาะสม  
ในการทำวิทยานิพนธ์ต่อไป

จึงเรียนมาเพื่อโปรดพิจารณาให้ความอนุเคราะห์ จักขอบคุณยิ่ง

ขอแสดงความนับถือ

ศาสตราจารย์ ดร.สาธิต นิรติศัย

(ผู้ช่วยศาสตราจารย์ ดร.สาธิต นิรติศัย)

รองคณบดีบัณฑิตวิทยาลัยฝ่ายบริหาร

รักษาการแทนคณบดีบัณฑิตวิทยาลัย

สำนักงานคณบดีบัณฑิตวิทยาลัย ตำบลจตุจักร

โทรศัพท์ 0-2498-7502

โทรสาร 0-2498-7503

ปรัชญาบัณฑิตวิทยาลัย: มุ่งมั่น ส่งเสริมและสนับสนุนให้นักศึกษาศึกษามีคุณภาพตามมาตรฐานสากล



ที่ อว 8606/ 1578

บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร  
22 ถนนบรมราชชนนี ตำบลจตุจักร  
กรุงเทพฯ 10170

15 ตุลาคม 2564

เรื่อง ขอเชิญเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัย

เรียน อาจารย์ ดร.อาทิตยา ปาทาน

ด้วย นายปวีร์ศรี มาเกิด รหัสนักศึกษา 60502904 นักศึกษาระดับปริญญาโทชั้นบัณฑิต สาขาวิชา  
ธุรกิจระหว่างประเทศ (หลักสูตรนานาชาติ) บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร ได้สร้างเครื่องมือวิจัยเพื่อ  
ประกอบการทำวิทยานิพนธ์เรื่อง “Factors of Workers Contribution Affecting on Social Enterprise  
Performance” และจำเป็นต้องมีผู้เชี่ยวชาญเพื่อตรวจสอบเครื่องมือวิจัย

บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร จึงขอเรียนเชิญท่านเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัย  
ให้กับนักศึกษา เพื่อนักศึกษาจะได้นำข้อเสนอแนะที่ได้ไปปรับปรุงคุณภาพเครื่องมือการวิจัยให้มีความเหมาะสม  
ในการทำวิทยานิพนธ์ต่อไป

จึงเรียนมาเพื่อโปรดพิจารณาให้ความอนุเคราะห์ จักขอบคุณยิ่ง

ขอแสดงความนับถือ

ศาสตราจารย์ ดร.สาธิต นริตติชัย

(ผู้ช่วยศาสตราจารย์ ดร.สาธิต นริตติชัย)

รองคณบดีบัณฑิตวิทยาลัยฝ่ายบริหาร

รักษาการแทนคณบดีบัณฑิตวิทยาลัย

สำนักงานคณบดีบัณฑิตวิทยาลัย ตำบลจตุจักร

โทรศัพท์ 0-2498-7502

โทรสาร 0-2498-7503

ปรัชญาบัณฑิตวิทยาลัย: มุ่งมั่น ส่งเสริมและสนับสนุนให้นักศึกษบัณฑิตศึกษามีคุณภาพตามมาตรฐานสากล



ที่ อว 8606/ 1577

บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร  
22 ถนนบรมราชชนนี ตำบลจตุจักร  
กรุงเทพฯ 10170

15 ตุลาคม 2564

เรื่อง ขอเชิญเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัย

เรียน อาจารย์ ดร.สินาท นาควิษระ

ด้วย นายปวีร์ศรี มาเกิด รหัสนักศึกษา 60502904 นักศึกษาระดับปริญญาโท สาขาวิชา  
ธุรกิจระหว่างประเทศ (หลักสูตรนานาชาติ) บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร ได้สร้างเครื่องมือวิจัยเพื่อ  
ประกอบการทำวิทยานิพนธ์เรื่อง “Factors of Workers Contribution Affecting on Social Enterprise  
Performance” และจำเป็นต้องมีผู้เชี่ยวชาญเพื่อตรวจสอบเครื่องมือวิจัย

บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร จึงขอเรียนเชิญท่านเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัย  
ให้กับนักศึกษา เพื่อนักศึกษาจะได้นำข้อเสนอแนะที่ได้ไปปรับปรุงคุณภาพเครื่องมือการวิจัยให้มีความเหมาะสม  
ในการทำวิทยานิพนธ์ต่อไป

จึงเรียนมาเพื่อโปรดพิจารณาให้ความอนุเคราะห์ จักขอบคุณยิ่ง

ขอแสดงความนับถือ

(ผู้ช่วยศาสตราจารย์ ดร.สาธิต นีรัตย์)

รองคณบดีบัณฑิตวิทยาลัยฝ่ายบริหาร

รักษาการแทนคณบดีบัณฑิตวิทยาลัย

สำนักงานคณบดีบัณฑิตวิทยาลัย ตำบลจตุจักร

โทรศัพท์ 0-2498-7502

โทรสาร 0-2498-7503

ปรัชญาบัณฑิตวิทยาลัย: มุ่งมั่น ส่งเสริมและสนับสนุนให้นักศึกษาศึกษามีคุณภาพตามมาตรฐานสากล

**The table show the summary of Content Validity**

No.	Measurement items	Content validity				Total C	CVI criteria
		Relevance	Clarity	Simplicity	Ambiguity		
	<b>Intrinsic Motivation Factors</b>						
	<b>Social Service</b>						
1	You have the opportunity to serve others from your job.	1	1	1	1	1.00	passed
2	You are proud to work or provide services to others.	1	1	1	1	1.00	passed
3	You are always looking for opportunities to help society.	1	1	1	1	1.00	passed
4	You value the social benefits equivalent to the job benefits.	1	1	1	1	1.00	passed
5	You are satisfied with your work, which is beneficial to society.	1	1	1	1	1.00	passed
	<b>Moral Values</b>						
1	You can do various tasks without feeling it is morally wrong for your job.	1	1	1	1	1.00	passed
2	You can do things that don't go against my religious beliefs in your job.	1	1	1	1	1.00	passed
3	You can do things that don't go against my conscience from your job.	1	1	1	1	1.00	passed

No.	Measurement items	Content validity				Total C	CVI criteria
		Relevance	Clarity	Simplicity	Ambiguity		
4	You work at things without feeling hurt or harmful to other people.	1	1	1	1	1.00	passed
5	You are satisfied with the moral values of your work.	1	1	1	1	1.00	passed
	<b>Working Activity</b>						
1	You feel good that you have been responsible for different tasks.	1	1	1	1	1.00	passed
2	You always have work to do that keeps you from feeling free.	1	1	1	1	1.00	passed
3	You feel that your working activities are appropriate.	1	1	1	1	1.00	passed
4	You feel valued when you are always busy working.	1	1	1	1	1.00	passed
5	You are satisfied with the overall picture of your activities within the work.	1	1	1	1	1.00	passed
	<b>Security</b>						
1	You feel safe in your work.	1	1	0.8	1	0.95	passed
2	You feel that you can continue to do this job in the future.	1	1	1	1	1.00	passed

No.	Measurement items	Content validity				Total C	CVI criteria
		Relevance	Clarity	Simplicity	Ambiguity		
3	You feel that the company is stable.	1	1	1	1	1.00	passed
4	You feel that the company has a fair layoffs and staff transfers method.	1	1	0.8	1	0.95	passed
5	You are satisfied with the job security of your work.	1	0.8	0.8	0.8	0.85	passed
	<b>Feelings towards co-workers</b>						
1	You have a good relationship with your co-worker.	1	1	1	1	1.00	passed
2	You are always looking for opportunities to improve relationships with your co-workers.	1	1	1	1	1.00	passed
3	You can feel that your co-workers help and are friendly to you.	1	1	1	1	1.00	passed
4	You appreciate the way co-workers interact with each other.	1	1	1	1	1.00	passed
5	You are satisfied with your current co-worker.	1	1	1	1	1.00	passed
	<b>Extrinsic Motivation Factors</b>						
	<b>Compensation</b>						

No.	Measurement items	Content validity				Total C	CVI criteria
		Relevance	Clarity	Simplicity	Ambiguity		
1	You receive appropriate compensation from the company.	1	1	1	1	1.00	passed
2	You are paid fairly for working compared to your colleagues.	1	1	1	1	1.00	passed
3	You are paid well for your work compared to other companies.	1	1	1	1	1.00	passed
4	You receive compensation for work worthwhile and the work you do for the company.	1	1	1	1	1.00	passed
5	You are satisfied with the current compensation.	1	1	1	1	1.00	passed
	<b>Working environment</b>						
1	You work in a proper heat, light, noise, and ventilation environment.	1	0.8	0.8	0.8	0.85	passed
2	You work in an excellent physical environment.	1	1	1	1	1.00	passed
3	You are comfortable in the conditions of work.	1	1	1	1	1.00	passed
4	You can freely modify the more suitable working environment.	1	1	1	1	1.00	passed
5	You are satisfied with your current work environment.	1	1	1	1	1.00	passed

No.	Measurement items	Content validity				Total C	CVI criteria
		Relevance	Clarity	Simplicity	Ambiguity		
	<b>Advancement</b>						
1	You can see the opportunities for advancement in your work.	1	1	1	1	1.00	passed
2	You have the opportunity to be a leader of some work.	1	1	1	1	1.00	passed
3	You can be promoted continuously throughout your career.	1	1	1	1	1.00	passed
4	You are satisfied with how you promote the work of the company.	1	1	1	1	1.00	passed
5	You are satisfied with the opportunity to advance in your work.	1	1	1	1	1.00	passed
	<b>Working diversity</b>						
1	You get to work in a variety of works.	1	1	1	1	1.00	passed
2	You know you will find new things in your work.	1	1	1	1	1.00	passed
3	You are often allowed to do different things every day.	1	1	1	1	1.00	passed
4	You are satisfied with your work routine.	1	1	1	1	1.00	passed



No.	Measurement items	Content validity				Total C	CVI criteria
		Relevance	Clarity	Simplicity	Ambiguity		
5	You are satisfied with the opportunity to do new things in your work.	1	1	1	1	1.00	passed
	<b>Achievement of outcome</b>						
1	You can predict the good results of the work you do.	1	1	1	1	1.00	passed
2	You are proud of the success you have done.	1	1	1	1	1.00	passed
3	You know that the work you do is valuable.	1	1	1	1	1.00	passed
4	You have the opportunity to recognize and be a part of the work's success.	1	1	1	1	1.00	passed
5	You are satisfied with the success that you get from your work.	1	1	1	1	1.00	passed
	<b>Organization Context Factors</b>						
	<b>Strategic Objective</b>						
1	Your company has set goals that are relevant to the needs of society.	1	1	1	1	1.00	passed

No.	Measurement items	Content validity				Total C	CVI criteria
		Relevance	Clarity	Simplicity	Ambiguity		
2	Your company values setting goals for the company that benefits the society	1	1	1	1	1.00	passed
3	Your company has a company mission that reflects the social operation.	1	1	1	1	1.00	passed
4	Your company's mission is primarily committed to the development of society.	0.8	1	1	1	0.95	passed
5	Your company has a proper service planning.	1	0.8	0.8	0.8	0.85	passed
	<b>Working Procedure</b>						
1	Your company has established adequate and appropriate procedures.	1	1	1	1	1.00	passed
2	Your company has sufficient workers for all processes and procedures.	1	1	1	1	1.00	passed
3	Your company has a clear and straightforward service procedure.	1	1	1	1	1.00	passed
4	Your company has enough skilled workers who work in all processes and procedures.	1	1	1	1	1.00	passed

No.	Measurement items	Content validity				Total C	CVI criteria
		Relevance	Clarity	Simplicity	Ambiguity		
5	Your company changes working procedures according to society's change.	1	1	1	1	1.00	passed
	<b>Culture</b>						
1	Your company has established an organizational culture for a social enterprise.	1	1	1	1	1.00	passed
2	Your company focuses on the vision of conducting business following society.	1	1	1	1	1.00	passed
3	Your company has set standards and principles of social work for the company's workers.	1	1	1	1	1.00	passed
4	Your company is adapting to new cultures in line with social change.	1	1	1	1	1.00	passed
5	Your company must transfer social culture to other relevant units outside the company.	1	1	1	1	1.00	passed
	<b>Workers' Contributions</b>						
	<b>Social Impact</b>						
1	The company has a good relationship with the	1	0.8	1	1	0.95	passed

No.	Measurement items	Content validity				Total C	CVI criteria
		Relevance	Clarity	Simplicity	Ambiguity		
	community as well as government agencies						
2	The company contributes to the better living conditions and livelihoods of the community.	1	1	1	1	1.00	passed
3	The company can be a part of the community.	1	1	1	1	1.00	passed
4	The company has more cooperation from the suppliers or government agencies for socially beneficial activities.	1	1	1	1	1.00	passed
5	The company can help the community to love and value the community more.	1	1	1	1	1.00	passed
	<b>Financial Impact</b>						
1	The company can keep profitable every year.	1	1	1	1	1.00	passed
2	The company can expand its business continuously.	1	1	1	1	1.00	passed
3	The company has lower corporate costs and expenses.	1	1	1	1	1.00	passed
4	The company has increased investment in the past.	1	1	1	1	1.00	passed

No.	Measurement items	Content validity				Total C	CVI criteria
		Relevance	Clarity	Simplicity	Ambiguity		
5	The company has increased its market value and market share.	1	1	1	1	1.00	passed
	<b>Environmental Impact</b>						
1	The company can make the best use of resources for the results.	1	1	1	1	1.00	passed
2	The company has a better image for the environmental section.	1	1	1	1	1.00	passed
3	The company operates its business without negatively impacting the environment, either directly or indirectly.	1	1	1	1	1.00	passed
4	The company has quality products and services that are more environmentally friendly.	1	1	1	1	1.00	passed
5	The company contributes to the society by realizing the importance of the environment	1	1	1	1	1.00	passed

## ANOVA

**Table 1 Perception of the respondents toward intrinsic factors classified by gender.**

		N	Mean	Std. Deviation	Significantly difference
Social Service					
1. You have the opportunity to serve others from your job.	Male	212	4.15	.768	No
	Female	216	4.16	.680	
	Total	428	4.15	.724	
2. You are proud to work or provide services to others.	Male	212	4.32	.715	No
	Female	216	4.31	.642	
	Total	428	4.32	.678	
3. You are always looking for opportunities to help society.	Male	212	4.19	.800	No
	Female	216	4.19	.635	
	Total	428	4.19	.721	
4. You value the social benefits equivalent to the job benefits.	Male	212	4.04	.769	No
	Female	216	4.08	.697	
	Total	428	4.06	.733	
5. You are satisfied with your work that is beneficial to society.	Male	212	4.08	.747	No
	Female	216	4.19	.771	
	Total	428	4.14	.760	
Moral Values					
1. You can do various tasks without feeling it is morally wrong.	Male	212	4.17	.762	Yes
	Female	216	4.51	.562	
	Total	428	4.34	.689	
2. You can do things that do not go against religious beliefs.	Male	212	4.13	.609	Yes
	Female	216	4.31	.696	
	Total	428	4.22	.660	
3. You can do things that do not go against conscience.	Male	212	3.82	.699	Yes
	Female	216	4.11	.776	
	Total	428	3.97	.752	
4. You work at things without feeling hurt or harmful to others.	Male	212	4.35	.704	No
	Female	216	4.47	.617	
	Total	428	4.41	.663	
	Male	212	4.41	.572	No

		N	Mean	Std. Deviation	Significantly difference
5. You are satisfied with the moral values of your work.	Female	216	4.44	.637	
	Total	428	4.43	.606	
	Working Activity				
1. You feel good that you have been chosen to be responsible for different tasks.	Male	212	4.42	.574	No
	Female	216	4.40	.610	
	Total	428	4.41	.592	
2. You always have a job to do that keeps you from feeling free.	Male	212	4.07	.741	No
	Female	216	4.01	.902	
	Total	428	4.04	.826	
3. You feel that your working activities are appropriate.	Male	212	4.34	.600	No
	Female	216	4.39	.667	
	Total	428	4.37	.634	
4. You feel valued when you are always busy working.	Male	212	4.19	.650	No
	Female	216	4.19	.763	
	Total	428	4.19	.708	
5. You are satisfied with the overall picture of your activities within the work.	Male	212	4.37	.713	No
	Female	216	4.34	.589	
	Total	428	4.36	.653	
Security					
1. You feel safe in your work.	Male	212	4.29	.778	No
	Female	216	4.29	.766	
	Total	428	4.29	.771	
2. You feel that you can continue to do this job in the future.	Male	212	4.35	.625	No
	Female	216	4.46	.569	
	Total	428	4.41	.599	
3. You feel that the company is stable.	Male	212	4.41	.581	No
	Female	216	4.45	.592	
	Total	428	4.43	.586	
4. You feel that the company has fair layoffs and staff transfers.	Male	212	4.14	.599	Yes
	Female	216	4.31	.721	
	Total	428	4.22	.668	
5. You are satisfied with the job security of your work.	Male	212	4.13	.531	Yes
	Female	216	4.29	.648	

		N	Mean	Std. Deviation	Significantly difference
	Total	428	4.21	.598	
Feelings towards co-workers					
1. You have a good relationship with your co-worker.	Male	212	4.24	.737	No
	Female	216	4.33	.625	
	Total	428	4.29	.684	
2. You are always looking for opportunities to improve relationships with your co-workers.	Male	212	4.33	.642	No
	Female	216	4.31	.641	
	Total	428	4.32	.640	
3. You can feel that your co-workers help and are friendly to you.	Male	212	4.41	.581	No
	Female	216	4.44	.592	
	Total	428	4.43	.586	
4. You appreciate the way co-workers interact with each other.	Male	212	4.12	.600	Yes
	Female	216	4.28	.674	
	Total	428	4.20	.643	
5. You are satisfied with your current co-worker.	Male	212	4.40	.627	No
	Female	216	4.44	.599	
	Total	428	4.42	.612	

**Table 2 Perception of the respondents toward intrinsic motivation factors classified by age**

		N	Mean	Std. Deviation	Significantly difference
Social Service					
1. You have the opportunity to serve others from your job.	21-25 years	95	3.88	.836	Yes
	26-30 years	60	4.12	.613	
	31-35 years	62	4.31	.616	
	36-40 years	97	4.24	.516	
	41-45 years	99	4.33	.795	
	46-50 years	10	3.30	.483	
	51-55 years	5	4.40	.894	
	Total	428	4.15	.724	
	21-25 years	95	4.14	.820	Yes



		N	Mean	Std. Deviation	Significantly difference
2. You are proud to work or provide services to others.	26-30 years	60	4.38	.555	
	31-35 years	62	4.39	.662	
	36-40 years	97	4.23	.550	
	41-45 years	99	4.58	.591	
	46-50 years	10	3.60	.966	
	51-55 years	5	4.00	0.000	
	Total	428	4.32	.678	
3. You are always looking for opportunities to help society.	21-25 years	95	3.97	.869	Yes
	26-30 years	60	4.43	.500	
	31-35 years	62	4.23	.734	
	36-40 years	97	4.28	.554	
	41-45 years	99	4.19	.791	
	46-50 years	10	3.90	.316	
	51-55 years	5	3.80	.447	
Total	428	4.19	.721		
4. You value the social benefits equivalent to the job benefits.	21-25 years	95	3.79	.756	Yes
	26-30 years	60	4.33	.475	
	31-35 years	62	4.08	.795	
	36-40 years	97	4.13	.687	
	41-45 years	99	4.16	.765	
	46-50 years	10	3.30	.483	
	51-55 years	5	4.00	0.000	
Total	428	4.06	.733		
5. You are satisfied with your work that is beneficial to society.	21-25 years	95	3.77	.778	Yes
	26-30 years	60	4.33	.475	
	31-35 years	62	4.15	.721	
	36-40 years	97	4.54	.662	
	41-45 years	99	4.08	.778	
	46-50 years	10	3.20	.632	
	51-55 years	5	4.00	0.000	
Total	428	4.14	.760		
Moral Values					
	21-25 years	95	4.08	.710	Yes

		N	Mean	Std. Deviation	Significantly difference
1. You can do various tasks without feeling it is morally wrong.	26-30 years	60	4.38	.490	
	31-35 years	62	4.37	.607	
	36-40 years	97	4.69	.465	
	41-45 years	99	4.38	.618	
	46-50 years	10	3.80	.632	
	51-55 years	5	2.00	1.414	
	Total	428	4.34	.689	
2. You can do things that do not go against religious beliefs.	21-25 years	95	4.08	.647	Yes
	26-30 years	60	4.22	.555	
	31-35 years	62	4.15	.596	
	36-40 years	97	4.40	.717	
	41-45 years	99	4.24	.671	
	46-50 years	10	3.80	.632	
	51-55 years	5	4.80	.447	
Total	428	4.22	.660		
3. You can do things that do not go against conscience.	21-25 years	95	3.72	.679	Yes
	26-30 years	60	4.15	.659	
	31-35 years	62	3.81	.674	
	36-40 years	97	4.39	.730	
	41-45 years	99	3.86	.756	
	46-50 years	10	3.20	.632	
	51-55 years	5	4.00	0.000	
Total	428	3.97	.752		
4. You work at things without feeling hurt or harmful to others.	21-25 years	95	4.32	.673	Yes
	26-30 years	60	4.47	.566	
	31-35 years	62	4.42	.560	
	36-40 years	97	4.64	.524	
	41-45 years	99	4.29	.799	
	46-50 years	10	3.80	.632	
	51-55 years	5	4.60	.894	
Total	428	4.41	.663		
	21-25 years	95	4.32	.673	Yes
	26-30 years	60	4.40	.494	

		N	Mean	Std. Deviation	Significantly difference
5. You are satisfied with the moral values of your work.	31-35 years	62	4.42	.529	
	36-40 years	97	4.70	.503	
	41-45 years	99	4.40	.533	
	46-50 years	10	3.20	.632	
	51-55 years	5	4.40	.894	
	Total	428	4.43	.606	
Working Activity					
1. You feel good that you have been chosen to be responsible for different tasks.	21-25 years	95	4.23	.643	Yes
	26-30 years	60	4.42	.497	
	31-35 years	62	4.42	.529	
	36-40 years	97	4.67	.515	
	41-45 years	99	4.45	.540	
	46-50 years	10	3.30	.483	
	51-55 years	5	4.00	0.000	
	Total	428	4.41	.592	
2. You always have a job to do that keeps you from feeling free.	21-25 years	95	4.04	.600	Yes
	26-30 years	60	4.00	.638	
	31-35 years	62	4.23	.584	
	36-40 years	97	4.05	1.014	
	41-45 years	99	4.05	1.004	
	46-50 years	10	3.30	.483	
	51-55 years	5	3.40	.894	
	Total	428	4.04	.826	
3. You feel that your working activities are appropriate.	21-25 years	95	4.29	.666	Yes
	26-30 years	60	4.38	.524	
	31-35 years	62	4.39	.523	
	36-40 years	97	4.56	.677	
	41-45 years	99	4.36	.579	
	46-50 years	10	3.90	.316	
	51-55 years	5	2.80	.447	
	Total	428	4.37	.634	
	21-25 years	95	4.14	.752	No
	26-30 years	60	4.22	.454	

