

Motivation and Performance Evaluation Literacy of Skilled Worker: Balanced Scorecard Approach

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Abstract – The research aims at studying the motivation and performance evaluation literacy of skilled workers on Balanced Scorecard Approach. A sample group derived from 350 skilled workers of an export condom company in Thailand. Multiple Regression was used to analyze the influence of the Motivation Factors according to Herzberg's Two-Factor Theory on the performance evaluation literacy of skilled workers. The research result revealed that the performance motivation had a significant relationship with the literacy of skilled workers on Balanced Scorecard (BSC) approach. Especially, Motivation Factors, which indicated positive effects on the literacy of the skilled workers on the BSC approach significantly at 0.05 level. It can be beneficial to various organizations to apply the study results by making a plan, improving, and determining the evaluative strategies through the processes focusing on Herzberg's Two-Factor Theory. It can promote the use of BSC as a tool of evaluation to achieve the goals,

specifically the emphasis of Motivation Factors such as giving praise, emphasizing the success of work, challenging work, and responsibility, to use with the skilled workers.

Keywords – Balanced Scorecard, performance, motivation, skilled worker.

1. Introduction

These days, there is a rapid evolution and development throughout the world under technological change, especially information technology. It enormously affects the change of consumers' behaviors and competitive businesses. Therefore, various organizations determine their organizational strategies to develop their own business to achieve strength for generating growth and security to their organizations and get them to become survivable in highly competitive situations. It is regarded as a crucial factor to achieve organizational success [1]. Hence, each organization expects the workers can work the most effectively and efficiently. Therefore, it causes various organizations to adjust their strategies, generate the measure, and adopt management tools for development, responding to the customers' needs the best [2]. When considering the industrial organizations essential for the export and employment of Thailand, it is one of the top 3 export bases in ASEAN. The country is the world's largest supplier of food and agricultural products such as rice and natural rubber [3]. The global condom market is segregated on the basis of distribution channel as mass merchandizers, drug stores, and e-commerce. Based on product the global condom market is segmented in male condoms and female condoms. Based on material type the global condom market is segmented in latex and non-latex [4]. According to the information in 2018, the company has the export amount of 865 million condom

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pieces. The products have been mainly exported to China, the European countries, and America. Hence, all workers in an organization are the most crucial resources, especially the skilled workers in the production line, as the essential components to drive the organization's missions for achieving the goals [5]. The rapid growth of business performance impacts the company to determine the strategies to increase the work efficiency for workers [6]. Hence the company has to bring the tools and indicators of performance to be a mechanism for evaluating the workers' contributions. It has been adjusting the performance indicators for the skilled workers' group to suit the work characteristics and situations continuously. However, it still finds that the tools used for measuring the results still lack clarity. Hence, it affects the company hard to evaluate the performance concretely. These days, most of the leading organizations adopt the Balanced Scorecard, a tool used to manage, such as financial, customer, internal process, and learning and growth part, so that the organization can compete with the rivals and maintain being of marketing leader concordant with the set goals [7]. But there is research today that studies Balanced Scorecard application in various issues. There is no research concerning the performance motivation factors with the literacy of the skilled workers about this Balanced Scorecard approach. Hence, this study emphasizes the study of performance motivation factors affecting the literacy of skilled workers on the Balanced Scorecard approach as an evaluation tool. Therefore, any organization using the Balanced Scorecard can bring these research results for doing strategies and enhance the motivation of performance for the organization to increase the workers' efficiency and the organizations' productivity further.

2. Literature Review

2.1. Motivation

Motivation is a psychological power that builds the sophisticated process of targeted concepts and behaviors as goals [8]. These processes drive together with external contexts as an orientation, severity, and existence of personal behaviors leading to the objectives [9], [10]. Performance motivation means a set of power inside a person depending on the difference of each individual and environment, such as culture, society, and organization, for the performance [11]. Besides, motivation gets effect by the characteristics of personality and need, even the suitability of performance while creating the various results and attitudes such as satisfaction, behaviors of being the members of the organization, participation, and others [12], [6]. Motivation is a crucial