		N	Mean	Std. Deviation	Significantly difference
4. You feel valued when you are always busy working.	31-35 years	62	4.15	.649	
	36-40 years	97	4.21	.853	
	41-45 years	99	4.30	.692	
	46-50 years	10	3.90	.316	
	51-55 years	5	3.60	.548	
	Total	428	4.19	.708	
5. You are satisfied with the overall picture of your activities within the work.	21-25 years	95	4.21	.849	Yes
	26-30 years	60	4.35	.481	
	31-35 years	62	4.47	.646	
	36-40 years	97	4.24	.555	
	41-45 years	99	4.61	.568	
	46-50 years	10	3.90	.316	
	51-55 years	5	4.00	0.000	
	Total	428	4.36	.653	
Security					
1. You feel safe in your work.	21-25 years	95	4.05	.777	Yes
	26-30 years	60	4.38	.490	
	31-35 years	62	4.53	.620	
	36-40 years	97	4.34	.593	
	41-45 years	99	4.56	.626	
	46-50 years	10	2.40	.966	
	51-55 years	5	2.20	1.095	
	Total	428	4.29	.771	
2. You feel that you can continue to do this job in the future.	21-25 years	95	4.15	.729	Yes
	26-30 years	60	4.37	.486	
	31-35 years	62	4.42	.529	
	36-40 years	97	4.74	.485	
	41-45 years	99	4.42	.536	
	46-50 years	10	3.90	.316	
	51-55 years	5	4.00	0.000	
	Total	428	4.41	.599	
3. You feel that the company is stable.	21-25 years	95	4.32	.673	Yes
	26-30 years	60	4.35	.547	

		N	Mean	Std. Deviation	Significantly difference
	31-35 years	62	4.40	.557	
	36-40 years	97	4.65	.521	
	41-45 years	99	4.41	.553	
	46-50 years	10	4.20	.632	
	51-55 years	5	4.20	.447	
	Total	428	4.43	.586	
4. You feel that the company has fair layoffs and staff transfers.	21-25 years	95	3.84	.689	Yes
	26-30 years	60	4.32	.504	
	31-35 years	62	4.31	.561	
	36-40 years	97	4.59	.591	
	41-45 years	99	4.27	.586	
	46-50 years	10	3.00	0.000	
	51-55 years	5	3.80	.447	
	Total	428	4.22	.668	
5. You are satisfied with the job security of your work.	21-25 years	95	4.01	.574	Yes
	26-30 years	60	4.13	.389	
	31-35 years	62	4.18	.559	
	36-40 years	97	4.37	.682	
	41-45 years	99	4.29	.610	
	46-50 years	10	4.20	.632	
	51-55 years	5	4.40	.548	
	Total	428	4.21	.598	
Feelings towards co-workers					
1. You have a good relationship with your co-worker.	21-25 years	95	4.26	.687	Yes
	26-30 years	60	4.18	.651	
	31-35 years	62	4.19	.623	
	36-40 years	97	4.49	.694	
	41-45 years	99	4.31	.600	
	46-50 years	10	4.20	.632	
	51-55 years	5	2.80	1.095	
	Total	428	4.29	.684	
2. You are always looking for opportunities	21-25 years	95	4.27	.691	Yes
	26-30 years	60	4.27	.516	

		N	Mean	Std. Deviation	Significantly difference
to improve relationships with your co-workers.	31-35 years	62	4.21	.631	
	36-40 years	97	4.49	.694	
	41-45 years	99	4.30	.614	
	46-50 years	10	4.00	0.000	
	51-55 years	5	4.80	.447	
	Total	428	4.32	.640	
3. You can feel that your co-workers help and are friendly to you.	21-25 years	95	4.29	.666	Yes
	26-30 years	60	4.38	.524	
	31-35 years	62	4.39	.523	
	36-40 years	97	4.70	.524	
	41-45 years	99	4.38	.548	
	46-50 years	10	4.20	.632	
	51-55 years	5	3.80	.447	
	Total	428	4.43	.586	
4. You appreciate the way co-workers interact with each other.	21-25 years	95	4.07	.656	Yes
	26-30 years	60	4.12	.415	
	31-35 years	62	4.13	.640	
	36-40 years	97	4.40	.717	
	41-45 years	99	4.26	.664	
	46-50 years	10	3.90	.316	
	51-55 years	5	4.00	0.000	
	Total	428	4.20	.643	
5. You are satisfied with your current co-worker.	21-25 years	95	4.31	.685	Yes
	26-30 years	60	4.47	.566	
	31-35 years	62	4.40	.586	
	36-40 years	97	4.64	.562	
	41-45 years	99	4.36	.597	
	46-50 years	10	3.90	.316	
	51-55 years	5	4.00	0.000	
	Total	428	4.42	.612	

**Table 3 Perception of the respondents toward intrinsic motivation factors classified by marital status.**

		N	Mean	Std. Deviation	Significantly difference
Social Service					
1. You have the opportunity to serve others from your job.	Single	196	3.95	.714	Yes
	Married	229	4.33	.690	
	Total	425	4.15	.725	
2. You are proud to work or provide services to others.	Single	196	4.19	.711	Yes
	Married	229	4.42	.634	
	Total	425	4.32	.679	
3. You are always looking for opportunities to help society.	Single	196	4.12	.703	No
	Married	229	4.24	.732	
	Total	425	4.19	.721	
4. You value the social benefits equivalent to the job benefits.	Single	196	3.99	.676	No
	Married	229	4.12	.777	
	Total	425	4.06	.734	
5. You are satisfied with your work that is beneficial to society.	Single	196	4.15	.789	No
	Married	229	4.12	.737	
	Total	425	4.13	.761	
Moral Values					
1. You can do various tasks without feeling it is morally wrong.	Single	196	4.31	.678	No
	Married	229	4.37	.699	
	Total	425	4.34	.689	
2. You can do things that do not go against religious beliefs.	Single	196	4.31	.664	Yes
	Married	229	4.14	.650	
	Total	425	4.22	.661	
3. You can do things that do not go against conscience.	Single	196	4.10	.784	Yes
	Married	229	3.85	.704	
	Total	425	3.97	.752	
4. You work at things without feeling hurt or harmful to others.	Single	196	4.45	.746	No
	Married	229	4.37	.583	
	Total	425	4.41	.664	
5. You are satisfied with the moral values of your work.	Single	196	4.43	.657	No
	Married	229	4.42	.561	

		N	Mean	Std. Deviation	Significantly difference
	Total	425	4.43	.606	
Working Activity					
1. You feel good that you have been chosen to be responsible for different tasks.	Single	196	4.42	.648	No
	Married	229	4.40	.542	
	Total	425	4.41	.593	
2. You always have a job to do that keeps you from feeling free.	Single	196	3.99	.906	No
	Married	229	4.09	.747	
	Total	425	4.04	.824	
3. You feel that your working activities are appropriate.	Single	196	4.45	.635	Yes
	Married	229	4.31	.616	
	Total	425	4.37	.629	
4. You feel valued when you are always busy working.	Single	196	4.20	.820	No
	Married	229	4.19	.596	
	Total	425	4.19	.707	
5. You are satisfied with the overall picture of your activities within the work.	Single	196	4.24	.686	Yes
	Married	229	4.45	.610	
	Total	425	4.36	.654	
Security					
1. You feel safe in your work.	Single	196	4.08	.719	Yes
	Married	229	4.47	.775	
	Total	425	4.29	.773	
2. You feel that you can continue to do this job in the future.	Single	196	4.38	.658	No
	Married	229	4.43	.547	
	Total	425	4.41	.600	
3. You feel that the company is stable.	Single	196	4.49	.603	Yes
	Married	229	4.38	.569	
	Total	425	4.43	.587	
4. You feel that the company has fair layoffs and staff transfers.	Single	196	4.19	.737	No
	Married	229	4.25	.597	
	Total	425	4.22	.665	
5. You are satisfied with the job security of your work.	Single	196	4.27	.593	Yes
	Married	229	4.15	.598	
	Total	425	4.21	.598	



		N	Mean	Std. Deviation	Significantly difference
Feelings towards co-workers					
1. You have a good relationship with your co-worker.	Single	196	4.39	.659	Yes
	Married	229	4.20	.695	
	Total	425	4.29	.685	
2. You are always looking for opportunities to improve relationships with your co-workers.	Single	196	4.42	.647	Yes
	Married	229	4.24	.626	
	Total	425	4.32	.641	
3. You can feel that your co-workers help and are friendly to you.	Single	196	4.46	.610	No
	Married	229	4.40	.558	
	Total	425	4.43	.583	
4. You appreciate the way co-workers interact with each other.	Single	196	4.27	.643	Yes
	Married	229	4.14	.638	
	Total	425	4.20	.643	
5. You are satisfied with your current co-worker.	Single	196	4.48	.636	No
	Married	229	4.37	.589	
	Total	425	4.42	.613	

**Table 4 Perception of the respondents toward intrinsic motivation factors classified by number of children**

		N	Mean	Std. Deviation	Significantly difference
Social Service					
1. You have the opportunity to serve others from your job.	None	192	3.98	.701	Yes
	1 Child	149	4.36	.727	
	2 Childs	80	4.24	.680	
	3 Childs	7	3.71	.488	
	Total	428	4.15	.724	
2. You are proud to work or provide services to others.	None	192	4.23	.686	Yes
	1 Child	149	4.41	.698	
	2 Childs	80	4.40	.587	
	3 Childs	7	3.71	.488	
	Total	428	4.23	.686	

		N	Mean	Std. Deviation	Significantly difference
	Total	428	4.32	.678	
3. You are always looking for opportunities to help society.	None	192	4.12	.710	No
	1 Child	149	4.25	.734	
	2 Childs	80	4.23	.729	
	3 Childs	7	4.43	.535	
	Total	428	4.19	.721	
4. You value the social benefits equivalent to the job benefits.	None	192	4.03	.659	No
	1 Child	149	4.04	.829	
	2 Childs	80	4.16	.719	
	3 Childs	7	4.43	.535	
	Total	428	4.06	.733	
5. You are satisfied with your work that is beneficial to society.	None	192	4.19	.770	No
	1 Child	149	4.10	.742	
	2 Childs	80	4.06	.785	
	3 Childs	7	4.43	.535	
	Total	428	4.14	.760	
Moral Values					
1. You can do various tasks without feeling it is morally wrong.	None	192	4.31	.684	No
	1 Child	149	4.32	.747	
	2 Childs	80	4.45	.593	
	3 Childs	7	4.43	.535	
	Total	428	4.34	.689	
2. You can do things that do not go against religious beliefs.	None	192	4.32	.670	Yes
	1 Child	149	4.22	.635	
	2 Childs	80	4.03	.636	
	3 Childs	7	3.86	.690	
	Total	428	4.22	.660	
3. You can do things that do not go against conscience.	None	192	4.14	.767	Yes
	1 Child	149	3.89	.731	
	2 Childs	80	3.73	.675	
	3 Childs	7	3.86	.690	
	Total	428	3.97	.752	
	None	192	4.46	.751	No

		N	Mean	Std. Deviation	Significantly difference
4. You work at things without feeling hurt or harmful to others.	1 Child	149	4.40	.567	
	2 Childs	80	4.35	.597	
	3 Childs	7	4.00	.577	
	Total	428	4.41	.663	
5. You are satisfied with the moral values of your work.	None	192	4.47	.613	No
	1 Child	149	4.40	.614	
	2 Childs	80	4.38	.582	
	3 Childs	7	4.14	.378	
	Total	428	4.43	.606	
Working Activity					
1. You feel good that you have been chosen to be responsible for different tasks.	None	192	4.46	.604	No
	1 Child	149	4.35	.603	
	2 Childs	80	4.40	.542	
	3 Childs	7	4.43	.535	
	Total	428	4.41	.592	
2. You always have a job to do that keeps you from feeling free.	None	192	4.00	.927	No
	1 Child	149	4.05	.756	
	2 Childs	80	4.15	.713	
	3 Childs	7	3.86	.378	
	Total	428	4.04	.826	
3. You feel that your working activities are appropriate.	None	192	4.46	.646	No
	1 Child	149	4.27	.654	
	2 Childs	80	4.35	.530	
	3 Childs	7	4.29	.756	
	Total	428	4.37	.634	
4. You feel valued when you are always busy working.	None	192	4.19	.843	No
	1 Child	149	4.18	.570	
	2 Childs	80	4.24	.579	
	3 Childs	7	3.86	.690	
	Total	428	4.19	.708	
5. You are satisfied with the overall picture of your activities within the work.	None	192	4.24	.692	Yes
	1 Child	149	4.43	.607	
	2 Childs	80	4.49	.595	

		N	Mean	Std. Deviation	Significantly difference
	3 Childs	7	4.29	.756	
	Total	428	4.36	.653	
Security					
1. You feel safe in your work.	None	192	4.11	.704	Yes
	1 Child	149	4.38	.897	
	2 Childs	80	4.54	.572	
	3 Childs	7	4.43	.535	
	Total	428	4.29	.771	
2. You feel that you can continue to do this job in the future.	None	192	4.39	.662	No
	1 Child	149	4.44	.549	
	2 Childs	80	4.40	.542	
	3 Childs	7	4.43	.535	
	Total	428	4.41	.599	
3. You feel that the company is stable.	None	192	4.50	.605	No
	1 Child	149	4.40	.569	
	2 Childs	80	4.33	.546	
	3 Childs	7	4.14	.690	
	Total	428	4.43	.586	
4. You feel that the company has fair layoffs and staff transfers.	None	192	4.22	.714	No
	1 Child	149	4.19	.661	
	2 Childs	80	4.29	.556	
	3 Childs	7	4.29	.756	
	Total	428	4.22	.668	
5. You are satisfied with the job security of your work.	None	192	4.28	.598	No
	1 Child	149	4.15	.623	
	2 Childs	80	4.18	.522	
	3 Childs	7	3.86	.690	
	Total	428	4.21	.598	
Feelings towards co-workers					
1. You have a good relationship with your co-worker.	None	192	4.40	.664	Yes
	1 Child	149	4.26	.711	
	2 Childs	80	4.10	.628	
	3 Childs	7	3.86	.690	

		N	Mean	Std. Deviation	Significantly difference
	Total	428	4.29	.684	
2. You are always looking for opportunities to improve relationships with your co-workers.	None	192	4.43	.651	Yes
	1 Child	149	4.33	.598	
	2 Childs	80	4.09	.620	
	3 Childs	7	3.86	.690	
	Total	428	4.32	.640	
3. You can feel that your co-workers help and are friendly to you.	None	192	4.47	.613	No
	1 Child	149	4.42	.571	
	2 Childs	80	4.35	.530	
	3 Childs	7	4.29	.756	
	Total	428	4.43	.586	
4. You appreciate the way co-workers interact with each other.	None	192	4.28	.649	Yes
	1 Child	149	4.21	.621	
	2 Childs	80	4.03	.636	
	3 Childs	7	3.86	.690	
	Total	428	4.20	.643	
5. You are satisfied with your current co-worker.	None	192	4.49	.639	No
	1 Child	149	4.39	.578	
	2 Childs	80	4.33	.591	
	3 Childs	7	4.14	.690	
	Total	428	4.42	.612	

**Table 5 Perception of the respondents toward intrinsic motivation factors classified by job changed experience**

		N	Mean	Std. Deviation	Significantly difference
Social Service					
1. You have the opportunity to serve others from your job.	Never	23	3.83	.937	Yes
	1-2 times	336	4.20	.746	
	3-4 times	27	4.11	.641	
	5-6 times	4	3.75	.957	

		N	Mean	Std. Deviation	Significantly difference
	More than 6 times	38	4.00	0.000	
	Total	428	4.15	.724	
2. You are proud to work or provide services to others.	Never	23	4.39	.891	Yes
	1-2 times	336	4.35	.691	
	3-4 times	27	4.37	.565	
	5-6 times	4	4.00	.816	
	More than 6 times	38	4.00	.329	
	Total	428	4.32	.678	
3. You are always looking for opportunities to help society.	Never	23	4.52	.511	Yes
	1-2 times	336	4.13	.759	
	3-4 times	27	4.89	.320	
	5-6 times	4	4.00	.816	
	More than 6 times	38	4.00	0.000	
	Total	428	4.19	.721	
4. You value the social benefits equivalent to the job benefits.	Never	23	4.09	.793	Yes
	1-2 times	336	4.02	.769	
	3-4 times	27	4.59	.501	
	5-6 times	4	4.25	.500	
	More than 6 times	38	4.05	.226	
	Total	428	4.06	.733	
5. You are satisfied with your work that is beneficial to society.	Never	23	4.13	.815	Yes
	1-2 times	336	4.01	.749	
	3-4 times	27	4.59	.501	
	5-6 times	4	4.25	.500	
	More than 6 times	38	4.92	.273	
	Total	428	4.14	.760	
Moral Values					
1. You can do various tasks without feeling it is morally wrong.	Never	23	4.52	.511	Yes
	1-2 times	336	4.27	.700	
	3-4 times	27	4.37	.688	
	5-6 times	4	4.00	.816	
	More than 6 times	38	4.89	.311	
	Total	428	4.34	.689	

		N	Mean	Std. Deviation	Significantly difference
2. You can do things that do not go against religious beliefs.	Never	23	4.52	.593	Yes
	1-2 times	336	4.16	.605	
	3-4 times	27	3.70	.869	
	5-6 times	4	4.00	.816	
	More than 6 times	38	5.00	0.000	
	Total	428	4.22	.660	
3. You can do things that do not go against conscience.	Never	23	4.22	.951	Yes
	1-2 times	336	3.85	.681	
	3-4 times	27	3.78	.847	
	5-6 times	4	4.00	0.000	
	More than 6 times	38	5.00	0.000	
	Total	428	3.97	.752	
4. You work at things without feeling hurt or harmful to others.	Never	23	4.65	.487	Yes
	1-2 times	336	4.37	.599	
	3-4 times	27	4.00	1.209	
	5-6 times	4	3.75	.957	
	More than 6 times	38	5.00	0.000	
	Total	428	4.41	.663	
5. You are satisfied with the moral values of your work.	Never	23	4.39	.891	Yes
	1-2 times	336	4.37	.590	
	3-4 times	27	4.37	.492	
	5-6 times	4	4.00	.816	
	More than 6 times	38	5.00	0.000	
	Total	428	4.43	.606	
Working Activity					
1. You feel good that you have been chosen to be responsible for different tasks.	Never	23	4.39	.891	Yes
	1-2 times	336	4.34	.570	
	3-4 times	27	4.56	.506	
	5-6 times	4	4.25	.500	
	More than 6 times	38	5.00	0.000	
	Total	428	4.41	.592	
	Never	23	3.91	1.125	Yes
	1-2 times	336	4.09	.651	

		N	Mean	Std. Deviation	Significantly difference
2. You always have a job to do that keeps you from feeling free.	3-4 times	27	3.63	1.149	
	5-6 times	4	3.50	.577	
	More than 6 times	38	4.03	1.461	
	Total	428	4.04	.826	
3. You feel that your working activities are appropriate.	Never	23	4.61	.499	Yes
	1-2 times	336	4.30	.624	
	3-4 times	27	4.30	.724	
	5-6 times	4	3.50	.577	
	More than 6 times	38	5.00	0.000	
	Total	428	4.37	.634	
4. You feel valued when you are always busy working.	Never	23	4.43	.507	Yes
	1-2 times	336	4.18	.631	
	3-4 times	27	4.26	.656	
	5-6 times	4	3.50	.577	
	More than 6 times	38	4.18	1.270	
	Total	428	4.19	.708	
5. You are satisfied with the overall picture of your activities within the work.	Never	23	4.48	.511	Yes
	1-2 times	336	4.40	.653	
	3-4 times	27	4.19	.921	
	5-6 times	4	4.25	.500	
	More than 6 times	38	4.00	.329	
	Total	428	4.36	.653	
Security					
1. You feel safe in your work.	Never	23	4.26	.864	Yes
	1-2 times	336	4.35	.759	
	3-4 times	27	4.04	.940	
	5-6 times	4	3.50	1.732	
	More than 6 times	38	4.00	.329	
	Total	428	4.29	.771	
2. You feel that you can continue to do this job in the future.	Never	23	4.52	.511	Yes
	1-2 times	336	4.36	.576	
	3-4 times	27	4.15	.864	
	5-6 times	4	4.25	.500	



		N	Mean	Std. Deviation	Significantly difference
	More than 6 times	38	5.00	0.000	
	Total	428	4.41	.599	
3. You feel that the company is stable.	Never	23	4.26	.449	Yes
	1-2 times	336	4.40	.554	
	3-4 times	27	4.11	.892	
	5-6 times	4	4.00	.816	
	More than 6 times	38	5.00	0.000	
	Total	428	4.43	.586	
4. You feel that the company has fair layoffs and staff transfers.	Never	23	4.22	.850	Yes
	1-2 times	336	4.17	.628	
	3-4 times	27	3.89	.698	
	5-6 times	4	3.50	.577	
	More than 6 times	38	5.00	0.000	
	Total	428	4.22	.668	
5. You are satisfied with the job security of your work.	Never	23	4.17	.388	Yes
	1-2 times	336	4.12	.581	
	3-4 times	27	4.26	.526	
	5-6 times	4	4.00	.816	
	More than 6 times	38	5.00	0.000	
	Total	428	4.21	.598	
Feelings towards co-workers					
1. You have a good relationship with your co-worker.	Never	23	4.48	.665	Yes
	1-2 times	336	4.21	.682	
	3-4 times	27	4.11	.641	
	5-6 times	4	4.00	0.000	
	More than 6 times	38	5.00	0.000	
	Total	428	4.29	.684	
2. You are always looking for opportunities to improve relationships with your co-workers.	Never	23	4.43	.662	Yes
	1-2 times	336	4.26	.619	
	3-4 times	27	4.07	.730	
	5-6 times	4	4.00	.816	
	More than 6 times	38	5.00	0.000	
	Total	428	4.32	.640	

		N	Mean	Std. Deviation	Significantly difference
3. You can feel that your co-workers help and are friendly to you.	Never	23	4.61	.499	Yes
	1-2 times	336	4.36	.587	
	3-4 times	27	4.41	.501	
	5-6 times	4	3.50	.577	
	More than 6 times	38	5.00	0.000	
	Total	428	4.43	.586	
4. You appreciate the way co-workers interact with each other.	Never	23	4.09	.515	Yes
	1-2 times	336	4.13	.620	
	3-4 times	27	4.07	.730	
	5-6 times	4	3.75	.500	
	More than 6 times	38	5.00	0.000	
	Total	428	4.20	.643	
5. You are satisfied with your current co-worker.	Never	23	4.48	.593	Yes
	1-2 times	336	4.37	.605	
	3-4 times	27	4.19	.681	
	5-6 times	4	4.00	.816	
	More than 6 times	38	5.00	0.000	
	Total	428	4.42	.612	

**Table 6 Perception of the respondents toward intrinsic motivation factors classified by education level.**

		N	Mean	Std. Deviation	Significantly difference
Social Service					
1. You have the opportunity to serve others from your job.	High School	6	3.67	.516	Yes
	College / University	338	4.11	.719	
	Graduate School	84	4.38	.710	
	Total	428	4.15	.724	
2. You are proud to work or provide services to others.	High School	6	3.67	.516	Yes
	College / University	338	4.28	.692	
	Graduate School	84	4.52	.570	

		N	Mean	Std. Deviation	Significantly difference
	Total	428	4.32	.678	
3. You are always looking for opportunities to help society.	High School	6	4.33	.516	No
	College / University	338	4.19	.725	
	Graduate School	84	4.19	.719	
	Total	428	4.19	.721	
4. You value the social benefits equivalent to the job benefits.	High School	6	4.33	.516	No
	College / University	338	4.03	.736	
	Graduate School	84	4.19	.719	
	Total	428	4.06	.733	
5. You are satisfied with your work that is beneficial to society.	High School	6	4.33	.516	No
	College / University	338	4.14	.759	
	Graduate School	84	4.10	.786	
	Total	428	4.14	.760	
Moral Values					
1. You can do various tasks without feeling it is morally wrong.	High School	6	4.33	.516	No
	College / University	338	4.36	.639	
	Graduate School	84	4.30	.875	
	Total	428	4.34	.689	
2. You can do things that do not go against religious beliefs.	High School	6	4.00	.632	No
	College / University	338	4.21	.658	
	Graduate School	84	4.29	.669	
	Total	428	4.22	.660	
3. You can do things that do not go against conscience.	High School	6	4.17	.408	No
	College / University	338	3.96	.756	
	Graduate School	84	3.98	.760	
	Total	428	3.97	.752	
4. You work at things without feeling hurt or harmful to others.	High School	6	4.00	.632	No
	College / University	338	4.42	.677	
	Graduate School	84	4.39	.602	
	Total	428	4.41	.663	
5. You are satisfied with the moral values of your work.	High School	6	4.17	.408	No
	College / University	338	4.43	.609	
	Graduate School	84	4.40	.604	

		N	Mean	Std. Deviation	Significantly difference
Total		428	4.43	.606	
Working Activity					
1. You feel good that you have been chosen to be responsible for different tasks.	High School	6	4.33	.516	No
	College / University	338	4.41	.606	
	Graduate School	84	4.43	.544	
	Total	428	4.41	.592	
2. You always have a job to do that keeps you from feeling free.	High School	6	3.33	1.366	No
	College / University	338	4.05	.774	
	Graduate School	84	4.06	.961	
	Total	428	4.04	.826	
3. You feel that your working activities are appropriate.	High School	6	4.17	.753	No
	College / University	338	4.39	.617	
	Graduate School	84	4.30	.690	
	Total	428	4.37	.634	
4. You feel valued when you are always busy working.	High School	6	3.83	.753	No
	College / University	338	4.17	.716	
	Graduate School	84	4.29	.669	
	Total	428	4.19	.708	
5. You are satisfied with the overall picture of your activities within the work.	High School	6	4.17	.753	No
	College / University	338	4.33	.668	
	Graduate School	84	4.48	.570	
	Total	428	4.36	.653	
Security					
1. You feel safe in your work.	High School	6	4.33	.516	No
	College / University	338	4.30	.694	
	Graduate School	84	4.26	1.043	
	Total	428	4.29	.771	
2. You feel that you can continue to do this job in the future.	High School	6	4.33	.516	No
	College / University	338	4.41	.616	
	Graduate School	84	4.39	.538	
	Total	428	4.41	.599	
3. You feel that the company is stable.	High School	6	4.17	.753	No
	College / University	338	4.44	.595	

		N	Mean	Std. Deviation	Significantly difference	
		Graduate School	84	4.38	.536	
		Total	428	4.43	.586	
4. You feel that the company has fair layoffs and staff transfers.	High School	6	4.17	.753	No	
	College / University	338	4.24	.685		
	Graduate School	84	4.15	.591		
	Total	428	4.22	.668		
5. You are satisfied with the job security of your work.	High School	6	3.83	.753	No	
	College / University	338	4.19	.600		
	Graduate School	84	4.32	.563		
	Total	428	4.21	.598		
Feelings towards co-workers						
1. You have a good relationship with your co-worker.	High School	6	4.17	.408	No	
	College / University	338	4.29	.672		
	Graduate School	84	4.27	.750		
	Total	428	4.29	.684		
2. You are always looking for opportunities to improve relationships with your co-workers.	High School	6	4.00	.632	No	
	College / University	338	4.31	.651		
	Graduate School	84	4.37	.597		
	Total	428	4.32	.640		
3. You can feel that your co-workers help and are friendly to you.	High School	6	4.17	.753	No	
	College / University	338	4.43	.584		
	Graduate School	84	4.40	.583		
	Total	428	4.43	.586		
4. You appreciate the way co-workers interact with each other.	High School	6	4.00	.632	No	
	College / University	338	4.20	.654		
	Graduate School	84	4.21	.603		
	Total	428	4.20	.643		
5. You are satisfied with your current co-worker.	High School	6	4.17	.753	No	
	College / University	338	4.44	.624		
	Graduate School	84	4.35	.549		
	Total	428	4.42	.612		

**Table 7 Perception of the respondents toward intrinsic motivation factors classified by the current job experience.**

		N	Mean	Std. Deviation	Significantly difference
Social Service					
1. You have the opportunity to serve others from your job.	Less than 1 year	60	4.00	.844	Yes
	1 - 3 years	139	4.12	.808	
	4 - 6 years	129	4.15	.560	
	7 - 9 years	58	4.40	.647	
	10 - 12 years	16	4.38	.500	
	More than 12 years	26	4.08	.845	
	Total	428	4.15	.724	
2. You are proud to work or provide services to others.	Less than 1 year	60	4.18	.854	No
	1 - 3 years	139	4.38	.664	
	4 - 6 years	129	4.29	.592	
	7 - 9 years	58	4.40	.647	
	10 - 12 years	16	4.38	.500	
	More than 12 years	26	4.15	.834	
	Total	428	4.32	.678	
3. You are always looking for opportunities to help society.	Less than 1 year	60	3.98	.911	Yes
	1 - 3 years	139	4.01	.727	
	4 - 6 years	129	4.28	.612	
	7 - 9 years	58	4.43	.652	
	10 - 12 years	16	4.75	.447	
	More than 12 years	26	4.31	.549	
	Total	428	4.19	.721	
4. You value the social benefits equivalent to the job benefits.	Less than 1 year	60	3.78	.846	Yes
	1 - 3 years	139	3.97	.670	
	4 - 6 years	129	4.16	.635	
	7 - 9 years	58	4.16	.854	
	10 - 12 years	16	4.75	.447	
	More than 12 years	26	4.08	.744	
	Total	428	4.06	.733	
	Less than 1 year	60	3.95	.852	Yes

		N	Mean	Std. Deviation	Significantly difference
5. You are satisfied with your work that is beneficial to society.	1 - 3 years	139	3.81	.687	
	4 - 6 years	129	4.45	.661	
	7 - 9 years	58	4.26	.715	
	10 - 12 years	16	4.75	.447	
	More than 12 years	26	4.12	.766	
	Total	428	4.14	.760	
Moral Values					
1. You can do various tasks without feeling it is morally wrong.	Less than 1 year	60	4.08	.696	Yes
	1 - 3 years	139	4.17	.636	
	4 - 6 years	129	4.60	.552	
	7 - 9 years	58	4.53	.503	
	10 - 12 years	16	4.75	.447	
	More than 12 years	26	3.92	1.197	
	Total	428	4.34	.689	
2. You can do things that do not go against religious beliefs.	Less than 1 year	60	4.07	.516	Yes
	1 - 3 years	139	4.17	.680	
	4 - 6 years	129	4.37	.662	
	7 - 9 years	58	4.07	.672	
	10 - 12 years	16	4.31	.793	
	More than 12 years	26	4.38	.571	
	Total	428	4.22	.660	
3. You can do things that do not go against conscience.	Less than 1 year	60	3.62	.613	Yes
	1 - 3 years	139	3.81	.708	
	4 - 6 years	129	4.22	.780	
	7 - 9 years	58	4.00	.701	
	10 - 12 years	16	4.38	.719	
	More than 12 years	26	4.04	.774	
	Total	428	3.97	.752	
4. You work at things without feeling hurt or harmful to others.	Less than 1 year	60	4.40	.718	Yes
	1 - 3 years	139	4.22	.750	
	4 - 6 years	129	4.58	.555	
	7 - 9 years	58	4.50	.570	
	10 - 12 years	16	4.44	.512	

		N	Mean	Std. Deviation	Significantly difference
	More than 12 years	26	4.42	.578	
	Total	428	4.41	.663	
5. You are satisfied with the moral values of your work.	Less than 1 year	60	4.37	.712	Yes
	1 - 3 years	139	4.25	.553	
	4 - 6 years	129	4.61	.505	
	7 - 9 years	58	4.53	.569	
	10 - 12 years	16	4.69	.479	
	More than 12 years	26	4.15	.834	
	Total	428	4.43	.606	
Working Activity					
1. You feel good that you have been chosen to be responsible for different tasks.	Less than 1 year	60	4.37	.712	Yes
	1 - 3 years	139	4.22	.511	
	4 - 6 years	129	4.64	.497	
	7 - 9 years	58	4.43	.565	
	10 - 12 years	16	4.75	.447	
	More than 12 years	26	4.12	.766	
	Total	428	4.41	.592	
2. You always have a job to do that keeps you from feeling free.	Less than 1 year	60	4.12	.613	No
	1 - 3 years	139	3.99	.747	
	4 - 6 years	129	4.11	.954	
	7 - 9 years	58	4.10	.583	
	10 - 12 years	16	4.13	1.088	
	More than 12 years	26	3.62	1.134	
	Total	428	4.04	.826	
3. You feel that your working activities are appropriate.	Less than 1 year	60	4.35	.732	Yes
	1 - 3 years	139	4.24	.536	
	4 - 6 years	129	4.59	.525	
	7 - 9 years	58	4.26	.715	
	10 - 12 years	16	4.63	.719	
	More than 12 years	26	4.08	.796	
	Total	428	4.37	.634	
	Less than 1 year	60	3.98	.725	No
	1 - 3 years	139	4.26	.641	



		N	Mean	Std. Deviation	Significantly difference
4. You feel valued when you are always busy working.	4 - 6 years	129	4.19	.849	
	7 - 9 years	58	4.21	.450	
	10 - 12 years	16	4.38	.806	
	More than 12 years	26	4.15	.613	
	Total	428	4.19	.708	
5. You are satisfied with the overall picture of your activities within the work.	Less than 1 year	60	4.13	.833	Yes
	1 - 3 years	139	4.43	.660	
	4 - 6 years	129	4.34	.580	
	7 - 9 years	58	4.36	.613	
	10 - 12 years	16	4.75	.447	
	More than 12 years	26	4.27	.533	
	Total	428	4.36	.653	
Security					
1. You feel safe in your work.	Less than 1 year	60	4.12	.825	Yes
	1 - 3 years	139	4.27	.657	
	4 - 6 years	129	4.40	.579	
	7 - 9 years	58	4.57	.624	
	10 - 12 years	16	4.69	.602	
	More than 12 years	26	3.38	1.444	
	Total	428	4.29	.771	
2. You feel that you can continue to do this job in the future.	Less than 1 year	60	4.32	.701	Yes
	1 - 3 years	139	4.14	.572	
	4 - 6 years	129	4.64	.497	
	7 - 9 years	58	4.55	.567	
	10 - 12 years	16	4.75	.447	
	More than 12 years	26	4.35	.485	
	Total	428	4.41	.599	
3. You feel that the company is stable.	Less than 1 year	60	4.47	.503	Yes
	1 - 3 years	139	4.24	.635	
	4 - 6 years	129	4.56	.558	
	7 - 9 years	58	4.50	.570	
	10 - 12 years	16	4.50	.516	
	More than 12 years	26	4.46	.508	

		N	Mean	Std. Deviation	Significantly difference
	Total	428	4.43	.586	
4. You feel that the company has fair layoffs and staff transfers.	Less than 1 year	60	3.93	.607	Yes
	1 - 3 years	139	4.07	.666	
	4 - 6 years	129	4.54	.559	
	7 - 9 years	58	4.33	.604	
	10 - 12 years	16	4.63	.619	
	More than 12 years	26	3.65	.562	
	Total	428	4.22	.668	
5. You are satisfied with the job security of your work.	Less than 1 year	60	3.90	.573	Yes
	1 - 3 years	139	4.19	.546	
	4 - 6 years	129	4.40	.566	
	7 - 9 years	58	3.97	.620	
	10 - 12 years	16	4.50	.516	
	More than 12 years	26	4.42	.578	
	Total	428	4.21	.598	
Feelings towards co-workers					
1. You have a good relationship with your co-worker.	Less than 1 year	60	4.30	.743	No
	1 - 3 years	139	4.23	.569	
	4 - 6 years	129	4.42	.670	
	7 - 9 years	58	4.17	.729	
	10 - 12 years	16	4.38	.719	
	More than 12 years	26	4.12	.952	
	Total	428	4.29	.684	
2. You are always looking for opportunities to improve relationships with your co-workers.	Less than 1 year	60	4.33	.752	No
	1 - 3 years	139	4.24	.550	
	4 - 6 years	129	4.43	.635	
	7 - 9 years	58	4.21	.720	
	10 - 12 years	16	4.31	.793	
	More than 12 years	26	4.38	.496	
	Total	428	4.32	.640	
3. You can feel that your co-workers help and are friendly to you.	Less than 1 year	60	4.37	.712	Yes
	1 - 3 years	139	4.24	.536	
	4 - 6 years	129	4.59	.525	

		N	Mean	Std. Deviation	Significantly difference
	7 - 9 years	58	4.50	.570	
	10 - 12 years	16	4.69	.602	
	More than 12 years	26	4.38	.571	
	Total	428	4.43	.586	
4. You appreciate the way co-workers interact with each other.	Less than 1 year	60	3.88	.613	Yes
	1 - 3 years	139	4.24	.597	
	4 - 6 years	129	4.36	.635	
	7 - 9 years	58	4.03	.700	
	10 - 12 years	16	4.31	.793	
	More than 12 years	26	4.27	.452	
	Total	428	4.20	.643	
5. You are satisfied with your current co-worker.	Less than 1 year	60	4.32	.725	Yes
	1 - 3 years	139	4.27	.585	
	4 - 6 years	129	4.61	.549	
	7 - 9 years	58	4.48	.628	
	10 - 12 years	16	4.44	.629	
	More than 12 years	26	4.35	.485	
	Total	428	4.42	.612	

**Table 8 Perception of the respondents toward extrinsic motivation factors classified by the gender.**

		N	Mean	Std. Deviation	Significantly difference
Compensation					
1. You receive appropriate compensation from the company.	Male	212	3.81	.916	Yes
	Female	216	3.98	.792	
	Total	428	3.89	.859	
2. You are paid fairly for working compared to your colleagues.	Male	212	3.91	.849	No
	Female	216	3.98	.801	
	Total	428	3.94	.825	
3. You are paid well for your work compared to other companies.	Male	212	3.90	.811	No
	Female	216	4.01	.738	
	Total	428	3.96	.776	

		N	Mean	Std. Deviation	Significantly difference
4. You receive compensation for work worthwhile for the work you do for the company.	Male	212	3.83	.906	No
	Female	216	3.97	.840	
	Total	428	3.90	.875	
5. You are satisfied with the current compensation.	Male	212	3.93	.966	No
	Female	216	3.97	.912	
	Total	428	3.95	.938	
Working environment					
1. You work in a proper heat, light, noise, and ventilation environment.	Male	212	4.01	.715	Yes
	Female	216	4.17	.759	
	Total	428	4.09	.741	
2. You work in an excellent physical environment.	Male	212	4.15	.625	No
	Female	216	4.11	.822	
	Total	428	4.13	.731	
3. You are comfortable in the conditions of work.	Male	212	4.31	.650	No
	Female	216	4.29	.669	
	Total	428	4.30	.659	
4. You can freely modify the more suitable working environment.	Male	212	4.02	.671	No
	Female	216	4.09	.732	
	Total	428	4.06	.702	
5. You are satisfied with the opportunity to advance in your work.	Male	212	4.06	.686	No
	Female	216	4.17	.747	
	Total	428	4.11	.719	
Advancement					
1. You can see the opportunities for advancement in your work.	Male	212	3.98	.678	Yes
	Female	216	4.12	.696	
	Total	428	4.05	.690	
2. You have the opportunity to be a leader of some work.	Male	212	4.22	.730	No
	Female	216	4.08	.767	
	Total	428	4.15	.751	
3. You can be promoted continuously throughout your career.	Male	212	4.08	.740	No
	Female	216	4.09	.953	
	Total	428	4.08	.853	
	Male	212	4.09	.682	No

		N	Mean	Std. Deviation	Significantly difference
4. You are satisfied with how you promote the company's work.	Female	216	4.03	.909	
	Total	428	4.06	.805	
5. You are satisfied with the opportunity to advance in your work.	Male	212	4.04	.737	No
	Female	216	4.18	.753	
	Total	428	4.11	.748	
Working diversity					
1. You have a variety of works.	Male	212	4.06	.752	Yes
	Female	216	4.20	.719	
	Total	428	4.13	.738	
2. You know you will find new things in your work.	Male	212	4.32	.652	No
	Female	216	4.28	.609	
	Total	428	4.30	.630	
3. You are often allowed to do different things every day.	Male	212	4.04	.743	No
	Female	216	4.14	.777	
	Total	428	4.09	.761	
4. You are satisfied with your work routine.	Male	212	3.97	.728	Yes
	Female	216	4.14	.711	
	Total	428	4.06	.724	
5. You are satisfied with the opportunity to do new things in your work.	Male	212	4.34	.653	No
	Female	216	4.32	.629	
	Total	428	4.33	.640	
Achievement of outcome					
1. You can predict the good results of the work you do.	Male	212	4.01	.709	Yes
	Female	216	4.15	.734	
	Total	428	4.08	.725	
2. You are proud of the success you have made.	Male	212	4.34	.734	No
	Female	216	4.29	.633	
	Total	428	4.31	.684	
3. You know that the work you do is valuable.	Male	212	4.38	.688	No
	Female	216	4.29	.635	
	Total	428	4.33	.662	
4. You have the opportunity to recognize and be a part of the work's success.	Male	212	4.08	.769	No
	Female	216	4.21	.740	

		N	Mean	Std. Deviation	Significantly difference	
		Total	428	4.14	.756	
5. You are satisfied with the success you get from your work.	Male	212	4.13	.749	No	
	Female	216	4.20	.742		
	Total	428	4.17	.745		

**Table 9 Perception of the respondents toward extrinsic motivation factors classified by the age.**

		N	Mean	Std. Deviation	Significantly difference
Compensation					
1. You receive appropriate compensation from the company.	21-25 years	95	3.69	.888	Yes
	26-30 years	60	3.97	.823	
	31-35 years	62	3.82	.859	
	36-40 years	97	4.23	.896	
	41-45 years	99	3.87	.695	
	46-50 years	10	3.30	.483	
	51-55 years	5	2.80	1.095	
	Total	428	3.89	.859	
2. You are paid fairly for working compared to your colleagues.	21-25 years	95	3.86	.724	Yes
	26-30 years	60	4.00	.883	
	31-35 years	62	3.87	.914	
	36-40 years	97	4.20	.920	
	41-45 years	99	3.88	.689	
	46-50 years	10	3.40	.516	
	51-55 years	5	3.20	.447	
	Total	428	3.94	.825	
3. You are paid well for your work compared to other companies.	21-25 years	95	3.73	.868	Yes
	26-30 years	60	4.17	.557	
	31-35 years	62	3.95	.711	
	36-40 years	97	4.22	.832	
	41-45 years	99	3.90	.692	
	46-50 years	10	3.30	.483	
	51-55 years	5	3.40	.548	

		N	Mean	Std. Deviation	Significantly difference
	Total	428	3.96	.776	
4. You receive compensation for work worthwhile for the work you do for the company.	21-25 years	95	3.78	.760	Yes
	26-30 years	60	4.00	.844	
	31-35 years	62	3.81	.865	
	36-40 years	97	4.16	.954	
	41-45 years	99	3.91	.771	
	46-50 years	10	3.40	.516	
	51-55 years	5	2.20	1.643	
	Total	428	3.90	.875	
5. You are satisfied with the current compensation.	21-25 years	95	3.81	.854	Yes
	26-30 years	60	4.05	.852	
	31-35 years	62	4.06	.885	
	36-40 years	97	3.89	1.145	
	41-45 years	99	4.17	.715	
	46-50 years	10	3.30	.483	
	51-55 years	5	2.20	1.643	
	Total	428	3.95	.938	
Working environment					
1. You work in a proper heat, light, noise, and ventilation environment.	21-25 years	95	3.83	.724	Yes
	26-30 years	60	4.30	.497	
	31-35 years	62	4.10	.694	
	36-40 years	97	4.48	.679	
	41-45 years	99	3.92	.765	
	46-50 years	10	3.20	.632	
	51-55 years	5	3.80	.447	
	Total	428	4.09	.741	
2. You work in an excellent physical environment.	21-25 years	95	4.03	.592	Yes
	26-30 years	60	4.22	.454	
	31-35 years	62	4.21	.604	
	36-40 years	97	4.14	.968	
	41-45 years	99	4.21	.746	
	46-50 years	10	3.20	.632	
	51-55 years	5	3.80	.447	

		N	Mean	Std. Deviation	Significantly difference
	Total	428	4.13	.731	
3. You are comfortable in the conditions of work.	21-25 years	95	4.12	.697	Yes
	26-30 years	60	4.30	.497	
	31-35 years	62	4.48	.620	
	36-40 years	97	4.28	.591	
	41-45 years	99	4.51	.645	
	46-50 years	10	3.20	.632	
	51-55 years	5	3.80	.447	
	Total	428	4.30	.659	
4. You can freely modify the more suitable working environment.	21-25 years	95	3.92	.679	Yes
	26-30 years	60	4.22	.454	
	31-35 years	62	3.97	.652	
	36-40 years	97	4.40	.656	
	41-45 years	99	3.92	.752	
	46-50 years	10	3.20	.632	
	51-55 years	5	3.60	.894	
	Total	428	4.06	.702	
5. You are satisfied with the opportunity to advance in your work.	21-25 years	95	3.92	.679	Yes
	26-30 years	60	4.30	.497	
	31-35 years	62	4.11	.704	
	36-40 years	97	4.47	.678	
	41-45 years	99	3.94	.753	
	46-50 years	10	3.30	.483	
	51-55 years	5	3.60	.548	
	Total	428	4.11	.719	
Advancement					
1. You have a variety of works.	21-25 years	95	3.92	.679	Yes
	26-30 years	60	4.07	.446	
	31-35 years	62	4.00	.678	
	36-40 years	97	4.33	.746	
	41-45 years	99	3.96	.727	
	46-50 years	10	4.00	0.000	
	51-55 years	5	3.20	.447	



		N	Mean	Std. Deviation	Significantly difference
	Total	428	4.05	.690	
2. You know you will find new things in your work.	21-25 years	95	4.09	.716	Yes
	26-30 years	60	4.17	.557	
	31-35 years	62	4.32	.719	
	36-40 years	97	3.88	.781	
	41-45 years	99	4.48	.676	
	46-50 years	10	3.40	.966	
	51-55 years	5	3.20	.447	
	Total	428	4.15	.751	
3. You are often allowed to do different things every day.	21-25 years	95	3.93	.703	Yes
	26-30 years	60	4.47	.566	
	31-35 years	62	4.11	.749	
	36-40 years	97	4.22	1.129	
	41-45 years	99	3.96	.768	
	46-50 years	10	3.40	.966	
	51-55 years	5	3.40	.548	
	Total	428	4.08	.853	
4. You are satisfied with your work routine.	21-25 years	95	4.01	.610	Yes
	26-30 years	60	4.18	.567	
	31-35 years	62	4.18	.666	
	36-40 years	97	3.89	1.145	
	41-45 years	99	4.20	.756	
	46-50 years	10	3.70	.483	
	51-55 years	5	3.40	.548	
	Total	428	4.06	.805	
5. You are satisfied with the opportunity to do new things in your work.	21-25 years	95	3.93	.703	Yes
	26-30 years	60	4.32	.624	
	31-35 years	62	4.11	.749	
	36-40 years	97	4.35	.778	
	41-45 years	99	4.02	.756	
	46-50 years	10	3.60	.516	
	51-55 years	5	3.40	.548	
	Total	428	4.11	.748	

		N	Mean	Std. Deviation	Significantly difference
Working diversity					
1. You have a variety of works.	21-25 years	95	3.84	.734	Yes
	26-30 years	60	4.30	.561	
	31-35 years	62	4.08	.708	
	36-40 years	97	4.51	.663	
	41-45 years	99	4.02	.756	
	46-50 years	10	3.60	.516	
	51-55 years	5	4.20	1.095	
	Total	428	4.13	.738	
2. You know you will find new things in your work.	21-25 years	95	4.12	.697	Yes
	26-30 years	60	4.30	.497	
	31-35 years	62	4.47	.620	
	36-40 years	97	4.21	.558	
	41-45 years	99	4.53	.644	
	46-50 years	10	3.90	.316	
	51-55 years	5	3.80	.447	
	Total	428	4.30	.630	
3. You are often allowed to do different things every day.	21-25 years	95	3.84	.734	Yes
	26-30 years	60	4.35	.481	
	31-35 years	62	4.08	.708	
	36-40 years	97	4.43	.762	
	41-45 years	99	3.98	.782	
	46-50 years	10	3.30	.483	
	51-55 years	5	3.00	0.000	
	Total	428	4.09	.761	
4. You are satisfied with your work routine.	21-25 years	95	3.83	.724	Yes
	26-30 years	60	4.17	.526	
	31-35 years	62	3.98	.665	
	36-40 years	97	4.48	.663	
	41-45 years	99	3.96	.727	
	46-50 years	10	3.30	.483	
	51-55 years	5	3.20	.447	
	Total	428	4.06	.724	