component of performance happiness. It affects the workers' performance efficiency directly. The factors affecting the workers' performance motivation according to Herzberg's Two-Factor Theory are divided into 1) Motivation Factors; the factors which motivate human beings to work harder; these factors create satisfaction to the persons in the organization to work more effectively, which include the performance success, respect, characteristics of interesting performance, performance responsibility, and performance advancement [14], and 2) Hygiene Factors; these prevent the persons from the dissatisfaction of performance, which includes salary, for example, when a worker feels that the compensates are suitable, relationship with the subordinates, for example, the chief feels good toward the subordinates, relationships with the commanders, namely, the employees feel good toward their commanders, relationships with the colleagues mean the employees feel food toward their colleagues, performance orientation means the employees feel that the executives have intention to teach them and assign tasks concordant to the duties and responsibilities, policy and management means the employees feel that the Management Department has good communication and knows the policies of organization, the performance situation means the employees fell secure from their work, personal life means the employees feel that their work time does not affect their private life [15].

2.2. Literacy

Knowledge means the ability to bring the information or memories existing to use. It is the base of literacy [16], including the occurred behaviors from learning and various situations which focus on memory. While Benjamin Bloom et al. identify that understanding is the competence of expanding the knowledge and memory to be further reasonably [17]. From the meaning of literacy mentioned above, it can be concluded that literacy means the collection of experiences, remembrance, and various information the persons keep in their brains and can take such information out for explaining, summarizing, or expanding the results further reasonably [18]. Literacy consists of six levels (Hierarchy of Cognitive Domains) [16] which include: 1) Knowledge; the ability to bring the information or memory to use fundamentally, for example, an employee can collect the data of performance, or can repeat the work done, 2) Comprehension; the ability to understand or interpret the information acquired, for example, the workers can differentiate data, and explain the information results, including predicting the results of work done, 3) Application; the ability to use knowledge in new

situations, for example, the employees can apply the performance information, calculation from data, or transfer data which have been done, 4) Analysis; the ability to divide information into parts, for example, the workers can analyze, categorize, and compare the data, 5) Synthesis; the ability to combine various parts altogether, for example, the employees can collect data then take them to develop and plan further, and 6) Evaluation; the ability to evaluate the values of information to determine the purposes further, for example, the employees can conclude the performance results, be capable of making decision, and solving problems, as well as giving recommendation to others [19].

2.3. *Balanced Scorecard*

Balanced Scorecard is a strategic management system used for indicating and improving internal business functions [20]. It leads to the practice depending on measurement or evaluation that helps an organization generate uniqueness and concordance, including focusing on what is crucial for the achievement [21]. The executives can bring BSC to use for strategic management of the organization by evaluating the performance in four perspectives: Financial Perspective, Customer Perspective, Internal Business Process, and Learning and Growth Perspective [22]. According to the BSC application for organization, it is necessary to have clarity on missions and visions, then be able to transfer the policies to various levels of workers for the achievement of the goals, and able to maintain the competitive ability of the business [23]. It is essential to have a consistent plan, application, evaluation, and improvement [24]. It can be seen that the Balanced Scorecard is a tool weighing each factor unequally. The performance model is usually a process. For example, when passing the step of performance to increase efficiency or competence of the organization (Learning and Growth) and pass the process within the organization (Internal Processes), then it reaches the giving values to get the customers to feel appreciated (Customer). Finally, it is a better financial perspective (Financial) [25].

According to the literature review mentioned above, the researcher determined the hypothesis of research as follows:

Hypothesis 1: Motivation factors have positive effects through the literacy of skilled workers on Balanced Scorecard approach.

Hypothesis 2: Hygiene factors have positive effects through the literacy of skilled workers on Balanced Scorecard approach.

3. Methodology

3.1. *Population and Sampling*

The population used in this research was 992 skilled workers of the studied companies. The study was carried out on 31 January 2021. The size of the sample group derived from the computation of Taro Yamane for questionnaires design. Some 286 samples minimums were to at 95% reliability. To get data fully and perspective, the researcher determined 350 samples for the actual study with the method of Sample Random Sampling.

3.2. *Data Analysis*

The instrument used in this research was 350 questionnaires. The questionnaire was investigated for the validity of its contents by three experts. The reliability test was carried out by 30 sets of questionnaires from the sample group by finding out the Cronbach's alpha coefficient [26]. The reliability found was near 1.0 (very variable was over 0.7), (see more details in Table 1.).