		N	Mean	Std. Deviation	Significantly difference
5. You are satisfied with the opportunity to do new things in your work.	21-25 years	95	4.13	.703	Yes
	26-30 years	60	4.33	.475	
	31-35 years	62	4.47	.646	
	36-40 years	97	4.31	.584	
	41-45 years	99	4.59	.572	
	46-50 years	10	3.40	.516	
	51-55 years	5	3.80	.447	
	Total	428	4.33	.640	
Achievement of outcome					
1. You can predict the good results of the work you do.	21-25 years	95	3.83	.724	Yes
	26-30 years	60	4.23	.465	
	31-35 years	62	4.11	.704	
	36-40 years	97	4.48	.694	
	41-45 years	99	3.90	.721	
	46-50 years	10	3.40	.516	
	51-55 years	5	3.80	.447	
	Total	428	4.08	.725	
2. You are proud of the success you have made.	21-25 years	95	4.04	.784	Yes
	26-30 years	60	4.48	.567	
	31-35 years	62	4.50	.671	
	36-40 years	97	4.15	.547	
	41-45 years	99	4.62	.584	
	46-50 years	10	3.40	.516	
	51-55 years	5	4.00	0.000	
	Total	428	4.31	.684	
3. You know that the work you do is valuable.	21-25 years	95	4.13	.718	Yes
	26-30 years	60	4.52	.567	
	31-35 years	62	4.48	.671	
	36-40 years	97	4.14	.559	
	41-45 years	99	4.63	.564	
	46-50 years	10	3.40	.516	
	51-55 years	5	4.00	0.000	
	Total	428	4.33	.662	

		N	Mean	Std. Deviation	Significantly difference
4. You have the opportunity to recognize and be a part of the work's success.	21-25 years	95	3.84	.748	Yes
	26-30 years	60	4.47	.566	
	31-35 years	62	4.11	.749	
	36-40 years	97	4.41	.703	
	41-45 years	99	4.07	.786	
	46-50 years	10	3.40	.516	
	51-55 years	5	4.00	0.000	
	Total	428	4.14	.756	
5. You are satisfied with the success you get from your work.	21-25 years	95	3.93	.703	Yes
	26-30 years	60	4.52	.567	
	31-35 years	62	4.13	.757	
	36-40 years	97	4.41	.703	
	41-45 years	99	4.06	.780	
	46-50 years	10	3.30	.483	
	51-55 years	5	4.00	0.000	
	Total	428	4.17	.745	

**Table 10 Perception of the respondents toward extrinsic motivation factors classified by the marital status.**

		N	Mean	Std. Deviation	Significantly difference
Compensation					
1. You receive appropriate compensation from the company.	Single	196	4.06	.875	Yes
	Married	229	3.75	.820	
	Total	425	3.89	.859	
2. You are paid fairly for working compared to your colleagues.	Single	196	4.13	.786	Yes
	Married	229	3.78	.825	
	Total	425	3.94	.825	
3. You are paid well for your work compared to other companies.	Single	196	4.08	.843	Yes
	Married	229	3.84	.696	
	Total	425	3.95	.776	
	Single	196	4.12	.805	Yes

		N	Mean	Std. Deviation	Significantly difference
4. You receive compensation for work worthwhile for the work you do for the company.	Married	229	3.72	.895	
	Total	425	3.90	.877	
5. You are satisfied with the current compensation.	Single	196	3.95	.973	No
	Married	229	3.95	.909	
	Total	425	3.95	.938	
Working environment					
1. You work in a proper heat, light, noise, and ventilation environment.	Single	196	4.16	.747	No
	Married	229	4.03	.731	
	Total	425	4.09	.740	
2. You work in an excellent physical environment.	Single	196	4.07	.832	No
	Married	229	4.18	.634	
	Total	425	4.13	.733	
3. You are comfortable in the conditions of work.	Single	196	4.13	.624	Yes
	Married	229	4.45	.651	
	Total	425	4.30	.658	
4. You can freely modify the more suitable working environment.	Single	196	4.18	.714	Yes
	Married	229	3.94	.676	
	Total	425	4.05	.703	
5. You are satisfied with the opportunity to advance in your work.	Single	196	4.20	.713	Yes
	Married	229	4.04	.718	
	Total	425	4.12	.719	
Advancement					
1. You can see the opportunities for advancement in your work.	Single	196	4.17	.672	Yes
	Married	229	3.93	.688	
	Total	425	4.04	.690	
2. You have the opportunity to be a leader of some work.	Single	196	4.10	.629	No
	Married	229	4.20	.840	
	Total	425	4.15	.751	
3. You can be promoted continuously throughout your career.	Single	196	4.30	.697	Yes
	Married	229	3.90	.936	
	Total	425	4.08	.856	
	Single	196	4.08	.831	No

		N	Mean	Std. Deviation	Significantly difference
4. You are satisfied with how you promote the company's work.	Married	229	4.04	.788	
	Total	425	4.06	.807	
5. You are satisfied with the opportunity to advance in your work.	Single	196	4.26	.706	Yes
	Married	229	3.98	.761	
	Total	425	4.11	.748	
Working diversity					
1. You have a variety of works.	Single	196	4.20	.748	No
	Married	229	4.07	.728	
	Total	425	4.13	.740	
2. You know you will find new things in your work.	Single	196	4.15	.588	Yes
	Married	229	4.43	.635	
	Total	425	4.30	.628	
3. You are often allowed to do different things every day.	Single	196	4.18	.760	Yes
	Married	229	4.01	.758	
	Total	425	4.09	.763	
4. You are satisfied with your work routine.	Single	196	4.14	.755	Yes
	Married	229	3.99	.695	
	Total	425	4.06	.726	
5. You are satisfied with the opportunity to do new things in your work.	Single	196	4.14	.632	Yes
	Married	229	4.49	.604	
	Total	425	4.33	.641	
Achievement of outcome					
1. You can predict the good results of the work you do.	Single	196	4.15	.740	No
	Married	229	4.03	.710	
	Total	425	4.08	.725	
2. You are proud of the success you have made.	Single	196	4.17	.707	Yes
	Married	229	4.44	.637	
	Total	425	4.32	.683	
3. You know that the work you do is valuable.	Single	196	4.22	.672	Yes
	Married	229	4.43	.642	
	Total	425	4.33	.663	
4. You have the opportunity to recognize and be a part of the work's success.	Single	196	4.25	.780	Yes
	Married	229	4.04	.724	

		N	Mean	Std. Deviation	Significantly difference
	Total	425	4.14	.757	
5. You are satisfied with the success you get from your work.	Single	196	4.31	.743	Yes
	Married	229	4.04	.730	
	Total	425	4.16	.747	

**Table 11 Perception of the respondents toward extrinsic motivation factors classified by the number of children.**

		N	Mean	Std. Deviation	Significantly difference
Compensation					
1. You receive appropriate compensation from the company.	None	192	4.09	.863	Yes
	1 Child	149	3.77	.798	
	2 Childs	80	3.69	.851	
	3 Childs	7	3.29	.951	
	Total	428	3.89	.859	
2. You are paid fairly for working compared to your colleagues.	None	192	4.17	.768	Yes
	1 Child	149	3.82	.797	
	2 Childs	80	3.70	.863	
	3 Childs	7	3.29	.951	
	Total	428	3.94	.825	
3. You are paid well for your work compared to other companies.	None	192	4.11	.830	Yes
	1 Child	149	3.87	.723	
	2 Childs	80	3.76	.680	
	3 Childs	7	3.86	.690	
	Total	428	3.96	.776	
4. You receive compensation for work worthwhile for the work you do for the company.	None	192	4.15	.788	Yes
	1 Child	149	3.75	.900	
	2 Childs	80	3.64	.860	
	3 Childs	7	3.43	1.134	
	Total	428	3.90	.875	
5. You are satisfied with the current compensation.	None	192	3.98	.968	No
	1 Child	149	3.87	.925	

		N	Mean	Std. Deviation	Significantly difference
	2 Childs	80	4.08	.868	
	3 Childs	7	3.29	.951	
	Total	428	3.95	.938	
Working environment					
1. You work in a proper heat, light, noise, and ventilation environment.	None	192	4.19	.730	Yes
	1 Child	149	4.02	.721	
	2 Childs	80	3.95	.778	
	3 Childs	7	4.29	.756	
	Total	428	4.09	.741	
2. You work in an excellent physical environment.	None	192	4.10	.818	No
	1 Child	149	4.12	.657	
	2 Childs	80	4.23	.636	
	3 Childs	7	3.86	.690	
	Total	428	4.13	.731	
3. You are comfortable in the conditions of work.	None	192	4.16	.597	Yes
	1 Child	149	4.42	.689	
	2 Childs	80	4.40	.686	
	3 Childs	7	4.29	.756	
	Total	428	4.30	.659	
4. You can freely modify the more suitable working environment.	None	192	4.22	.690	Yes
	1 Child	149	3.98	.683	
	2 Childs	80	3.83	.689	
	3 Childs	7	3.86	.690	
	Total	428	4.06	.702	
5. You are satisfied with the opportunity to advance in your work.	None	192	4.23	.688	Yes
	1 Child	149	4.03	.716	
	2 Childs	80	3.96	.754	
	3 Childs	7	4.29	.756	
	Total	428	4.11	.719	
Working diversity					
1. You have a variety of works.	None	192	4.18	.679	No
	1 Child	149	3.95	.701	
	2 Childs	80	3.93	.652	



		N	Mean	Std. Deviation	Significantly difference
	3 Childs	7	3.86	.690	
	Total	428	4.05	.690	
2. You know you will find new things in your work.	None	192	4.10	.635	Yes
	1 Child	149	4.19	.906	
	2 Childs	80	4.23	.693	
	3 Childs	7	3.86	.690	
	Total	428	4.15	.751	
3. You are often allowed to do different things every day.	None	192	4.30	.703	Yes
	1 Child	149	3.87	1.002	
	2 Childs	80	3.95	.778	
	3 Childs	7	4.14	.690	
	Total	428	4.08	.853	
4. You are satisfied with your work routine.	None	192	4.08	.840	Yes
	1 Child	149	4.01	.822	
	2 Childs	80	4.11	.693	
	3 Childs	7	3.86	.690	
	Total	428	4.06	.805	
5. You are satisfied with the opportunity to do new things in your work.	None	192	4.26	.713	Yes
	1 Child	149	3.99	.767	
	2 Childs	80	3.98	.746	
	3 Childs	7	4.14	.690	
	Total	428	4.11	.748	
Working diversity					
1. You have a variety of works.	None	192	4.21	.758	Yes
	1 Child	149	4.08	.702	
	2 Childs	80	4.03	.746	
	3 Childs	7	4.29	.756	
	Total	428	4.13	.738	
2. You know you will find new things in your work.	None	192	4.16	.597	Yes
	1 Child	149	4.42	.628	
	2 Childs	80	4.40	.648	
	3 Childs	7	4.29	.756	
	Total	428	4.30	.630	

		N	Mean	Std. Deviation	Significantly difference
3. You are often allowed to do different things every day.	None	192	4.22	.741	Yes
	1 Child	149	3.98	.758	
	2 Childs	80	3.98	.779	
	3 Childs	7	4.29	.756	
	Total	428	4.09	.761	
4. You are satisfied with your work routine.	None	192	4.18	.738	Yes
	1 Child	149	3.99	.721	
	2 Childs	80	3.91	.660	
	3 Childs	7	3.86	.690	
	Total	428	4.06	.724	
5. You are satisfied with the opportunity to do new things in your work.	None	192	4.18	.608	Yes
	1 Child	149	4.44	.671	
	2 Childs	80	4.50	.574	
	3 Childs	7	4.29	.756	
	Total	428	4.33	.640	
Achievement of outcome					
1. You can predict the good results of the work you do.	None	192	4.19	.721	Yes
	1 Child	149	3.99	.693	
	2 Childs	80	3.98	.763	
	3 Childs	7	4.29	.756	
	Total	428	4.08	.725	
2. You are proud of the success you have made.	None	192	4.21	.685	Yes
	1 Child	149	4.38	.703	
	2 Childs	80	4.45	.614	
	3 Childs	7	4.14	.690	
	Total	428	4.31	.684	
3. You know that the work you do is valuable.	None	192	4.27	.645	No
	1 Child	149	4.38	.694	
	2 Childs	80	4.43	.632	
	3 Childs	7	4.14	.690	
	Total	428	4.33	.662	
	None	192	4.29	.758	Yes
	1 Child	149	4.04	.734	

		N	Mean	Std. Deviation	Significantly difference
4. You have the opportunity to recognize and be a part of the work's success.	2 Childs	80	3.98	.746	
	3 Childs	7	4.14	.690	
	Total	428	4.14	.756	
5. You are satisfied with the success you get from your work.	None	192	4.35	.715	Yes
	1 Child	149	4.03	.730	
	2 Childs	80	3.98	.763	
	3 Childs	7	4.14	.690	
	Total	428	4.17	.745	

**Table 12 Perception of the respondents toward extrinsic motivation factors classified by the education level.**

		N	Mean	Std. Deviation	Significantly difference
Compensation					
1. You receive appropriate compensation from the company.	High School	6	4.00	.632	No
	College / University	338	3.93	.872	
	Graduate School	84	3.74	.808	
	Total	428	3.89	.859	
2. You are paid fairly for working compared to your colleagues.	High School	6	4.00	.632	Yes
	College / University	338	4.00	.833	
	Graduate School	84	3.71	.769	
	Total	428	3.94	.825	
3. You are paid well for your work compared to other companies.	High School	6	4.00	.632	No
	College / University	338	3.99	.793	
	Graduate School	84	3.81	.702	
	Total	428	3.96	.776	
4. You receive compensation for work worthwhile for the work you do for the company.	High School	6	4.00	.632	No
	College / University	338	3.94	.849	
	Graduate School	84	3.75	.980	
	Total	428	3.90	.875	
5. You are satisfied with the current compensation.	High School	6	4.00	.632	No
	College / University	338	3.92	.945	

		N	Mean	Std. Deviation	Significantly difference
	Graduate School	84	4.07	.929	
	Total	428	3.95	.938	
Working environment					
1. You work in a proper heat, light, noise, and ventilation environment.	High School	6	4.17	.753	No
	College / University	338	4.12	.724	
	Graduate School	84	3.94	.797	
	Total	428	4.09	.741	
2. You work in an excellent physical environment.	High School	6	3.83	.753	Yes
	College / University	338	4.09	.743	
	Graduate School	84	4.30	.655	
	Total	428	4.13	.731	
3. You are comfortable in the conditions of work.	High School	6	4.17	.753	No
	College / University	338	4.28	.645	
	Graduate School	84	4.37	.708	
	Total	428	4.30	.659	
4. You can freely modify the more suitable working environment.	High School	6	3.83	.753	No
	College / University	338	4.09	.678	
	Graduate School	84	3.92	.779	
	Total	428	4.06	.702	
5. You are satisfied with the opportunity to advance in your work.	High School	6	4.17	.753	Yes
	College / University	338	4.15	.702	
	Graduate School	84	3.94	.766	
	Total	428	4.11	.719	
Advancement					
1. You have a variety of works.	High School	6	3.83	.753	No
	College / University	338	4.08	.673	
	Graduate School	84	3.93	.741	
	Total	428	4.05	.690	
2. You know you will find new things in your work.	High School	6	4.00	.632	No
	College / University	338	4.13	.727	
	Graduate School	84	4.25	.848	
	Total	428	4.15	.751	
	High School	6	4.17	.753	No

		N	Mean	Std. Deviation	Significantly difference
3. You are often allowed to do different things every day.	College / University	338	4.13	.849	
	Graduate School	84	3.88	.856	
	Total	428	4.08	.853	
4. You are satisfied with your work routine.	High School	6	4.00	.632	No
	College / University	338	4.03	.816	
	Graduate School	84	4.18	.763	
	Total	428	4.06	.805	
5. You are satisfied with the opportunity to do new things in your work.	High School	6	4.17	.753	Yes
	College / University	338	4.16	.731	
	Graduate School	84	3.90	.786	
	Total	428	4.11	.748	
Working diversity					
1. You have a variety of works.	High School	6	4.33	.816	No
	College / University	338	4.16	.715	
	Graduate School	84	3.99	.814	
	Total	428	4.13	.738	
2. You know you will find new things in your work.	High School	6	4.33	.816	No
	College / University	338	4.28	.616	
	Graduate School	84	4.38	.675	
	Total	428	4.30	.630	
3. You are often allowed to do different things every day.	High School	6	4.33	.816	No
	College / University	338	4.12	.748	
	Graduate School	84	3.94	.797	
	Total	428	4.09	.761	
4. You are satisfied with your work routine.	High School	6	4.00	.894	No
	College / University	338	4.09	.711	
	Graduate School	84	3.93	.757	
	Total	428	4.06	.724	
5. You are satisfied with the opportunity to do new things in your work.	High School	6	4.33	.816	No
	College / University	338	4.30	.650	
	Graduate School	84	4.48	.570	
	Total	428	4.33	.640	
Achievement of outcome					

		N	Mean	Std. Deviation	Significantly difference
1. You can predict the good results of the work you do.	High School	6	4.33	.816	Yes
	College / University	338	4.12	.720	
	Graduate School	84	3.89	.712	
	Total	428	4.08	.725	
2. You are proud of the success you have made.	High School	6	4.33	.816	No
	College / University	338	4.28	.705	
	Graduate School	84	4.46	.569	
	Total	428	4.31	.684	
3. You know that the work you do is valuable.	High School	6	4.33	.816	No
	College / University	338	4.30	.673	
	Graduate School	84	4.49	.591	
	Total	428	4.33	.662	
4. You have the opportunity to recognize and be a part of the work's success.	High School	6	4.33	.816	No
	College / University	338	4.17	.761	
	Graduate School	84	4.02	.728	
	Total	428	4.14	.756	
5. You are satisfied with the success you get from your work.	High School	6	4.33	.816	No
	College / University	338	4.19	.740	
	Graduate School	84	4.05	.759	
	Total	428	4.17	.745	

**Table 13 Perception of the respondents toward extrinsic motivation factors classified by the income per month.**

		N	Mean	Std. Deviation	Significantly difference
Compensation					
1. You receive appropriate compensation from the company.	10,001 – 20,000 Baht	159	3.81	.807	Yes
	20,001 – 30,000 Baht	59	3.80	.846	
	30,001 – 40,000 Baht	120	3.80	.784	
	40,001 – 50,000 Baht	25	3.52	1.046	
	More than 50,000 Baht	65	4.51	.793	

		N	Mean	Std. Deviation	Significantly difference
	Total	428	3.89	.859	
2. You are paid fairly for working compared to your colleagues.	10,001 – 20,000 Baht	159	3.89	.699	Yes
	20,001 – 30,000 Baht	59	3.90	.941	
	30,001 – 40,000 Baht	120	3.82	.788	
	40,001 – 50,000 Baht	25	3.60	.913	
	More than 50,000 Baht	65	4.48	.831	
	Total	428	3.94	.825	
3. You are paid well for your work compared to other companies.	10,001 – 20,000 Baht	159	3.74	.836	Yes
	20,001 – 30,000 Baht	59	4.07	.553	
	30,001 – 40,000 Baht	120	3.88	.693	
	40,001 – 50,000 Baht	25	3.80	.707	
	More than 50,000 Baht	65	4.60	.607	
	Total	428	3.96	.776	
4. You receive compensation for work worthwhile for the work you do for the company.	10,001 – 20,000 Baht	159	3.82	.737	Yes
	20,001 – 30,000 Baht	59	3.81	.880	
	30,001 – 40,000 Baht	120	3.82	.830	
	40,001 – 50,000 Baht	25	3.48	1.327	
	More than 50,000 Baht	65	4.52	.793	
	Total	428	3.90	.875	
5. You are satisfied with the current compensation.	10,001 – 20,000 Baht	159	3.97	.783	Yes
	20,001 – 30,000 Baht	59	3.86	.918	
	30,001 – 40,000 Baht	120	4.08	.811	
	40,001 – 50,000 Baht	25	3.36	1.254	
	More than 50,000 Baht	65	3.98	1.269	
	Total	428	3.95	.938	
Working environment					
1. You work in a proper heat, light, noise, and ventilation environment.	10,001 – 20,000 Baht	159	3.91	.710	Yes
	20,001 – 30,000 Baht	59	4.24	.503	
	30,001 – 40,000 Baht	120	3.92	.762	
	40,001 – 50,000 Baht	25	4.48	.586	
	More than 50,000 Baht	65	4.57	.728	
	Total	428	4.09	.741	
	10,001 – 20,000 Baht	159	4.11	.616	No

		N	Mean	Std. Deviation	Significantly difference
2. You work in an excellent physical environment.	20,001 – 30,000 Baht	59	4.14	.434	
	30,001 – 40,000 Baht	120	4.14	.737	
	40,001 – 50,000 Baht	25	4.12	.526	
	More than 50,000 Baht	65	4.14	1.158	
	Total	428	4.13	.731	
3. You are comfortable in the conditions of work.	10,001 – 20,000 Baht	159	4.27	.735	No
	20,001 – 30,000 Baht	59	4.25	.512	
	30,001 – 40,000 Baht	120	4.40	.703	
	40,001 – 50,000 Baht	25	4.48	.586	
	More than 50,000 Baht	65	4.14	.464	
	Total	428	4.30	.659	
4. You can freely modify the more suitable working environment.	10,001 – 20,000 Baht	159	3.91	.710	Yes
	20,001 – 30,000 Baht	59	4.12	.419	
	30,001 – 40,000 Baht	120	3.88	.758	
	40,001 – 50,000 Baht	25	4.12	.526	
	More than 50,000 Baht	65	4.66	.477	
	Total	428	4.06	.702	
5. You are satisfied with the opportunity to advance in your work.	10,001 – 20,000 Baht	159	3.91	.697	Yes
	20,001 – 30,000 Baht	59	4.25	.512	
	30,001 – 40,000 Baht	120	3.93	.758	
	40,001 – 50,000 Baht	25	4.48	.586	
	More than 50,000 Baht	65	4.68	.503	
	Total	428	4.11	.719	
Advancement					
1. You have a variety of works.	10,001 – 20,000 Baht	159	3.86	.728	Yes
	20,001 – 30,000 Baht	59	4.15	.448	
	30,001 – 40,000 Baht	120	3.97	.697	
	40,001 – 50,000 Baht	25	4.04	.611	
	More than 50,000 Baht	65	4.57	.499	
	Total	428	4.05	.690	
2. You know you will find new things in your work.	10,001 – 20,000 Baht	159	4.11	.869	Yes
	20,001 – 30,000 Baht	59	4.07	.553	
	30,001 – 40,000 Baht	120	4.36	.754	



		N	Mean	Std. Deviation	Significantly difference
	40,001 – 50,000 Baht	25	3.88	.726	
	More than 50,000 Baht	65	4.06	.496	
	Total	428	4.15	.751	
3. You are often allowed to do different things every day.	10,001 – 20,000 Baht	159	3.79	.921	Yes
	20,001 – 30,000 Baht	59	4.37	.641	
	30,001 – 40,000 Baht	120	3.95	.818	
	40,001 – 50,000 Baht	25	4.32	.690	
	More than 50,000 Baht	65	4.69	.498	
	Total	428	4.08	.853	
4. You are satisfied with your work routine.	10,001 – 20,000 Baht	159	4.01	.755	No
	20,001 – 30,000 Baht	59	4.08	.566	
	30,001 – 40,000 Baht	120	4.14	.725	
	40,001 – 50,000 Baht	25	3.88	.726	
	More than 50,000 Baht	65	4.08	1.190	
	Total	428	4.06	.805	
5. You are satisfied with the opportunity to do new things in your work.	10,001 – 20,000 Baht	159	3.86	.736	Yes
	20,001 – 30,000 Baht	59	4.37	.641	
	30,001 – 40,000 Baht	120	4.03	.761	
	40,001 – 50,000 Baht	25	4.32	.690	
	More than 50,000 Baht	65	4.58	.527	
	Total	428	4.11	.748	
Working diversity					
1. You can predict the good results of the work you do.	10,001 – 20,000 Baht	159	3.91	.719	Yes
	20,001 – 30,000 Baht	59	4.34	.477	
	30,001 – 40,000 Baht	120	3.99	.750	
	40,001 – 50,000 Baht	25	4.52	.586	
	More than 50,000 Baht	65	4.60	.703	
	Total	428	4.13	.738	
2. You know you will find new things in your work.	10,001 – 20,000 Baht	159	4.24	.707	Yes
	20,001 – 30,000 Baht	59	4.24	.503	
	30,001 – 40,000 Baht	120	4.45	.646	
	40,001 – 50,000 Baht	25	4.52	.510	
	More than 50,000 Baht	65	4.14	.464	

		N	Mean	Std. Deviation	Significantly difference
	Total	428	4.30	.630	
3. You are often allowed to do different things every day.	10,001 – 20,000 Baht	159	3.88	.732	Yes
	20,001 – 30,000 Baht	59	4.34	.477	
	30,001 – 40,000 Baht	120	3.94	.781	
	40,001 – 50,000 Baht	25	4.24	.779	
	More than 50,000 Baht	65	4.60	.703	
	Total	428	4.09	.761	
4. You are satisfied with your work routine.	10,001 – 20,000 Baht	159	3.94	.748	Yes
	20,001 – 30,000 Baht	59	4.14	.434	
	30,001 – 40,000 Baht	120	3.92	.717	
	40,001 – 50,000 Baht	25	4.00	.645	
	More than 50,000 Baht	65	4.55	.708	
	Total	428	4.06	.724	
5. You are satisfied with the opportunity to do new things in your work.	10,001 – 20,000 Baht	159	4.30	.716	No
	20,001 – 30,000 Baht	59	4.34	.477	
	30,001 – 40,000 Baht	120	4.45	.672	
	40,001 – 50,000 Baht	25	4.36	.638	
	More than 50,000 Baht	65	4.18	.464	
	Total	428	4.33	.640	
Achievement of outcome					
1. You can predict the good results of the work you do.	10,001 – 20,000 Baht	159	3.87	.727	Yes
	20,001 – 30,000 Baht	59	4.29	.527	
	30,001 – 40,000 Baht	120	3.91	.733	
	40,001 – 50,000 Baht	25	4.44	.583	
	More than 50,000 Baht	65	4.58	.556	
	Total	428	4.08	.725	
2. You are proud of the success you have made.	10,001 – 20,000 Baht	159	4.27	.709	Yes
	20,001 – 30,000 Baht	59	4.41	.646	
	30,001 – 40,000 Baht	120	4.47	.685	
	40,001 – 50,000 Baht	25	4.40	.577	
	More than 50,000 Baht	65	4.02	.599	
	Total	428	4.31	.684	
	10,001 – 20,000 Baht	159	4.29	.715	Yes

		N	Mean	Std. Deviation	Significantly difference
3. You know that the work you do is valuable.	20,001 – 30,000 Baht	59	4.37	.641	
	30,001 – 40,000 Baht	120	4.48	.673	
	40,001 – 50,000 Baht	25	4.40	.577	
	More than 50,000 Baht	65	4.12	.484	
	Total	428	4.33	.662	
4. You have the opportunity to recognize and be a part of the work's success.	10,001 – 20,000 Baht	159	3.95	.719	Yes
	20,001 – 30,000 Baht	59	4.37	.641	
	30,001 – 40,000 Baht	120	4.02	.778	
	40,001 – 50,000 Baht	25	4.40	.577	
	More than 50,000 Baht	65	4.54	.752	
	Total	428	4.14	.756	
5. You are satisfied with the success you get from your work.	10,001 – 20,000 Baht	159	3.96	.737	Yes
	20,001 – 30,000 Baht	59	4.39	.644	
	30,001 – 40,000 Baht	120	4.01	.772	
	40,001 – 50,000 Baht	25	4.40	.577	
	More than 50,000 Baht	65	4.66	.538	
	Total	428	4.17	.745	

**Table 14 Perception of the respondents toward extrinsic motivation factors classified by the job changed.**

		N	Mean	Std. Deviation	Significantly difference
Compensation					
1. You receive appropriate compensation from the company.	Never	23	4.00	1.044	Yes
	1-2 times	336	3.76	.844	
	3-4 times	27	3.96	.338	
	5-6 times	4	3.75	.500	
	More than 6 times	38	4.92	.273	
	Total	428	3.89	.859	
	Never	23	3.87	1.100	Yes
	1-2 times	336	3.84	.804	

		N	Mean	Std. Deviation	Significantly difference
2. You are paid fairly for working compared to your colleagues.	3-4 times	27	3.96	.338	
	5-6 times	4	3.50	.577	
	More than 6 times	38	4.92	.273	
	Total	428	3.94	.825	
3. You are paid well for your work compared to other companies.	Never	23	3.96	.976	Yes
	1-2 times	336	3.85	.750	
	3-4 times	27	3.96	.437	
	5-6 times	4	3.75	.500	
	More than 6 times	38	4.92	.273	
	Total	428	3.96	.776	
4. You receive compensation for work worthwhile for the work you do for the company.	Never	23	4.00	1.044	Yes
	1-2 times	336	3.76	.853	
	3-4 times	27	4.22	.506	
	5-6 times	4	3.75	.500	
	More than 6 times	38	4.92	.273	
	Total	428	3.90	.875	
5. You are satisfied with the current compensation.	Never	23	4.00	1.044	No
	1-2 times	336	3.94	.894	
	3-4 times	27	3.96	.338	
	5-6 times	4	4.00	.816	
	More than 6 times	38	4.03	1.461	
	Total	428	3.95	.938	
Working environment					
1. You work in a proper heat, light, noise, and ventilation environment.	Never	23	4.17	.834	Yes
	1-2 times	336	4.00	.702	
	3-4 times	27	4.00	.877	
	5-6 times	4	4.00	.816	
	More than 6 times	38	4.92	.273	
	Total	428	4.09	.741	
2. You work in an excellent physical environment.	Never	23	4.13	.815	No
	1-2 times	336	4.14	.609	
	3-4 times	27	4.19	.557	
	5-6 times	4	3.75	.500	

		N	Mean	Std. Deviation	Significantly difference
	More than 6 times	38	4.03	1.461	
	Total	428	4.13	.731	
3. You are comfortable in the conditions of work.	Never	23	4.17	.834	Yes
	1-2 times	336	4.34	.673	
	3-4 times	27	4.33	.555	
	5-6 times	4	3.75	.500	
	More than 6 times	38	4.00	.329	
	Total	428	4.30	.659	
4. You can freely modify the more suitable working environment.	Never	23	4.13	.815	No
	1-2 times	336	3.95	.663	
	3-4 times	27	4.19	.681	
	5-6 times	4	3.75	.500	
	More than 6 times	38	4.92	.273	
	Total	428	4.06	.702	
5. You are satisfied with the opportunity to advance in your work.	Never	23	4.17	.834	Yes
	1-2 times	336	4.01	.695	
	3-4 times	27	4.33	.555	
	5-6 times	4	3.50	.577	
	More than 6 times	38	4.92	.273	
	Total	428	4.11	.719	
Advancement					
1. You have a variety of works.	Never	23	4.04	.562	Yes
	1-2 times	336	3.94	.671	
	3-4 times	27	4.19	.557	
	5-6 times	4	3.75	.500	
	More than 6 times	38	4.92	.273	
	Total	428	4.05	.690	
2. You know you will find new things in your work.	Never	23	4.22	.795	No
	1-2 times	336	4.18	.781	
	3-4 times	27	4.00	.734	
	5-6 times	4	3.50	.577	
	More than 6 times	38	4.00	.329	
	Total	428	4.15	.751	

		N	Mean	Std. Deviation	Significantly difference
3. You are often allowed to do different things every day.	Never	23	4.43	.590	Yes
	1-2 times	336	3.95	.871	
	3-4 times	27	4.30	.542	
	5-6 times	4	4.00	.816	
	More than 6 times	38	4.92	.273	
	Total	428	4.08	.853	
4. You are satisfied with your work routine.	Never	23	4.17	.778	Yes
	1-2 times	336	4.05	.719	
	3-4 times	27	4.15	.602	
	5-6 times	4	3.75	.500	
	More than 6 times	38	4.03	1.461	
	Total	428	4.06	.805	
5. You are satisfied with the opportunity to do new things in your work.	Never	23	4.09	.668	Yes
	1-2 times	336	4.01	.747	
	3-4 times	27	4.33	.555	
	5-6 times	4	3.75	.500	
	More than 6 times	38	4.92	.273	
	Total	428	4.11	.748	
Working diversity					
1. You can predict the good results of the work you do.	Never	23	4.30	.703	Yes
	1-2 times	336	4.03	.705	
	3-4 times	27	4.11	.934	
	5-6 times	4	4.00	.816	
	More than 6 times	38	4.92	.273	
	Total	428	4.13	.738	
2. You know you will find new things in your work.	Never	23	4.43	.507	Yes
	1-2 times	336	4.32	.659	
	3-4 times	27	4.44	.506	
	5-6 times	4	3.50	.577	
	More than 6 times	38	4.00	.329	
	Total	428	4.30	.630	
3. You are often allowed to do different things every day.	Never	23	4.17	.834	Yes
	1-2 times	336	3.99	.723	

		N	Mean	Std. Deviation	Significantly difference
	3-4 times	27	4.11	.934	
	5-6 times	4	4.00	.816	
	More than 6 times	38	4.92	.273	
	Total	428	4.09	.761	
4. You are satisfied with your work routine.	Never	23	4.00	.905	Yes
	1-2 times	336	3.98	.675	
	3-4 times	27	3.96	.808	
	5-6 times	4	3.50	.577	
	More than 6 times	38	4.92	.273	
	Total	428	4.06	.724	
5. You are satisfied with the opportunity to do new things in your work.	Never	23	4.17	.834	Yes
	1-2 times	336	4.38	.644	
	3-4 times	27	4.44	.577	
	5-6 times	4	4.00	.816	
	More than 6 times	38	4.00	.329	
	Total	428	4.33	.640	
Achievement of outcome					
1. You can predict the good results of the work you do.	Never	23	3.91	.668	Yes
	1-2 times	336	4.00	.719	
	3-4 times	27	4.19	.483	
	5-6 times	4	3.50	.577	
	More than 6 times	38	4.92	.273	
	Total	428	4.08	.725	
2. You are proud of the success you have made.	Never	23	4.22	.902	Yes
	1-2 times	336	4.38	.662	
	3-4 times	27	4.11	.934	
	5-6 times	4	3.75	.500	
	More than 6 times	38	4.00	.329	
	Total	428	4.31	.684	
3. You know that the work you do is valuable.	Never	23	4.30	.926	Yes
	1-2 times	336	4.37	.661	
	3-4 times	27	4.48	.580	
	5-6 times	4	3.50	.577	

		N	Mean	Std. Deviation	Significantly difference	
		More than 6 times	38	4.00	.329	
		Total	428	4.33	.662	
4. You have the opportunity to recognize and be a part of the work's success.	Never	23	4.22	.902	Yes	
	1-2 times	336	4.05	.719		
	3-4 times	27	4.19	.921		
	5-6 times	4	3.50	.577		
	More than 6 times	38	4.92	.273		
	Total	428	4.14	.756		
5. You are satisfied with the success you get from your work.	Never	23	4.35	.935	Yes	
	1-2 times	336	4.05	.723		
	3-4 times	27	4.44	.577		
	5-6 times	4	3.50	.577		
	More than 6 times	38	4.92	.273		
	Total	428	4.17	.745		

**Table 15 Perception of the respondents toward extrinsic motivation factors classified by the current job experience.**

		N	Mean	Std. Deviation	Significantly difference
Compensation					
1. You receive appropriate compensation from the company.	Less than 1 year	60	3.65	1.039	Yes
	1 - 3 years	139	3.83	.636	
	4 - 6 years	129	4.17	.885	
	7 - 9 years	58	3.76	.865	
	10 - 12 years	16	4.25	1.000	
	More than 12 years	26	3.50	.812	
	Total	428	3.89	.859	
2. You are paid fairly for working compared to your colleagues.	Less than 1 year	60	3.75	.876	Yes
	1 - 3 years	139	3.89	.610	
	4 - 6 years	129	4.20	.896	
	7 - 9 years	58	3.79	.913	
	10 - 12 years	16	4.19	1.047	



		N	Mean	Std. Deviation	Significantly difference
	More than 12 years	26	3.58	.643	
	Total	428	3.94	.825	
3. You are paid well for your work compared to other companies.	Less than 1 year	60	3.67	1.020	Yes
	1 - 3 years	139	3.86	.620	
	4 - 6 years	129	4.29	.720	
	7 - 9 years	58	3.79	.767	
	10 - 12 years	16	4.31	.793	
	More than 12 years	26	3.69	.549	
	Total	428	3.96	.776	
4. You receive compensation for work worthwhile for the work you do for the company.	Less than 1 year	60	3.80	.860	Yes
	1 - 3 years	139	3.81	.655	
	4 - 6 years	129	4.18	.888	
	7 - 9 years	58	3.66	.928	
	10 - 12 years	16	4.25	1.000	
	More than 12 years	26	3.62	1.267	
	Total	428	3.90	.875	
5. You are satisfied with the current compensation.	Less than 1 year	60	3.83	.994	Yes
	1 - 3 years	139	4.06	.689	
	4 - 6 years	129	4.04	1.078	
	7 - 9 years	58	3.81	.888	
	10 - 12 years	16	4.19	1.047	
	More than 12 years	26	3.38	1.061	
	Total	428	3.95	.938	
Working environment					
1. You work in a proper heat, light, noise, and ventilation environment.	Less than 1 year	60	3.87	.812	Yes
	1 - 3 years	139	3.81	.655	
	4 - 6 years	129	4.42	.670	
	7 - 9 years	58	4.17	.679	
	10 - 12 years	16	4.56	.727	
	More than 12 years	26	3.96	.720	
	Total	428	4.09	.741	
	Less than 1 year	60	4.05	.675	No
	1 - 3 years	139	4.08	.649	

		N	Mean	Std. Deviation	Significantly difference
2. You work in an excellent physical environment.	4 - 6 years	129	4.18	.922	
	7 - 9 years	58	4.21	.450	
	10 - 12 years	16	4.50	.516	
	More than 12 years	26	3.92	.744	
	Total	428	4.13	.731	
3. You are comfortable in the conditions of work.	Less than 1 year	60	4.12	.825	Yes
	1 - 3 years	139	4.30	.622	
	4 - 6 years	129	4.33	.575	
	7 - 9 years	58	4.47	.627	
	10 - 12 years	16	4.63	.619	
	More than 12 years	26	3.96	.720	
	Total	428	4.30	.659	
4. You can freely modify the more suitable working environment.	Less than 1 year	60	3.88	.804	Yes
	1 - 3 years	139	3.86	.616	
	4 - 6 years	129	4.33	.665	
	7 - 9 years	58	4.03	.620	
	10 - 12 years	16	4.50	.516	
	More than 12 years	26	3.88	.816	
	Total	428	4.06	.702	
5. You are satisfied with the opportunity to advance in your work.	Less than 1 year	60	3.88	.804	Yes
	1 - 3 years	139	3.87	.600	
	4 - 6 years	129	4.42	.670	
	7 - 9 years	58	4.19	.687	
	10 - 12 years	16	4.63	.619	
	More than 12 years	26	3.92	.744	
	Total	428	4.11	.719	
Advancement					
1. You have a variety of works.	Less than 1 year	60	3.82	.813	Yes
	1 - 3 years	139	3.91	.576	
	4 - 6 years	129	4.29	.652	
	7 - 9 years	58	3.95	.736	
	10 - 12 years	16	4.50	.516	
	More than 12 years	26	4.08	.688	

		N	Mean	Std. Deviation	Significantly difference
	Total	428	4.05	.690	
2. You know you will find new things in your work.	Less than 1 year	60	4.00	.883	Yes
	1 - 3 years	139	4.34	.572	
	4 - 6 years	129	4.19	.609	
	7 - 9 years	58	3.84	.988	
	10 - 12 years	16	4.31	.793	
	More than 12 years	26	3.92	.977	
	Total	428	4.15	.751	
3. You are often allowed to do different things every day.	Less than 1 year	60	3.88	.825	Yes
	1 - 3 years	139	3.92	.638	
	4 - 6 years	129	4.45	.696	
	7 - 9 years	58	3.83	1.286	
	10 - 12 years	16	4.44	.629	
	More than 12 years	26	3.96	.958	
	Total	428	4.08	.853	
4. You are satisfied with your work routine.	Less than 1 year	60	3.97	.736	No
	1 - 3 years	139	4.11	.622	
	4 - 6 years	129	4.14	.958	
	7 - 9 years	58	3.83	.901	
	10 - 12 years	16	4.31	.793	
	More than 12 years	26	4.00	.693	
	Total	428	4.06	.805	
5. You are satisfied with the opportunity to do new things in your work.	Less than 1 year	60	3.85	.860	Yes
	1 - 3 years	139	3.94	.616	
	4 - 6 years	129	4.40	.691	
	7 - 9 years	58	4.07	.835	
	10 - 12 years	16	4.44	.629	
	More than 12 years	26	4.12	.766	
	Total	428	4.11	.748	
Working diversity					
1. You can predict the good results of the work you do.	Less than 1 year	60	4.00	.781	Yes
	1 - 3 years	139	3.80	.650	
	4 - 6 years	129	4.44	.672	

		N	Mean	Std. Deviation	Significantly difference
	7 - 9 years	58	4.17	.679	
	10 - 12 years	16	4.75	.447	
	More than 12 years	26	4.19	.801	
	Total	428	4.13	.738	
2. You know you will find new things in your work.	Less than 1 year	60	4.13	.833	No
	1 - 3 years	139	4.31	.600	
	4 - 6 years	129	4.32	.573	
	7 - 9 years	58	4.34	.608	
	10 - 12 years	16	4.63	.619	
	More than 12 years	26	4.23	.514	
	Total	428	4.30	.630	
3. You are often allowed to do different things every day.	Less than 1 year	60	3.92	.829	Yes
	1 - 3 years	139	3.83	.636	
	4 - 6 years	129	4.44	.672	
	7 - 9 years	58	4.05	.782	
	10 - 12 years	16	4.75	.447	
	More than 12 years	26	3.85	.881	
	Total	428	4.09	.761	
4. You are satisfied with your work routine.	Less than 1 year	60	3.82	.813	Yes
	1 - 3 years	139	3.84	.617	
	4 - 6 years	129	4.33	.665	
	7 - 9 years	58	4.19	.712	
	10 - 12 years	16	4.50	.516	
	More than 12 years	26	3.85	.834	
	Total	428	4.06	.724	
5. You are satisfied with the opportunity to do new things in your work.	Less than 1 year	60	4.15	.840	Yes
	1 - 3 years	139	4.36	.538	
	4 - 6 years	129	4.34	.580	
	7 - 9 years	58	4.47	.627	
	10 - 12 years	16	4.75	.447	
	More than 12 years	26	4.00	.800	
	Total	428	4.33	.640	
Achievement of outcome					

		N	Mean	Std. Deviation	Significantly difference
1. You can predict the good results of the work you do.	Less than 1 year	60	3.88	.804	Yes
	1 - 3 years	139	3.81	.632	
	4 - 6 years	129	4.38	.664	
	7 - 9 years	58	4.22	.702	
	10 - 12 years	16	4.69	.602	
	More than 12 years	26	3.81	.567	
	Total	428	4.08	.725	
2. You are proud of the success you have made.	Less than 1 year	60	4.10	.858	No
	1 - 3 years	139	4.35	.645	
	4 - 6 years	129	4.36	.612	
	7 - 9 years	58	4.36	.667	
	10 - 12 years	16	4.44	.629	
	More than 12 years	26	4.19	.801	
	Total	428	4.31	.684	
3. You know that the work you do is valuable.	Less than 1 year	60	4.18	.873	No
	1 - 3 years	139	4.40	.573	
	4 - 6 years	129	4.36	.612	
	7 - 9 years	58	4.33	.659	
	10 - 12 years	16	4.44	.629	
	More than 12 years	26	4.15	.784	
	Total	428	4.33	.662	
4. You have the opportunity to recognize and be a part of the work's success.	Less than 1 year	60	3.90	.838	Yes
	1 - 3 years	139	3.90	.673	
	4 - 6 years	129	4.45	.696	
	7 - 9 years	58	4.19	.736	
	10 - 12 years	16	4.44	.629	
	More than 12 years	26	4.19	.801	
	Total	428	4.14	.756	
5. You are satisfied with the success you get from your work.	Less than 1 year	60	3.93	.861	Yes
	1 - 3 years	139	3.95	.641	
	4 - 6 years	129	4.45	.696	
	7 - 9 years	58	4.21	.744	
	10 - 12 years	16	4.44	.629	

	N	Mean	Std. Deviation	Significantly difference
More than 12 years	26	4.19	.801	
Total	428	4.17	.745	

**Table 16 Perception of the respondents toward organizational context factors classified by gender**

		N	Mean	Std. Deviation	Significantly difference
Strategic Objective					
1. Your company has set goals that are relevant to the needs of society.	Male	212	3.97	.738	Yes
	Female	216	4.19	.734	
	Total	428	4.08	.744	
2. Your company values setting goals for the company that benefits the society	Male	212	4.24	.696	No
	Female	216	4.21	.585	
	Total	428	4.22	.642	
3. Your company has a company mission that reflects the social operation.	Male	212	4.25	.752	No
	Female	216	4.29	.620	
	Total	428	4.27	.688	
4. Your company's mission is primarily committed to the development of society.	Male	212	3.95	.730	Yes
	Female	216	4.13	.688	
	Total	428	4.04	.714	
5. Your company has proper service planning.	Male	212	4.00	.763	Yes
	Female	216	4.20	.725	
	Total	428	4.10	.751	
Working Procedure					
1. Your company has established adequate and appropriate procedures.	Male	212	4.00	.712	Yes
	Female	216	4.14	.677	
	Total	428	4.07	.698	
2. Your company has sufficient workers for all processes and procedures.	Male	212	3.95	.847	Yes
	Female	216	4.19	.761	
	Total	428	4.07	.813	
3. Your company has a clear and straightforward service procedure.	Male	212	4.02	.785	No
	Female	216	4.15	.666	
	Total	428	4.08	.729	

4. Your company has enough skilled workers who work in all processes and procedures.	Male	212	4.00	.812	Yes
	Female	216	4.25	.723	
	Total	428	4.13	.777	
5. Your company changes working procedures according to society's change.	Male	212	4.23	.796	No
	Female	216	4.20	.596	
	Total	428	4.21	.702	
Culture					
1. Your company has established an organizational culture for a social enterprise.	Male	212	3.96	.796	Yes
	Female	216	4.19	.728	
	Total	428	4.08	.770	
2. Your company focuses on the vision of conducting business following society.	Male	212	4.13	.861	No
	Female	216	4.24	.600	
	Total	428	4.19	.742	
3. Your company has set standards and principles of social work for the company's workers.	Male	212	3.99	.767	Yes
	Female	216	4.21	.752	
	Total	428	4.10	.766	
4. Your company adapts to new cultures in line with social change.	Male	212	4.16	.797	No
	Female	216	4.21	.595	
	Total	428	4.18	.702	
5. Your company must transfer social culture to other relevant units outside the company.	Male	212	3.94	.841	Yes
	Female	216	4.23	.736	
	Total	428	4.09	.802	

**Table 17 Perception of the respondents toward organizational context factors classified by age**

		N	Mean	Std. Deviation	Significantly difference
Strategic Objective					
1. Your company has set goals that are relevant to the needs of society.	21-25 years	95	3.83	.724	Yes
	26-30 years	60	4.20	.443	
	31-35 years	62	4.10	.694	
	36-40 years	97	4.47	.678	
	41-45 years	99	4.02	.756	
	46-50 years	10	3.10	.316	
	51-55 years	5	2.80	1.095	

		N	Mean	Std. Deviation	Significantly difference
	Total	428	4.08	.744	
2. Your company values setting goals for the company that benefits the society	21-25 years	95	4.12	.697	Yes
	26-30 years	60	4.12	.372	
	31-35 years	62	4.35	.655	
	36-40 years	97	4.13	.492	
	41-45 years	99	4.55	.594	
	46-50 years	10	3.40	.516	
	51-55 years	5	2.80	1.095	
	Total	428	4.22	.642	
3. Your company has a company mission that reflects the social operation.	21-25 years	95	4.12	.697	Yes
	26-30 years	60	4.20	.443	
	31-35 years	62	4.48	.620	
	36-40 years	97	4.21	.558	
	41-45 years	99	4.59	.572	
	46-50 years	10	3.40	.516	
	51-55 years	5	2.00	1.414	
	Total	428	4.27	.688	
4. Your company's mission is primarily committed to the development of society.	21-25 years	95	3.83	.724	Yes
	26-30 years	60	4.13	.389	
	31-35 years	62	3.98	.665	
	36-40 years	97	4.40	.656	
	41-45 years	99	3.98	.742	
	46-50 years	10	3.40	.516	
	51-55 years	5	2.80	1.095	
	Total	428	4.04	.714	
5. Your company has proper service planning.	21-25 years	95	3.92	.679	Yes
	26-30 years	60	4.22	.454	
	31-35 years	62	4.11	.704	
	36-40 years	97	4.47	.678	
	41-45 years	99	4.01	.749	
	46-50 years	10	3.40	.516	
	51-55 years	5	2.00	1.414	
	Total	428	4.10	.751	



		N	Mean	Std. Deviation	Significantly difference
Working Procedure					
1. Your company has established adequate and appropriate procedures.	21-25 years	95	3.92	.679	Yes
	26-30 years	60	4.20	.443	
	31-35 years	62	3.98	.665	
	36-40 years	97	4.41	.658	
	41-45 years	99	3.89	.683	
	46-50 years	10	4.50	.707	
	51-55 years	5	2.60	.894	
	Total	428	4.07	.698	
2. Your company has sufficient workers for all processes and procedures.	21-25 years	95	3.75	.863	Yes
	26-30 years	60	4.35	.515	
	31-35 years	62	4.11	.704	
	36-40 years	97	4.48	.679	
	41-45 years	99	3.80	.808	
	46-50 years	10	4.50	.707	
	51-55 years	5	2.80	1.095	
	Total	428	4.07	.813	
3. Your company has a clear and straightforward service procedure.	21-25 years	95	3.92	.679	Yes
	26-30 years	60	4.23	.465	
	31-35 years	62	3.98	.665	
	36-40 years	97	4.40	.656	
	41-45 years	99	3.95	.720	
	46-50 years	10	4.70	.483	
	51-55 years	5	2.00	1.414	
	Total	428	4.08	.729	
4. Your company has enough skilled workers who work in all processes and procedures.	21-25 years	95	3.83	.834	Yes
	26-30 years	60	4.30	.497	
	31-35 years	62	4.11	.704	
	36-40 years	97	4.47	.678	
	41-45 years	99	3.99	.789	
	46-50 years	10	4.70	.483	
	51-55 years	5	2.80	1.095	
	Total	428	4.13	.777	

		N	Mean	Std. Deviation	Significantly difference
5. Your company changes working procedures according to society's change.	21-25 years	95	4.03	.869	Yes
	26-30 years	60	4.22	.454	
	31-35 years	62	4.35	.655	
	36-40 years	97	4.06	.574	
	41-45 years	99	4.49	.595	
	46-50 years	10	4.60	.516	
	51-55 years	5	2.60	.894	
	Total	428	4.21	.702	
Culture					
1. Your company has established an organizational culture for a social enterprise.	21-25 years	95	3.92	.679	Yes
	26-30 years	60	4.10	.656	
	31-35 years	62	4.10	.694	
	36-40 years	97	4.55	.677	
	41-45 years	99	3.94	.697	
	46-50 years	10	3.40	.516	
	51-55 years	5	1.80	1.095	
	Total	428	4.08	.770	
2. Your company focuses on the vision of conducting business following society.	21-25 years	95	3.95	.915	Yes
	26-30 years	60	4.10	.354	
	31-35 years	62	4.35	.655	
	36-40 years	97	4.22	.544	
	41-45 years	99	4.52	.612	
	46-50 years	10	3.40	.516	
	51-55 years	5	2.20	1.643	
	Total	428	4.19	.742	
3. Your company has set standards and principles of social work for the company's workers.	21-25 years	95	3.92	.679	Yes
	26-30 years	60	4.22	.454	
	31-35 years	62	4.10	.694	
	36-40 years	97	4.56	.677	
	41-45 years	99	3.94	.767	
	46-50 years	10	3.40	.516	
	51-55 years	5	2.00	1.414	
	Total	428	4.10	.766	

		N	Mean	Std. Deviation	Significantly difference
4. Your company adapts to new cultures in line with social change.	21-25 years	95	4.03	.764	Yes
	26-30 years	60	4.07	.446	
	31-35 years	62	4.35	.655	
	36-40 years	97	4.21	.539	
	41-45 years	99	4.46	.611	
	46-50 years	10	3.40	.516	
	51-55 years	5	2.00	1.414	
	Total	428	4.18	.702	
5. Your company must transfer social culture to other relevant units outside the company.	21-25 years	95	3.83	.834	Yes
	26-30 years	60	4.20	.443	
	31-35 years	62	4.13	.713	
	36-40 years	97	4.55	.677	
	41-45 years	99	3.97	.762	
	46-50 years	10	3.40	.516	
	51-55 years	5	2.00	1.414	
	Total	428	4.09	.802	

**Table 18 Perception of the respondents toward organizational context factors classified by marital status**

		N	Mean	Std. Deviation	Significantly difference
Strategic Objective					
1. Your company has set goals that are relevant to the needs of society.	Single	196	4.14	.730	No
	Married	229	4.03	.749	
	Total	425	4.08	.742	
2. Your company values setting goals for the company that benefits the society	Single	196	4.09	.588	Yes
	Married	229	4.34	.666	
	Total	425	4.22	.643	
3. Your company has a company mission that reflects the social operation.	Single	196	4.10	.607	Yes
	Married	229	4.41	.718	
	Total	425	4.27	.686	
	Single	196	4.13	.725	Yes

		N	Mean	Std. Deviation	Significantly difference
4. Your company's mission is primarily committed to the development of society.	Married	229	3.95	.696	
	Total	425	4.04	.715	
5. Your company has proper service planning.	Single	196	4.18	.699	Yes
	Married	229	4.03	.786	
	Total	425	4.10	.750	
Working Procedure					
1. Your company has established adequate and appropriate procedures.	Single	196	4.24	.688	Yes
	Married	229	3.92	.677	
	Total	425	4.07	.700	
2. Your company has sufficient workers for all processes and procedures.	Single	196	4.19	.841	Yes
	Married	229	3.97	.778	
	Total	425	4.07	.814	
3. Your company has a clear and straightforward service procedure.	Single	196	4.27	.689	Yes
	Married	229	3.92	.727	
	Total	425	4.08	.730	
4. Your company has enough skilled workers who work in all processes and procedures.	Single	196	4.25	.787	Yes
	Married	229	4.03	.755	
	Total	425	4.13	.777	
5. Your company changes working procedures according to society's change.	Single	196	4.15	.711	No
	Married	229	4.28	.694	
	Total	425	4.22	.704	
Culture					
1. Your company has established an organizational culture for a social enterprise.	Single	196	4.14	.749	No
	Married	229	4.03	.786	
	Total	425	4.08	.770	
2. Your company focuses on the vision of conducting business following society.	Single	196	4.00	.716	Yes
	Married	229	4.35	.732	
	Total	425	4.19	.744	
3. Your company has set standards and principles of social work for the company's workers.	Single	196	4.18	.697	No
	Married	229	4.04	.818	
	Total	425	4.10	.767	
4. Your company adapts to new cultures in line with social change.	Single	196	4.02	.640	Yes
	Married	229	4.32	.726	

		N	Mean	Std. Deviation	Significantly difference
	Total	425	4.18	.703	
5. Your company must transfer social culture to other relevant units outside the company.	Single	196	4.14	.789	No
	Married	229	4.05	.815	
	Total	425	4.09	.803	

**Table 19 Perception of the respondents toward organizational context factors classified by the number of children**

		N	Mean	Std. Deviation	Significantly difference
Strategic Objective					
1. Your company has set goals that are relevant to the needs of society.	None	192	4.18	.711	No
	1 Child	149	3.98	.792	
	2 Childs	80	4.01	.703	
	3 Childs	7	4.29	.756	
	Total	428	4.08	.744	
2. Your company values setting goals for the company that benefits the society	None	192	4.13	.565	Yes
	1 Child	149	4.29	.747	
	2 Childs	80	4.36	.557	
	3 Childs	7	3.86	.690	
	Total	428	4.22	.642	
3. Your company has a company mission that reflects the social operation.	None	192	4.14	.584	Yes
	1 Child	149	4.32	.832	
	2 Childs	80	4.48	.551	
	3 Childs	7	4.29	.756	
	Total	428	4.27	.688	
4. Your company's mission is primarily committed to the development of society.	None	192	4.17	.706	Yes
	1 Child	149	3.94	.737	
	2 Childs	80	3.91	.640	
	3 Childs	7	3.86	.690	
	Total	428	4.04	.714	
5. Your company has proper service planning.	None	192	4.22	.676	Yes
	1 Child	149	3.97	.838	

		N	Mean	Std. Deviation	Significantly difference
	2 Childs	80	4.03	.711	
	3 Childs	7	4.29	.756	
	Total	428	4.10	.751	
Working Procedure					
1. Your company has established adequate and appropriate procedures.	None	192	4.22	.684	Yes
	1 Child	149	3.97	.702	
	2 Childs	80	3.91	.660	
	3 Childs	7	3.86	.690	
	Total	428	4.07	.698	
2. Your company has sufficient workers for all processes and procedures.	None	192	4.16	.844	No
	1 Child	149	4.02	.740	
	2 Childs	80	3.93	.854	
	3 Childs	7	4.29	.756	
	Total	428	4.07	.813	
3. Your company has a clear and straightforward service procedure.	None	192	4.26	.688	Yes
	1 Child	149	3.96	.779	
	2 Childs	80	3.93	.652	
	3 Childs	7	3.86	.690	
	Total	428	4.08	.729	
4. Your company has enough skilled workers who work in all processes and procedures.	None	192	4.23	.786	No
	1 Child	149	4.07	.768	
	2 Childs	80	3.99	.755	
	3 Childs	7	4.29	.756	
	Total	428	4.13	.777	
5. Your company changes working procedures according to society's change.	None	192	4.13	.705	Yes
	1 Child	149	4.27	.750	
	2 Childs	80	4.36	.557	
	3 Childs	7	3.86	.690	
	Total	428	4.21	.702	
Culture					
1. Your company has established an organizational culture for a social enterprise.	None	192	4.18	.731	No
	1 Child	149	3.98	.842	
	2 Childs	80	4.01	.703	

		N	Mean	Std. Deviation	Significantly difference
	3 Childs	7	4.29	.756	
	Total	428	4.08	.770	
2. Your company focuses on the vision of conducting business following society.	None	192	4.03	.708	Yes
	1 Child	149	4.30	.828	
	2 Childs	80	4.38	.560	
	3 Childs	7	3.86	.690	
	Total	428	4.19	.742	
3. Your company has set standards and principles of social work for the company's workers.	None	192	4.21	.680	Yes
	1 Child	149	4.01	.862	
	2 Childs	80	3.98	.746	
	3 Childs	7	4.29	.756	
	Total	428	4.10	.766	
4. Your company adapts to new cultures in line with social change.	None	192	4.05	.629	Yes
	1 Child	149	4.28	.821	
	2 Childs	80	4.36	.557	
	3 Childs	7	3.86	.690	
	Total	428	4.18	.702	
5. Your company must transfer social culture to other relevant units outside the company.	None	192	4.17	.788	No
	1 Child	149	4.01	.858	
	2 Childs	80	4.04	.719	
	3 Childs	7	4.29	.756	
	Total	428	4.09	.802	

**Table 20 Perception of the respondents toward organizational context factors classified by the education level.**

		N	Mean	Std. Deviation	Significantly difference
Strategic Objective					
1. Your company has set goals that are relevant to the needs of society.	High School	6	4.33	.816	No
	College / University	338	4.12	.715	
	Graduate School	84	3.93	.833	
	Total	428	4.08	.744	

		N	Mean	Std. Deviation	Significantly difference
2. Your company values setting goals for the company that benefits the society	High School	6	4.00	.894	Yes
	College / University	338	4.19	.615	
	Graduate School	84	4.38	.710	
	Total	428	4.22	.642	
3. Your company has a company mission that reflects the social operation.	High School	6	4.33	.816	No
	College / University	338	4.25	.633	
	Graduate School	84	4.35	.871	
	Total	428	4.27	.688	
4. Your company's mission is primarily committed to the development of society.	High School	6	4.00	.894	No
	College / University	338	4.06	.691	
	Graduate School	84	3.95	.790	
	Total	428	4.04	.714	
5. Your company has proper service planning.	High School	6	4.33	.816	Yes
	College / University	338	4.14	.696	
	Graduate School	84	3.92	.921	
	Total	428	4.10	.751	
Working Procedure					
1. Your company has established adequate and appropriate procedures.	High School	6	4.00	.894	Yes
	College / University	338	4.13	.671	
	Graduate School	84	3.85	.752	
	Total	428	4.07	.698	
2. Your company has sufficient workers for all processes and procedures.	High School	6	4.33	.816	Yes
	College / University	338	4.13	.776	
	Graduate School	84	3.80	.902	
	Total	428	4.07	.813	
3. Your company has a clear and straightforward service procedure.	High School	6	4.00	.894	Yes
	College / University	338	4.14	.680	
	Graduate School	84	3.85	.857	
	Total	428	4.08	.729	
4. Your company has enough skilled workers who work in all processes and procedures.	High School	6	4.33	.816	Yes
	College / University	338	4.18	.754	
	Graduate School	84	3.92	.839	
	Total	428	4.13	.777	



		N	Mean	Std. Deviation	Significantly difference
5. Your company changes working procedures according to society's change.	High School	6	4.00	.894	No
	College / University	338	4.20	.698	
	Graduate School	84	4.29	.704	
	Total	428	4.21	.702	
Culture					
1. Your company has established an organizational culture for a social enterprise.	High School	6	4.33	.816	Yes
	College / University	338	4.16	.703	
	Graduate School	84	3.75	.930	
	Total	428	4.08	.770	
2. Your company focuses on the vision of conducting business following society.	High School	6	4.00	.894	No
	College / University	338	4.15	.706	
	Graduate School	84	4.33	.855	
	Total	428	4.19	.742	
3. Your company has set standards and principles of social work for the company's workers.	High School	6	4.33	.816	Yes
	College / University	338	4.16	.703	
	Graduate School	84	3.86	.946	
	Total	428	4.10	.766	
4. Your company adapts to new cultures in line with social change.	High School	6	4.00	.894	No
	College / University	338	4.18	.651	
	Graduate School	84	4.20	.875	
	Total	428	4.18	.702	
5. Your company must transfer social culture to other relevant units outside the company.	High School	6	4.33	.816	Yes
	College / University	338	4.14	.758	
	Graduate School	84	3.88	.937	
	Total	428	4.09	.802	

**Table 21 Perception of the respondents toward organizational context factors classified by income.**

		N	Mean	Std. Deviation	Significantly difference
Strategic Objective					
1. Your company has set goals that are	10,001 – 20,000 Baht	159	3.92	.699	Yes
	20,001 – 30,000 Baht	59	4.24	.503	

		N	Mean	Std. Deviation	Significantly difference
relevant to the needs of society.	30,001 – 40,000 Baht	120	3.98	.761	
	40,001 – 50,000 Baht	25	4.24	1.012	
	More than 50,000 Baht	65	4.46	.731	
	Total	428	4.08	.744	
2. Your company values setting goals for the company that benefits the society	10,001 – 20,000 Baht	159	4.25	.700	Yes
	20,001 – 30,000 Baht	59	4.14	.434	
	30,001 – 40,000 Baht	120	4.41	.667	
	40,001 – 50,000 Baht	25	3.88	.881	
	More than 50,000 Baht	65	4.03	.305	
	Total	428	4.22	.642	
3. Your company has a company mission that reflects the social operation.	10,001 – 20,000 Baht	159	4.25	.700	Yes
	20,001 – 30,000 Baht	59	4.25	.512	
	30,001 – 40,000 Baht	120	4.46	.660	
	40,001 – 50,000 Baht	25	4.12	1.301	
	More than 50,000 Baht	65	4.05	.372	
	Total	428	4.27	.688	
4. Your company's mission is primarily committed to the development of society.	10,001 – 20,000 Baht	159	3.92	.699	Yes
	20,001 – 30,000 Baht	59	4.15	.448	
	30,001 – 40,000 Baht	120	3.94	.725	
	40,001 – 50,000 Baht	25	3.88	.881	
	More than 50,000 Baht	65	4.45	.708	
	Total	428	4.04	.714	
5. Your company has proper service planning.	10,001 – 20,000 Baht	159	3.92	.699	Yes
	20,001 – 30,000 Baht	59	4.27	.520	
	30,001 – 40,000 Baht	120	3.98	.745	
	40,001 – 50,000 Baht	25	4.12	1.301	
	More than 50,000 Baht	65	4.58	.527	
	Total	428	4.10	.751	
Working Procedure					
1. Your company has established adequate and appropriate procedures.	10,001 – 20,000 Baht	159	3.92	.702	Yes
	20,001 – 30,000 Baht	59	4.12	.419	
	30,001 – 40,000 Baht	120	3.95	.696	
	40,001 – 50,000 Baht	25	3.92	.862	

		N	Mean	Std. Deviation	Significantly difference
	More than 50,000 Baht	65	4.68	.471	
	Total	428	4.07	.698	
2. Your company has sufficient workers for all processes and procedures.	10,001 – 20,000 Baht	159	3.87	.820	Yes
	20,001 – 30,000 Baht	59	4.25	.512	
	30,001 – 40,000 Baht	120	3.93	.796	
	40,001 – 50,000 Baht	25	4.28	.980	
	More than 50,000 Baht	65	4.57	.728	
	Total	428	4.07	.813	
3. Your company has a clear and straightforward service procedure.	10,001 – 20,000 Baht	159	3.95	.719	Yes
	20,001 – 30,000 Baht	59	4.15	.448	
	30,001 – 40,000 Baht	120	3.98	.704	
	40,001 – 50,000 Baht	25	3.80	1.155	
	More than 50,000 Baht	65	4.66	.477	
	Total	428	4.08	.729	
4. Your company has enough skilled workers who work in all processes and procedures.	10,001 – 20,000 Baht	159	3.90	.813	Yes
	20,001 – 30,000 Baht	59	4.25	.512	
	30,001 – 40,000 Baht	120	4.03	.755	
	40,001 – 50,000 Baht	25	4.32	.988	
	More than 50,000 Baht	65	4.68	.503	
	Total	428	4.13	.777	
5. Your company changes working procedures according to society's change.	10,001 – 20,000 Baht	159	4.17	.858	Yes
	20,001 – 30,000 Baht	59	4.14	.434	
	30,001 – 40,000 Baht	120	4.43	.617	
	40,001 – 50,000 Baht	25	3.92	.862	
	More than 50,000 Baht	65	4.12	.415	
	Total	428	4.21	.702	
Culture					
1. Your company has established an organizational culture for a social enterprise.	10,001 – 20,000 Baht	159	3.93	.780	Yes
	20,001 – 30,000 Baht	59	4.24	.503	
	30,001 – 40,000 Baht	120	3.93	.712	
	40,001 – 50,000 Baht	25	4.08	1.288	
	More than 50,000 Baht	65	4.58	.527	
	Total	428	4.08	.770	

		N	Mean	Std. Deviation	Significantly difference
2. Your company focuses on the vision of conducting business following society.	10,001 – 20,000 Baht	159	4.24	.830	Yes
	20,001 – 30,000 Baht	59	4.12	.419	
	30,001 – 40,000 Baht	120	4.38	.676	
	40,001 – 50,000 Baht	25	3.76	1.165	
	More than 50,000 Baht	65	3.92	.478	
	Total	428	4.19	.742	
3. Your company has set standards and principles of social work for the company's workers.	10,001 – 20,000 Baht	159	3.97	.733	Yes
	20,001 – 30,000 Baht	59	4.25	.512	
	30,001 – 40,000 Baht	120	3.93	.758	
	40,001 – 50,000 Baht	25	4.12	1.301	
	More than 50,000 Baht	65	4.60	.524	
	Total	428	4.10	.766	
4. Your company adapts to new cultures in line with social change.	10,001 – 20,000 Baht	159	4.27	.735	Yes
	20,001 – 30,000 Baht	59	4.14	.434	
	30,001 – 40,000 Baht	120	4.34	.680	
	40,001 – 50,000 Baht	25	3.72	1.137	
	More than 50,000 Baht	65	3.91	.458	
	Total	428	4.18	.702	
5. Your company must transfer social culture to other relevant units outside the company.	10,001 – 20,000 Baht	159	3.92	.827	Yes
	20,001 – 30,000 Baht	59	4.27	.520	
	30,001 – 40,000 Baht	120	3.95	.754	
	40,001 – 50,000 Baht	25	4.12	1.301	
	More than 50,000 Baht	65	4.58	.527	
	Total	428	4.09	.802	

**Table 22 Perception of the respondents toward organizational context factors classified by the job changed experience**

		N	Mean	Std. Deviation	Significantly difference
Strategic Objective					
	Never	23	3.96	.706	Yes
	1-2 times	336	3.99	.717	

		N	Mean	Std. Deviation	Significantly difference
1. Your company has set goals that are relevant to the needs of society.	3-4 times	27	4.15	.864	
	5-6 times	4	3.75	.500	
	More than 6 times	38	4.92	.273	
	Total	428	4.08	.744	
2. Your company values setting goals for the company that benefits the society	Never	23	3.91	.668	Yes
	1-2 times	336	4.27	.665	
	3-4 times	27	4.26	.526	
	5-6 times	4	3.75	.500	
	More than 6 times	38	4.00	.329	
	Total	428	4.22	.642	
3. Your company has a company mission that reflects the social operation.	Never	23	3.96	.706	Yes
	1-2 times	336	4.32	.714	
	3-4 times	27	4.44	.506	
	5-6 times	4	3.50	.577	
	More than 6 times	38	4.00	.329	
	Total	428	4.27	.688	
4. Your company's mission is primarily committed to the development of society.	Never	23	3.91	.668	Yes
	1-2 times	336	3.96	.679	
	3-4 times	27	3.96	.808	
	5-6 times	4	3.75	.500	
	More than 6 times	38	4.92	.273	
	Total	428	4.04	.714	
5. Your company has proper service planning.	Never	23	3.96	.706	Yes
	1-2 times	336	4.00	.745	
	3-4 times	27	4.41	.501	
	5-6 times	4	3.50	.577	
	More than 6 times	38	4.92	.273	
	Total	428	4.10	.751	
Working Procedure					
1. Your company has established adequate and appropriate procedures.	Never	23	4.65	.487	Yes
	1-2 times	336	3.94	.675	
	3-4 times	27	4.00	.392	
	5-6 times	4	4.00	.816	

		N	Mean	Std. Deviation	Significantly difference
	More than 6 times	38	4.92	.273	
	Total	428	4.07	.698	
2. Your company has sufficient workers for all processes and procedures.	Never	23	4.83	.388	Yes
	1-2 times	336	3.95	.794	
	3-4 times	27	3.78	.751	
	5-6 times	4	4.00	.816	
	More than 6 times	38	4.92	.273	
	Total	428	4.07	.813	
3. Your company has a clear and straightforward service procedure.	Never	23	4.70	.470	Yes
	1-2 times	336	3.95	.713	
	3-4 times	27	4.11	.506	
	5-6 times	4	3.75	.500	
	More than 6 times	38	4.92	.273	
	Total	428	4.08	.729	
4. Your company has enough skilled workers who work in all processes and procedures.	Never	23	4.70	.470	Yes
	1-2 times	336	3.97	.768	
	3-4 times	27	4.56	.506	
	5-6 times	4	3.75	.500	
	More than 6 times	38	4.92	.273	
	Total	428	4.13	.777	
5. Your company changes working procedures according to society's change.	Never	23	4.65	.487	Yes
	1-2 times	336	4.22	.746	
	3-4 times	27	4.11	.506	
	5-6 times	4	3.75	.500	
	More than 6 times	38	4.00	.329	
	Total	428	4.21	.702	
Culture					
1. Your company has established an organizational culture for a social enterprise.	Never	23	3.65	.935	Yes
	1-2 times	336	4.01	.753	
	3-4 times	27	4.19	.483	
	5-6 times	4	3.50	.577	
	More than 6 times	38	4.92	.273	
	Total	428	4.08	.770	

		N	Mean	Std. Deviation	Significantly difference
2. Your company focuses on the vision of conducting business following society.	Never	23	3.87	.626	Yes
	1-2 times	336	4.25	.767	
	3-4 times	27	3.96	.808	
	5-6 times	4	4.00	.816	
	More than 6 times	38	4.00	.329	
	Total	428	4.19	.742	
3. Your company has set standards and principles of social work for the company's workers.	Never	23	3.91	.668	Yes
	1-2 times	336	4.00	.765	
	3-4 times	27	4.37	.565	
	5-6 times	4	4.00	.816	
	More than 6 times	38	4.92	.273	
	Total	428	4.10	.766	
4. Your company adapts to new cultures in line with social change.	Never	23	3.74	.689	Yes
	1-2 times	336	4.28	.711	
	3-4 times	27	3.74	.656	
	5-6 times	4	3.75	.500	
	More than 6 times	38	4.00	.329	
	Total	428	4.18	.702	
5. Your company must transfer social culture to other relevant units outside the company.	Never	23	3.91	.668	Yes
	1-2 times	336	3.99	.810	
	3-4 times	27	4.37	.565	
	5-6 times	4	3.75	.500	
	More than 6 times	38	4.92	.273	
	Total	428	4.09	.802	

**Table 23 Perception of the respondents toward organizational context factors classified by the current experience.**

		N	Mean	Std. Deviation	Significantly difference
Strategic Objective					
	Less than 1 year	60	3.90	.817	Yes

		N	Mean	Std. Deviation	Significantly difference
1. Your company has set goals that are relevant to the needs of society.	1 - 3 years	139	3.85	.613	
	4 - 6 years	129	4.37	.662	
	7 - 9 years	58	4.17	.679	
	10 - 12 years	16	4.63	.619	
	More than 12 years	26	3.77	1.070	
	Total	428	4.08	.744	
2. Your company values setting goals for the company that benefits the society	Less than 1 year	60	4.10	.817	Yes
	1 - 3 years	139	4.35	.548	
	4 - 6 years	129	4.19	.531	
	7 - 9 years	58	4.21	.585	
	10 - 12 years	16	4.50	.516	
	More than 12 years	26	3.85	1.047	
Total	428	4.22	.642		
3. Your company has a company mission that reflects the social operation.	Less than 1 year	60	4.13	.833	Yes
	1 - 3 years	139	4.35	.548	
	4 - 6 years	129	4.28	.559	
	7 - 9 years	58	4.34	.608	
	10 - 12 years	16	4.63	.619	
	More than 12 years	26	3.73	1.282	
Total	428	4.27	.688		
4. Your company's mission is primarily committed to the development of society.	Less than 1 year	60	3.87	.791	Yes
	1 - 3 years	139	3.85	.613	
	4 - 6 years	129	4.29	.654	
	7 - 9 years	58	4.05	.633	
	10 - 12 years	16	4.50	.516	
	More than 12 years	26	3.85	1.047	
Total	428	4.04	.714		
5. Your company has proper service planning.	Less than 1 year	60	3.88	.804	Yes
	1 - 3 years	139	3.91	.576	
	4 - 6 years	129	4.38	.664	
	7 - 9 years	58	4.19	.687	
	10 - 12 years	16	4.63	.619	
	More than 12 years	26	3.73	1.282	



		N	Mean	Std. Deviation	Significantly difference
Total		428	4.10	.751	
Working Procedure					
1. Your company has established adequate and appropriate procedures.	Less than 1 year	60	3.87	.791	Yes
	1 - 3 years	139	3.91	.588	
	4 - 6 years	129	4.33	.663	
	7 - 9 years	58	4.05	.633	
	10 - 12 years	16	4.50	.516	
	More than 12 years	26	3.92	.935	
	Total	428	4.07	.698	
2. Your company has sufficient workers for all processes and procedures.	Less than 1 year	60	3.80	1.038	Yes
	1 - 3 years	139	3.77	.705	
	4 - 6 years	129	4.41	.669	
	7 - 9 years	58	4.21	.695	
	10 - 12 years	16	4.56	.727	
	More than 12 years	26	4.00	.894	
	Total	428	4.07	.813	
3. Your company has a clear and straightforward service procedure.	Less than 1 year	60	3.87	.791	Yes
	1 - 3 years	139	3.94	.604	
	4 - 6 years	129	4.34	.667	
	7 - 9 years	58	4.05	.633	
	10 - 12 years	16	4.56	.512	
	More than 12 years	26	3.88	1.211	
	Total	428	4.08	.729	
4. Your company has enough skilled workers who work in all processes and procedures.	Less than 1 year	60	3.77	1.015	Yes
	1 - 3 years	139	3.91	.624	
	4 - 6 years	129	4.42	.670	
	7 - 9 years	58	4.19	.687	
	10 - 12 years	16	4.63	.619	
	More than 12 years	26	4.27	.962	
	Total	428	4.13	.777	
5. Your company changes working	Less than 1 year	60	3.97	1.041	Yes
	1 - 3 years	139	4.37	.554	
	4 - 6 years	129	4.24	.556	

		N	Mean	Std. Deviation	Significantly difference
procedures according to society's change.	7 - 9 years	58	4.09	.708	
	10 - 12 years	16	4.50	.516	
	More than 12 years	26	3.96	.916	
	Total	428	4.21	.702	
Culture					
1. Your company has established an organizational culture for a social enterprise.	Less than 1 year	60	3.80	.917	Yes
	1 - 3 years	139	3.91	.576	
	4 - 6 years	129	4.36	.661	
	7 - 9 years	58	4.31	.730	
	10 - 12 years	16	4.63	.619	
	More than 12 years	26	3.38	1.023	
	Total	428	4.08	.770	
2. Your company focuses on the vision of conducting business following society.	Less than 1 year	60	3.97	1.041	Yes
	1 - 3 years	139	4.29	.631	
	4 - 6 years	129	4.19	.527	
	7 - 9 years	58	4.33	.632	
	10 - 12 years	16	4.44	.629	
	More than 12 years	26	3.65	1.231	
	Total	428	4.19	.742	
3. Your company has set standards and principles of social work for the company's workers.	Less than 1 year	60	3.88	.804	Yes
	1 - 3 years	139	3.88	.603	
	4 - 6 years	129	4.37	.662	
	7 - 9 years	58	4.31	.730	
	10 - 12 years	16	4.56	.727	
	More than 12 years	26	3.65	1.231	
	Total	428	4.10	.766	
4. Your company adapts to new cultures in line with social change.	Less than 1 year	60	4.07	.861	Yes
	1 - 3 years	139	4.29	.628	
	4 - 6 years	129	4.19	.531	
	7 - 9 years	58	4.33	.632	
	10 - 12 years	16	4.44	.629	
	More than 12 years	26	3.38	1.023	
	Total	428	4.18	.702	

		N	Mean	Std. Deviation	Significantly difference
5. Your company must transfer social culture to other relevant units outside the company.	Less than 1 year	60	3.75	1.002	Yes
	1 - 3 years	139	3.91	.576	
	4 - 6 years	129	4.37	.662	
	7 - 9 years	58	4.33	.735	
	10 - 12 years	16	4.50	.894	
	More than 12 years	26	3.65	1.231	
	Total	428	4.09	.802	

**Table 24 Perception of the respondents toward Worker contribution factors classified by gender**

		N	Mean	Std. Deviation	Significantly difference
Social Impact					
1. Company has a good relationship with the community as well as government agencies	Male	212	3.99	.757	Yes
	Female	216	4.16	.713	
	Total	428	4.07	.740	
2. Company contributes to the community's better living conditions and livelihoods.	Male	212	3.93	.812	Yes
	Female	216	4.23	.736	
	Total	428	4.08	.788	
3. Company can be a part of the community.	Male	212	3.99	.722	Yes
	Female	216	4.14	.711	
	Total	428	4.07	.719	
4. Company has more cooperation from the suppliers or government agencies for socially beneficial activities.	Male	212	4.09	.729	Yes
	Female	216	4.26	.830	
	Total	428	4.18	.785	
5. Company can help the community love and value the community more.	Male	212	3.95	.836	Yes
	Female	216	4.11	.673	
	Total	428	4.03	.761	
Financial Impact					
1. Company can keep profitable every year.	Male	212	3.90	.776	No
	Female	216	3.99	.810	
	Total	428	3.94	.793	

		N	Mean	Std. Deviation	Significantly difference
2. Company can expand its business continuously.	Male	212	4.01	.745	No
	Female	216	4.06	.844	
	Total	428	4.04	.796	
3. Company has lower corporate costs and expenses.	Male	212	3.90	.823	No
	Female	216	3.97	.891	
	Total	428	3.93	.858	
4. Company has increased investment in the past.	Male	212	4.01	.745	No
	Female	216	4.02	.945	
	Total	428	4.02	.851	
5. Company has increased market value and market share.	Male	212	4.19	.762	Yes
	Female	216	4.03	.881	
	Total	428	4.11	.827	
Environmental Impact					
1. Company can make the best use of resources for the results.	Male	212	3.86	.835	Yes
	Female	216	4.05	.742	
	Total	428	3.96	.794	
2. Company has a better image for the environmental section.	Male	212	4.17	.830	No
	Female	216	4.10	.699	
	Total	428	4.13	.766	
3. Company operates its business without having any negative impact on the environment, either directly or indirectly.	Male	212	3.89	.764	Yes
	Female	216	4.08	.733	
	Total	428	3.98	.754	
4. The company has quality products and services that are more environmentally friendly.	Male	212	3.89	.792	Yes
	Female	216	4.05	.742	
	Total	428	3.97	.771	
5. Company contributes to the society by realizing the importance of the environment	Male	212	3.90	.865	Yes
	Female	216	4.10	.721	
	Total	428	4.00	.801	

**Table 25 Perception of the respondents toward Worker contribution factors classified by age**

		N	Mean	Std. Deviation	Significantly difference
Social Impact					
1. Company has a good relationship with the community as well as government agencies	21-25 years	95	3.83	.724	Yes
	26-30 years	60	4.22	.454	
	31-35 years	62	3.98	.665	
	36-40 years	97	4.48	.663	
	41-45 years	99	4.01	.763	
	46-50 years	10	3.30	.483	
	51-55 years	5	3.00	1.414	
	Total	428	4.07	.740	
2. Company contributes to the community's better living conditions and livelihoods.	21-25 years	95	3.75	.863	Yes
	26-30 years	60	4.20	.443	
	31-35 years	62	4.10	.694	
	36-40 years	97	4.55	.677	
	41-45 years	99	4.02	.756	
	46-50 years	10	3.30	.483	
	51-55 years	5	2.80	1.095	
	Total	428	4.08	.788	
3. Company can be a part of the community.	21-25 years	95	3.83	.724	Yes
	26-30 years	60	4.22	.454	
	31-35 years	62	3.98	.665	
	36-40 years	97	4.46	.678	
	41-45 years	99	3.98	.742	
	46-50 years	10	3.30	.483	
	51-55 years	5	3.40	.548	
	Total	428	4.07	.719	
4. Company has more cooperation from the suppliers or government agencies for socially beneficial activities.	21-25 years	95	3.95	.658	Yes
	26-30 years	60	4.18	.537	
	31-35 years	62	4.34	.599	
	36-40 years	97	4.31	1.024	
	41-45 years	99	4.32	.712	
	46-50 years	10	3.40	.516	

		N	Mean	Std. Deviation	Significantly difference
	51-55 years	5	2.80	1.095	
	Total	428	4.18	.785	
5. Company can help the community love and value the community more.	21-25 years	95	3.78	.746	Yes
	26-30 years	60	4.20	.514	
	31-35 years	62	4.03	.789	
	36-40 years	97	4.25	.630	
	41-45 years	99	4.12	.760	
	46-50 years	10	3.40	.516	
	51-55 years	5	2.20	1.643	
	Total	428	4.03	.761	
Financial Impact					
1. Company can keep profitable every year.	21-25 years	95	3.75	.757	Yes
	26-30 years	60	4.15	.515	
	31-35 years	62	4.00	.678	
	36-40 years	97	4.27	.907	
	41-45 years	99	3.83	.715	
	46-50 years	10	3.10	.316	
	51-55 years	5	2.20	.447	
	Total	428	3.94	.793	
2. Company can expand its business continuously.	21-25 years	95	3.92	.679	Yes
	26-30 years	60	4.25	.571	
	31-35 years	62	4.10	.694	
	36-40 years	97	4.34	.934	
	41-45 years	99	3.87	.723	
	46-50 years	10	3.10	.316	
	51-55 years	5	2.20	.447	
	Total	428	4.04	.796	
3. Company has lower corporate costs and expenses.	21-25 years	95	3.75	.863	Yes
	26-30 years	60	4.17	.526	
	31-35 years	62	3.97	.652	
	36-40 years	97	4.20	1.105	
	41-45 years	99	3.84	.710	
	46-50 years	10	3.40	.516	

		N	Mean	Std. Deviation	Significantly difference
	51-55 years	5	2.20	.447	
	Total	428	3.93	.858	
4. Company has increased investment in the past.	21-25 years	95	3.92	.679	Yes
	26-30 years	60	4.25	.571	
	31-35 years	62	4.10	.694	
	36-40 years	97	4.26	1.130	
	41-45 years	99	3.88	.718	
	46-50 years	10	3.10	.316	
	51-55 years	5	2.00	.707	
	Total	428	4.02	.851	
5. Company has increased market value and market share.	21-25 years	95	4.03	.764	Yes
	26-30 years	60	4.15	.515	
	31-35 years	62	4.35	.655	
	36-40 years	97	3.92	.954	
	41-45 years	99	4.37	.790	
	46-50 years	10	3.40	.516	
	51-55 years	5	2.00	.707	
	Total	428	4.11	.827	
Environmental Impact					
1. Company can make the best use of resources for the results.	21-25 years	95	3.80	.723	Yes
	26-30 years	60	4.07	.686	
	31-35 years	62	3.92	.708	
	36-40 years	97	4.22	.832	
	41-45 years	99	3.97	.735	
	46-50 years	10	3.40	.516	
	51-55 years	5	2.00	1.414	
	Total	428	3.96	.794	
2. Company has a better image for the environmental section.	21-25 years	95	4.01	.779	Yes
	26-30 years	60	4.15	.547	
	31-35 years	62	4.31	.737	
	36-40 years	97	3.94	.642	
	41-45 years	99	4.49	.676	
	46-50 years	10	3.40	.516	

		N	Mean	Std. Deviation	Significantly difference
	51-55 years	5	2.00	1.414	
	Total	428	4.13	.766	
3. Company operates its business without having any negative impact on the environment, either directly or indirectly.	21-25 years	95	3.80	.723	Yes
	26-30 years	60	4.07	.686	
	31-35 years	62	3.92	.708	
	36-40 years	97	4.30	.766	
	41-45 years	99	3.93	.759	
	46-50 years	10	3.40	.516	
	51-55 years	5	3.40	.548	
	Total	428	3.98	.754	
4. The company has quality products and services that are more environmentally friendly.	21-25 years	95	3.73	.764	Yes
	26-30 years	60	4.17	.557	
	31-35 years	62	3.92	.708	
	36-40 years	97	4.29	.763	
	41-45 years	99	3.93	.773	
	46-50 years	10	3.40	.516	
	51-55 years	5	2.80	1.095	
	Total	428	3.97	.771	
5. Company contributes to the society by realizing the importance of the environment	21-25 years	95	3.74	.878	Yes
	26-30 years	60	4.13	.650	
	31-35 years	62	3.94	.721	
	36-40 years	97	4.33	.746	
	41-45 years	99	4.01	.749	
	46-50 years	10	3.40	.516	
	51-55 years	5	2.80	1.095	
	Total	428	4.00	.801	



**Table 26 Perception of the respondents toward Worker contribution factors classified by marital status**

		N	Mean	Std. Deviation	Significantly difference
Social Impact					
1. Company has a good relationship with the community as well as government agencies	Single	196	4.18	.747	Yes
	Married	229	3.98	.725	
	Total	425	4.07	.741	
2. Company contributes to the community's better living conditions and livelihoods.	Single	196	4.10	.814	No
	Married	229	4.07	.763	
	Total	425	4.08	.786	
3. Company can be a part of the community.	Single	196	4.16	.738	Yes
	Married	229	3.99	.698	
	Total	425	4.07	.721	
4. Company has more cooperation from the suppliers or government agencies for socially beneficial activities.	Single	196	4.02	.865	Yes
	Married	229	4.32	.681	
	Total	425	4.18	.785	
5. Company can help the community love and value the community more.	Single	196	3.95	.662	Yes
	Married	229	4.10	.834	
	Total	425	4.03	.763	
Financial Impact					
1. Company can keep profitable every year.	Single	196	4.08	.803	Yes
	Married	229	3.83	.771	
	Total	425	3.95	.795	
2. Company can expand its business continuously.	Single	196	4.18	.747	Yes
	Married	229	3.92	.818	
	Total	425	4.04	.796	
3. Company has lower corporate costs and expenses.	Single	196	4.08	.849	Yes
	Married	229	3.81	.851	
	Total	425	3.94	.860	
4. Company has increased investment in the past.	Single	196	4.17	.758	Yes
	Married	229	3.89	.906	
	Total	425	4.02	.852	
	Single	196	4.04	.697	No

		N	Mean	Std. Deviation	Significantly difference
5. Company has increased market value and market share.	Married	229	4.17	.920	
	Total	425	4.11	.827	
Environmental Impact					
1. Company can make the best use of resources for the results.	Single	196	4.11	.774	Yes
	Married	229	3.83	.792	
	Total	425	3.96	.795	
2. Company has a better image for the environmental section.	Single	196	4.04	.675	Yes
	Married	229	4.21	.831	
	Total	425	4.13	.767	
3. Company operates its business without having any negative impact on the environment, either directly or indirectly.	Single	196	4.11	.770	Yes
	Married	229	3.87	.726	
	Total	425	3.98	.755	
4. The company has quality products and services that are more environmentally friendly.	Single	196	4.08	.793	Yes
	Married	229	3.87	.738	
	Total	425	3.97	.770	
5. Company contributes to the society by realizing the importance of the environment	Single	196	4.10	.859	Yes
	Married	229	3.90	.737	
	Total	425	4.00	.801	

**Table 27 Perception of the respondents toward Worker contribution factors classified by number of children**

		N	Mean	Std. Deviation	Significantly difference
Social Impact					
1. Company has a good relationship with the community as well as government agencies	None	192	4.22	.729	Yes
	1 Child	149	3.98	.766	
	2 Childs	80	3.91	.660	
	3 Childs	7	3.86	.690	
	Total	428	4.07	.740	
2. Company contributes to the community's better living conditions and livelihoods.	None	192	4.14	.803	No
	1 Child	149	4.05	.808	
	2 Childs	80	4.00	.712	

		N	Mean	Std. Deviation	Significantly difference
	3 Childs	7	4.29	.756	
	Total	428	4.08	.788	
3. Company can be a part of the community.	None	192	4.20	.720	Yes
	1 Child	149	4.00	.726	
	2 Childs	80	3.89	.656	
	3 Childs	7	3.86	.690	
	Total	428	4.07	.719	
4. Company has more cooperation from the suppliers or government agencies for socially beneficial activities.	None	192	4.06	.860	Yes
	1 Child	149	4.19	.777	
	2 Childs	80	4.43	.522	
	3 Childs	7	4.29	.756	
	Total	428	4.18	.785	
5. Company can help the community love and value the community more.	None	192	3.99	.655	No
	1 Child	149	4.02	.904	
	2 Childs	80	4.14	.707	
	3 Childs	7	4.29	.756	
	Total	428	4.03	.761	
Financial Impact					
1. Company can keep profitable every year.	None	192	4.11	.795	Yes
	1 Child	149	3.77	.809	
	2 Childs	80	3.89	.693	
	3 Childs	7	3.86	.690	
	Total	428	3.94	.793	
2. Company can expand its business continuously.	None	192	4.22	.727	Yes
	1 Child	149	3.82	.855	
	2 Childs	80	3.98	.746	
	3 Childs	7	4.29	.756	
	Total	428	4.04	.796	
3. Company has lower corporate costs and expenses.	None	192	4.11	.842	Yes
	1 Child	149	3.74	.931	
	2 Childs	80	3.86	.670	
	3 Childs	7	3.86	.690	
	Total	428	3.93	.858	

		N	Mean	Std. Deviation	Significantly difference
4. Company has increased investment in the past.	None	192	4.21	.744	Yes
	1 Child	149	3.79	.977	
	2 Childs	80	3.96	.737	
	3 Childs	7	4.29	.756	
	Total	428	4.02	.851	
5. Company has increased market value and market share.	None	192	4.07	.687	No
	1 Child	149	4.09	1.009	
	2 Childs	80	4.26	.759	
	3 Childs	7	3.86	.690	
	Total	428	4.11	.827	
Environmental Impact					
1. Company can make the best use of resources for the results.	None	192	4.15	.759	Yes
	1 Child	149	3.81	.849	
	2 Childs	80	3.79	.688	
	3 Childs	7	3.86	.690	
	Total	428	3.96	.794	
2. Company has a better image for the environmental section.	None	192	4.07	.659	No
	1 Child	149	4.21	.887	
	2 Childs	80	4.15	.765	
	3 Childs	7	3.86	.690	
	Total	428	4.13	.766	
3. Company operates its business without having any negative impact on the environment, either directly or indirectly.	None	192	4.15	.754	Yes
	1 Child	149	3.90	.733	
	2 Childs	80	3.75	.720	
	3 Childs	7	3.86	.690	
	Total	428	3.98	.754	
4. The company has quality products and services that are more environmentally friendly.	None	192	4.12	.780	Yes
	1 Child	149	3.93	.768	
	2 Childs	80	3.70	.683	
	3 Childs	7	3.86	.690	
	Total	428	3.97	.771	
	None	192	4.14	.848	Yes
	1 Child	149	3.93	.772	

		N	Mean	Std. Deviation	Significantly difference
5. Company contributes to the society by realizing the importance of the environment	2 Childs	80	3.81	.695	
	3 Childs	7	3.86	.690	
	Total	428	4.00	.801	

**Table 28 Perception of the respondents toward Worker contribution factors classified by education level**

		N	Mean	Std. Deviation	Significantly difference
Social Impact					
1. Company has a good relationship with the community as well as government agencies	High School	6	4.00	.894	No
	College / University	338	4.10	.717	
	Graduate School	84	3.96	.813	
	Total	428	4.07	.740	
2. Company contributes to the community's better living conditions and livelihoods.	High School	6	4.33	.816	No
	College / University	338	4.11	.778	
	Graduate School	84	3.95	.820	
	Total	428	4.08	.788	
3. Company can be a part of the community.	High School	6	4.00	.894	No
	College / University	338	4.09	.712	
	Graduate School	84	3.96	.735	
	Total	428	4.07	.719	
4. Company has more cooperation from the suppliers or government agencies for socially beneficial activities.	High School	6	4.33	.816	No
	College / University	338	4.14	.793	
	Graduate School	84	4.31	.744	
	Total	428	4.18	.785	
5. Company can help the community love and value the community more.	High School	6	4.33	.816	No
	College / University	338	4.03	.716	
	Graduate School	84	4.01	.925	
	Total	428	4.03	.761	
Financial Impact					
	High School	6	4.00	.894	Yes

		N	Mean	Std. Deviation	Significantly difference
1. Company can keep profitable every year.	College / University	338	4.00	.776	
	Graduate School	84	3.70	.818	
	Total	428	3.94	.793	
2. Company can expand its business continuously.	High School	6	4.33	.816	Yes
	College / University	338	4.11	.767	
	Graduate School	84	3.73	.841	
	Total	428	4.04	.796	
3. Company has lower corporate costs and expenses.	High School	6	4.00	.894	No
	College / University	338	3.98	.866	
	Graduate School	84	3.75	.805	
	Total	428	3.93	.858	
4. Company has increased investment in the past.	High School	6	4.33	.816	Yes
	College / University	338	4.09	.832	
	Graduate School	84	3.70	.861	
	Total	428	4.02	.851	
5. Company has increased market value and market share.	High School	6	4.00	.894	No
	College / University	338	4.11	.793	
	Graduate School	84	4.11	.957	
	Total	428	4.11	.827	
Environmental Impact					
1. Company can make the best use of resources for the results.	High School	6	4.33	.516	No
	College / University	338	3.99	.759	
	Graduate School	84	3.81	.925	
	Total	428	3.96	.794	
2. Company has a better image for the environmental section.	High School	6	4.17	.753	No
	College / University	338	4.12	.709	
	Graduate School	84	4.18	.971	
	Total	428	4.13	.766	
3. Company operates its business without having any negative impact on the environment, either directly or indirectly.	High School	6	4.33	.516	No
	College / University	338	4.01	.745	
	Graduate School	84	3.86	.794	
	Total	428	3.98	.754	

		N	Mean	Std. Deviation	Significantly difference
4. The company has quality products and services that are more environmentally friendly.	High School	6	4.17	.753	No
	College / University	338	4.01	.749	
	Graduate School	84	3.81	.843	
	Total	428	3.97	.771	
5. Company contributes to the society by realizing the importance of the environment	High School	6	4.67	.516	Yes
	College / University	338	4.02	.793	
	Graduate School	84	3.86	.823	
	Total	428	4.00	.801	

**Table 29 Perception of the respondents toward Worker contribution factors classified by income**

		N	Mean	Std. Deviation	Significantly difference
Social Impact					
1. Company has a good relationship with the community as well as government agencies	10,001 – 20,000 Baht	159	3.98	.750	Yes
	20,001 – 30,000 Baht	59	4.14	.434	
	30,001 – 40,000 Baht	120	3.95	.732	
	40,001 – 50,000 Baht	25	3.88	.881	
	More than 50,000 Baht	65	4.55	.708	
	Total	428	4.07	.740	
2. Company contributes to the community's better living conditions and livelihoods.	10,001 – 20,000 Baht	159	3.91	.830	Yes
	20,001 – 30,000 Baht	59	4.24	.503	
	30,001 – 40,000 Baht	120	4.00	.745	
	40,001 – 50,000 Baht	25	4.24	1.012	
	More than 50,000 Baht	65	4.46	.731	
	Total	428	4.08	.788	
3. Company can be a part of the community.	10,001 – 20,000 Baht	159	3.96	.737	Yes
	20,001 – 30,000 Baht	59	4.14	.434	
	30,001 – 40,000 Baht	120	3.94	.725	
	40,001 – 50,000 Baht	25	4.00	.645	
	More than 50,000 Baht	65	4.52	.731	
	Total	428	4.07	.719	
	10,001 – 20,000 Baht	159	4.11	.690	No

		N	Mean	Std. Deviation	Significantly difference
4. Company has more cooperation from the suppliers or government agencies for socially beneficial activities.	20,001 – 30,000 Baht	59	4.29	.527	
	30,001 – 40,000 Baht	120	4.27	.707	
	40,001 – 50,000 Baht	25	4.24	1.012	
	More than 50,000 Baht	65	4.08	1.150	
	Total	428	4.18	.785	
5. Company can help the community love and value the community more.	10,001 – 20,000 Baht	159	3.90	.797	Yes
	20,001 – 30,000 Baht	59	4.36	.483	
	30,001 – 40,000 Baht	120	4.08	.758	
	40,001 – 50,000 Baht	25	4.00	1.291	
	More than 50,000 Baht	65	4.00	.500	
	Total	428	4.03	.761	
Financial Impact					
1. Company can keep profitable every year.	10,001 – 20,000 Baht	159	3.77	.828	Yes
	20,001 – 30,000 Baht	59	4.14	.434	
	30,001 – 40,000 Baht	120	3.78	.739	
	40,001 – 50,000 Baht	25	3.84	.850	
	More than 50,000 Baht	65	4.55	.708	
	Total	428	3.94	.793	
2. Company can expand its business continuously.	10,001 – 20,000 Baht	159	3.82	.810	Yes
	20,001 – 30,000 Baht	59	4.24	.503	
	30,001 – 40,000 Baht	120	3.83	.760	
	40,001 – 50,000 Baht	25	4.20	1.000	
	More than 50,000 Baht	65	4.69	.498	
	Total	428	4.04	.796	
3. Company has lower corporate costs and expenses.	10,001 – 20,000 Baht	159	3.72	.993	Yes
	20,001 – 30,000 Baht	59	4.12	.419	
	30,001 – 40,000 Baht	120	3.81	.725	
	40,001 – 50,000 Baht	25	3.84	.850	
	More than 50,000 Baht	65	4.55	.708	
	Total	428	3.93	.858	
4. Company has increased investment in the past.	10,001 – 20,000 Baht	159	3.77	.927	Yes
	20,001 – 30,000 Baht	59	4.24	.503	
	30,001 – 40,000 Baht	120	3.83	.781	



		N	Mean	Std. Deviation	Significantly difference
	40,001 – 50,000 Baht	25	4.20	1.000	
	More than 50,000 Baht	65	4.68	.503	
	Total	428	4.02	.851	
5. Company has increased market value and market share.	10,001 – 20,000 Baht	159	4.09	.979	No
	20,001 – 30,000 Baht	59	4.12	.419	
	30,001 – 40,000 Baht	120	4.24	.860	
	40,001 – 50,000 Baht	25	3.84	.850	
	More than 50,000 Baht	65	4.00	.559	
	Total	428	4.11	.827	
Environmental Impact					
1. Company can make the best use of resources for the results.	10,001 – 20,000 Baht	159	3.86	.728	Yes
	20,001 – 30,000 Baht	59	4.02	.629	
	30,001 – 40,000 Baht	120	3.88	.740	
	40,001 – 50,000 Baht	25	3.52	1.159	
	More than 50,000 Baht	65	4.48	.793	
	Total	428	3.96	.794	
2. Company has a better image for the environmental section.	10,001 – 20,000 Baht	159	4.18	.767	Yes
	20,001 – 30,000 Baht	59	4.03	.556	
	30,001 – 40,000 Baht	120	4.34	.739	
	40,001 – 50,000 Baht	25	3.60	1.190	
	More than 50,000 Baht	65	3.92	.620	
	Total	428	4.13	.766	
3. Company operates its business without having any negative impact on the environment, either directly or indirectly.	10,001 – 20,000 Baht	159	3.90	.704	Yes
	20,001 – 30,000 Baht	59	4.02	.629	
	30,001 – 40,000 Baht	120	3.85	.752	
	40,001 – 50,000 Baht	25	3.76	.723	
	More than 50,000 Baht	65	4.49	.793	
	Total	428	3.98	.754	
4. The company has quality products and services that are more environmentally friendly.	10,001 – 20,000 Baht	159	3.85	.739	Yes
	20,001 – 30,000 Baht	59	4.03	.556	
	30,001 – 40,000 Baht	120	3.88	.747	
	40,001 – 50,000 Baht	25	3.72	.936	
	More than 50,000 Baht	65	4.48	.793	

		N	Mean	Std. Deviation	Significantly difference
	Total	428	3.97	.771	
5. Company contributes to the society by realizing the importance of the environment	10,001 – 20,000 Baht	159	3.83	.843	Yes
	20,001 – 30,000 Baht	59	4.03	.586	
	30,001 – 40,000 Baht	120	3.93	.753	
	40,001 – 50,000 Baht	25	3.76	.926	
	More than 50,000 Baht	65	4.60	.607	
	Total	428	4.00	.801	

**Table 30 Perception of the respondents toward Worker contribution factors classified by Job changed experience**

		N	Mean	Std. Deviation	Significantly difference
Social Impact					
1. Company has a good relationship with the community as well as government agencies	Never	23	4.17	.834	Yes
	1-2 times	336	3.97	.695	
	3-4 times	27	4.07	.874	
	5-6 times	4	4.25	.957	
	More than 6 times	38	4.92	.273	
	Total	428	4.07	.740	
2. Company contributes to the community's better living conditions and livelihoods.	Never	23	3.96	.706	Yes
	1-2 times	336	4.00	.775	
	3-4 times	27	4.15	.864	
	5-6 times	4	3.75	.500	
	More than 6 times	38	4.92	.273	
	Total	428	4.08	.788	
3. Company can be a part of the community.	Never	23	4.17	.834	Yes
	1-2 times	336	3.98	.675	
	3-4 times	27	3.96	.808	
	5-6 times	4	3.50	.577	
	More than 6 times	38	4.92	.273	
	Total	428	4.07	.719	
	Never	23	3.83	.778	Yes

		N	Mean	Std. Deviation	Significantly difference
4. Company has more cooperation from the suppliers or government agencies for socially beneficial activities.	1-2 times	336	4.21	.684	
	3-4 times	27	4.44	.506	
	5-6 times	4	3.75	.500	
	More than 6 times	38	4.03	1.461	
	Total	428	4.18	.785	
5. Company can help the community love and value the community more.	Never	23	3.83	.778	No
	1-2 times	336	4.04	.791	
	3-4 times	27	4.11	.892	
	5-6 times	4	4.25	.500	
	More than 6 times	38	4.05	.226	
	Total	428	4.03	.761	
Financial Impact					
1. Company can keep profitable every year.	Never	23	3.96	.928	Yes
	1-2 times	336	3.86	.755	
	3-4 times	27	3.67	.679	
	5-6 times	4	3.75	.957	
	More than 6 times	38	4.92	.273	
	Total	428	3.94	.793	
2. Company can expand its business continuously.	Never	23	4.00	.953	Yes
	1-2 times	336	3.93	.778	
	3-4 times	27	4.11	.577	
	5-6 times	4	3.75	.957	
	More than 6 times	38	4.92	.273	
	Total	428	4.04	.796	
3. Company has lower corporate costs and expenses.	Never	23	3.96	.928	Yes
	1-2 times	336	3.85	.839	
	3-4 times	27	3.67	.679	
	5-6 times	4	3.75	.957	
	More than 6 times	38	4.92	.273	
	Total	428	3.93	.858	
4. Company has increased investment in the past.	Never	23	4.04	.928	No
	1-2 times	336	3.91	.840	
	3-4 times	27	4.07	.730	

		N	Mean	Std. Deviation	Significantly difference
	5-6 times	4	3.50	.577	
	More than 6 times	38	4.92	.273	
	Total	428	4.02	.851	
5. Company has increased market value and market share.	Never	23	3.96	.928	Yes
	1-2 times	336	4.18	.848	
	3-4 times	27	3.67	.832	
	5-6 times	4	3.50	.577	
	More than 6 times	38	4.00	.329	
	Total	428	4.11	.827	
Environmental Impact					
1. Company can make the best use of resources for the results.	Never	23	3.96	.976	Yes
	1-2 times	336	3.85	.750	
	3-4 times	27	3.93	.829	
	5-6 times	4	4.00	0.000	
	More than 6 times	38	4.92	.273	
	Total	428	3.96	.794	
2. Company has a better image for the environmental section.	Never	23	3.96	.976	No
	1-2 times	336	4.18	.770	
	3-4 times	27	3.89	.892	
	5-6 times	4	3.50	.577	
	More than 6 times	38	4.00	.329	
	Total	428	4.13	.766	
3. Company operates its business without having any negative impact on the environment, either directly or indirectly.	Never	23	3.96	.976	Yes
	1-2 times	336	3.88	.700	
	3-4 times	27	3.96	.808	
	5-6 times	4	4.25	.500	
	More than 6 times	38	4.92	.273	
	Total	428	3.98	.754	
4. The company has quality products and services that are more environmentally friendly.	Never	23	3.96	.976	No
	1-2 times	336	3.87	.715	
	3-4 times	27	3.93	.874	
	5-6 times	4	3.75	.500	
	More than 6 times	38	4.92	.273	

		N	Mean	Std. Deviation	Significantly difference
	Total	428	3.97	.771	
5. Company contributes to the society by realizing the importance of the environment	Never	23	4.00	1.000	Yes
	1-2 times	336	3.86	.767	
	3-4 times	27	4.44	.506	
	5-6 times	4	4.25	.500	
	More than 6 times	38	4.92	.273	
	Total	428	4.00	.801	

**Table 31 Perception of the respondents toward Worker contribution factors classified by current job experience**

		N	Mean	Std. Deviation	Significantly difference
Social Impact					
1. Company has a good relationship with the community as well as government agencies	Less than 1 year	60	3.87	.791	Yes
	1 - 3 years	139	3.87	.646	
	4 - 6 years	129	4.33	.665	
	7 - 9 years	58	4.17	.704	
	10 - 12 years	16	4.56	.512	
	More than 12 years	26	3.85	1.047	
	Total	428	4.07	.740	
2. Company contributes to the community's better living conditions and livelihoods.	Less than 1 year	60	3.77	1.015	Yes
	1 - 3 years	139	3.84	.617	
	4 - 6 years	129	4.37	.662	
	7 - 9 years	58	4.29	.726	
	10 - 12 years	16	4.69	.602	
	More than 12 years	26	3.85	1.008	
	Total	428	4.08	.788	
3. Company can be a part of the community.	Less than 1 year	60	3.87	.791	Yes
	1 - 3 years	139	3.83	.621	
	4 - 6 years	129	4.33	.663	
	7 - 9 years	58	4.19	.712	
	10 - 12 years	16	4.56	.512	

		N	Mean	Std. Deviation	Significantly difference
	More than 12 years	26	3.92	.845	
	Total	428	4.07	.719	
4. Company has more cooperation from the suppliers or government agencies for socially beneficial activities.	Less than 1 year	60	4.02	.725	Yes
	1 - 3 years	139	4.06	.651	
	4 - 6 years	129	4.22	.929	
	7 - 9 years	58	4.50	.504	
	10 - 12 years	16	4.75	.577	
	More than 12 years	26	3.88	1.033	
	Total	428	4.18	.785	
Imp_Soc5	Less than 1 year	60	3.68	.813	Yes
	1 - 3 years	139	3.96	.647	
	4 - 6 years	129	4.11	.615	
	7 - 9 years	58	4.33	.758	
	10 - 12 years	16	4.81	.403	
	More than 12 years	26	3.73	1.282	
	Total	428	4.03	.761	
Financial Impact					
1. Company can keep profitable every year.	Less than 1 year	60	3.82	.813	Yes
	1 - 3 years	139	3.77	.663	
	4 - 6 years	129	4.33	.663	
	7 - 9 years	58	3.83	.939	
	10 - 12 years	16	4.44	.629	
	More than 12 years	26	3.23	.765	
	Total	428	3.94	.793	
2. Company can expand its business continuously.	Less than 1 year	60	3.83	.827	Yes
	1 - 3 years	139	3.88	.603	
	4 - 6 years	129	4.41	.669	
	7 - 9 years	58	3.95	.999	
	10 - 12 years	16	4.63	.619	
	More than 12 years	26	3.27	.778	
	Total	428	4.04	.796	
	Less than 1 year	60	3.68	1.000	Yes
	1 - 3 years	139	3.83	.636	

		N	Mean	Std. Deviation	Significantly difference
3. Company has lower corporate costs and expenses.	4 - 6 years	129	4.33	.665	
	7 - 9 years	58	3.67	1.176	
	10 - 12 years	16	4.44	.629	
	More than 12 years	26	3.38	.804	
	Total	428	3.93	.858	
4. Company has increased investment in the past.	Less than 1 year	60	3.83	.827	Yes
	1 - 3 years	139	3.88	.595	
	4 - 6 years	129	4.41	.669	
	7 - 9 years	58	3.83	1.258	
	10 - 12 years	16	4.56	.727	
	More than 12 years	26	3.31	.884	
	Total	428	4.02	.851	
5. Company has increased market value and market share.	Less than 1 year	60	4.07	.861	Yes
	1 - 3 years	139	4.23	.735	
	4 - 6 years	129	4.23	.552	
	7 - 9 years	58	3.84	1.211	
	10 - 12 years	16	4.44	.629	
	More than 12 years	26	3.35	.892	
	Total	428	4.11	.827	
Environmental Impact					
1. Company can make the best use of resources for the results.	Less than 1 year	60	3.77	.810	Yes
	1 - 3 years	139	3.86	.620	
	4 - 6 years	129	4.25	.761	
	7 - 9 years	58	3.78	.773	
	10 - 12 years	16	4.38	.719	
	More than 12 years	26	3.65	1.263	
	Total	428	3.96	.794	
2. Company has a better image for the environmental section.	Less than 1 year	60	4.03	.882	Yes
	1 - 3 years	139	4.27	.666	
	4 - 6 years	129	4.19	.609	
	7 - 9 years	58	3.93	.792	
	10 - 12 years	16	4.31	.793	
	More than 12 years	26	3.69	1.258	

		N	Mean	Std. Deviation	Significantly difference
	Total	428	4.13	.766	
3. Company operates its business without having any negative impact on the environment, either directly or indirectly.	Less than 1 year	60	3.77	.810	Yes
	1 - 3 years	139	3.83	.644	
	4 - 6 years	129	4.26	.763	
	7 - 9 years	58	3.88	.703	
	10 - 12 years	16	4.38	.719	
	More than 12 years	26	3.92	.845	
	Total	428	3.98	.754	
4. The company has quality products and services that are more environmentally friendly.	Less than 1 year	60	3.80	.840	Yes
	1 - 3 years	139	3.78	.660	
	4 - 6 years	129	4.28	.718	
	7 - 9 years	58	3.90	.718	
	10 - 12 years	16	4.31	.793	
	More than 12 years	26	3.85	1.008	
	Total	428	3.97	.771	
5. Company contributes to the society by realizing the importance of the environment	Less than 1 year	60	3.67	1.020	Yes
	1 - 3 years	139	3.88	.649	
	4 - 6 years	129	4.30	.725	
	7 - 9 years	58	3.90	.693	
	10 - 12 years	16	4.44	.727	
	More than 12 years	26	3.85	1.047	
	Total	428	4.00	.801	





## บันทึกข้อความ

ส่วนงาน สำนักงานบริหารการวิจัย นวัตกรรมและการสร้างสรรค์ มหาวิทยาลัยศิลปากร ภายใน 216004  
ที่ อว 8603.16/1531 วันที่ 22 มีนาคม 2565

เรื่อง ผลการพิจารณาการขอรับการรับรองจริยธรรมการวิจัยในมนุษย์

เรียน นายปวิศร์ มาเกิด (นักศึกษาวิทยาลัยนานาชาติ) ส่งผ่าน อ. ปวิศร์ ฌส.ดร. เนลินภร สิริจิชัย

ตามที่ท่านได้ส่งโครงการวิจัย เรื่อง ปัจจัยการอุทิศตนในการทำงานของพนักงานที่มีผลต่อประสิทธิภาพการดำเนินงานของกิจการเพื่อสังคม (เลขที่โครงการ REC 64.1104-171-6436) ไปยังสำนักงานบริหารการวิจัย นวัตกรรมและการสร้างสรรค์ เพื่อขอรับการพิจารณารับรองจากคณะกรรมการจริยธรรมการวิจัยในมนุษย์ มหาวิทยาลัยศิลปากร แล้วนั้น

บัดนี้ สำนักงานบริหารการวิจัยฯ ขอแจ้งผลการพิจารณาให้ทราบว่า ขอแจ้งผลการพิจารณาให้ทราบว่า โครงการวิจัยดังกล่าวเข้าข่ายโครงการวิจัยที่ได้รับการยกเว้นการพิจารณา (Exemption review) จึงออกหนังสือรับรองให้กับโครงการวิจัยดังกล่าวตามเอกสารแนบ

จึงเรียนมาเพื่อโปรดทราบ หากผู้วิจัยมีข้อสงสัยสามารถสอบถามเพิ่มเติมได้ที่ นางสาวนฤมล นันทิวาวัฒน์ โทร (เบอร์สำนักงาน) 098-5479738 ภายใน 216004

(ศาสตราจารย์ ดร.พรศักดิ์ ศรีอรรถศักดิ์)  
ประธานกรรมการจริยธรรมการวิจัยในมนุษย์



มหาวิทยาลัยศิลปากร

หนังสือฉบับนี้ให้ไว้เพื่อแสดงว่า

รหัสโครงการ: REC 64.1104-171-6436

ชื่อโครงการ (ภาษาไทย): ปัจจัยการอุทิศตนในการทำงานของพนักงานที่มีผลต่อประสิทธิภาพการดำเนินงานของ  
กิจการเพื่อสังคม

ชื่อโครงการ (ภาษาอังกฤษ): Factors of Workers' Contributions affecting on Social Enterprise Performance

ผู้วิจัยหลัก: นายปวีร์ศรี มาเกิด

สังกัด: วิทยาลัยนานาชาติ

เอกสารที่รับรอง:

1. แบบเสนอเพื่อขอรับการพิจารณาจริยธรรมการวิจัยในมนุษย์ เวอร์ชัน 01 ฉบับลงวันที่ 4 พฤศจิกายน 2564
2. แบบเสนอโครงการวิจัยเพื่อการพิจารณาจริยธรรมการวิจัยในมนุษย์ (ฉบับภาษาไทย) เวอร์ชัน 01  
ฉบับลงวันที่ 4 พฤศจิกายน 2564

ได้ผ่านการรับรองจากคณะกรรมการจริยธรรมการวิจัยในมนุษย์ มหาวิทยาลัยศิลปากร โดยยึดหลักเกณฑ์ตามคำประกาศ เฮลซิงกิ (Declaration of Helsinki) และมีความสอดคล้องกับหลักจริยธรรมสากล ตลอดจนกฎหมายข้อบังคับ และข้อกำหนดภายในประเทศ



(ศาสตราจารย์ ดร.พรศักดิ์ ศรีอมรศักดิ์)

ประธานกรรมการจริยธรรมการวิจัยในมนุษย์  
มหาวิทยาลัยศิลปากร

หมายเลขใบรับรอง COE 64.1105-159

วันที่รับรอง: 5 พฤศจิกายน พ.ศ.2564

สำนักงานบริหารการวิจัย นวัตกรรมและการสร้างสรรค์

6 ถนนราชมรรคาใน ตำบลพระปฐมเจดีย์ อำเภอเมืองนครปฐม จังหวัดนครปฐม 73000

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