Table 1. Results of Cronbach's alpha coefficient

Variables	Cronbach's Alpha
Hygiene Factors	0.945
Motivator Factors	0.895
Financial Perspectives	0.873
Customer Perspectives	0.857
Internal Process Perspectives	0.837
Learning and Growth Perspectives	0.816

General data analysis included personal factors, motivation level, and literacy level of the skilled workers, using the descriptive statistics method with basic statistics, which consisted of Frequency, Percentage, Mean, and Standard Deviation. Such motivation factors and literacy factors were divided into five levels; very high, high, neutral, low, and very low.

The analysis of different personal factors affects the motivation on performance of the skilled workers differently. Also, it impacts the literacy of the skilled workers on using the Balanced Scorecard to evaluate their contributions differently. The test used the Independent Sample t-test to compare the average of the two sample groups, which were independent of each other. The test also used Independent Sample F-test to test the hypothesis by One-Way ANOVA to compare the average of the sample groups which had more than two groups.

How the performance motivation test, both Motivation Factors and Hygiene Factors, relates and impacts each other towards the literacy of the skilled workers using Balanced Scorecard for evaluation, using the Pearson's correlation: r [27] and Multiple Regression [28].

4. Results and Discussion

4.1. General Information of the Skilled Workers, the Respondents

According to the analysis of general information of the respondents, it illustrated that most of the sample group was female, 268 persons (76.6%), aged between 31-40 years old, 136 persons (38.9%), and Thai nationality, 254 persons (72.6%), respectively (see more details in Table 2.).

Table 2. Information illustrated frequency and percentage of the respondents (n=350)

Personal Factors	Status	Number (person)	%
Gender	Male	82	23.4
	Female	268	76.6
Age	20 – 30 years old	93	26.6
	31 – 40 years old	136	38.9
	41 – 50 years old	96	27.4
	50 years old up	25	7.1
Status	Single	149	42.6
	Married	159	45.4
	Divorce/Widow/ Separated	42	12.0
Nationality	Thai	254	72.6
	Myanmese	96	27.4

When analyzing the information about the performance motivation of the skilled workers, it found that the motivation level, both Hygiene Factors and Motivation Factors, were at a high level. The Mean and Standard Deviation (S.D.). were (818.0) and 3.94 (0.802) respectively (see more details in Table 3.).

Table 3. Mean and standard deviation (S.D.) of the performance motivation as a whole image

Performance Motivation	\bar{x}	S.D.	Motivation Level
Hygiene Fators	3.87	0.818	High
Motivation Factors	3.94	0.802	High

Furthermore, there was the analysis of Mean and Standard Deviation (S.D.) of the opinions on literacy using Balanced Scorecard approach for the performance through four perspectives: Financial Perspective, Customer Perspective, Internal Process Perspective, and Learning and Growth Perspective. It indicated that the skilled workers had literacy at a high level, the Standard Deviation (S.D.) was 3.86 (0.694), 3.84 (0.712), 3.93 (0.712), and 3.71 (0.785), respectively (see more details in Table 4.).

Table 4. Mean and standard deviation (S.D.) of the performance literacy on balanced scorecard approach in each perspective

Perspectives	\bar{x}	S.D.	Literacy Level
Financial Perspective	3.86	0.694	High
Customer Perspective	3.84	0.712	High
Internal Process Perspective	3.93	0.675	High
Learning and Growth Perspective	3.71	0.785	High

4.2. Analysis Information and Hypothesis Test of Skilled Workers

4.2.1. Personal factors and performance motivation on the skilled workers

According to the statistical analysis using t-test and F-test, the different personal factors had no statistical significance on the performance motivation of the skilled workers, except for the personal factor in a part of different status. It had the motivation level on Hygiene Factors differently by statistical significance at 0.05 level (see more details in Table 5.).

4.2.2. Skilled workers' personal factors and literacy on Balanced Scorecard approach

Regarding the statistical analysis using t-test and F-test, the different personal factors of skilled workers had the literacy of Balanced Scorecard approach not differently, except the sub-factors of learning and growth perspective and age perspective (see more details in Table 6.).

According to Table 6., when considering the personal factors and literacy of the skilled workers on Balanced Scorecard approach, the skilled workers with different ages had literacy level of learning and growth perspective differently by statistical significance, by having the sig at 0.045, which was less than the statistical significance at 0.05 level.

Hypothesis test concerning the performance motivation had positive effects towards the literacy of skilled workers on Balanced Scorecard approach.

Regarding the analysis of the relationship between the performance motivation with the literacy of skilled workers on Balanced Scorecard approach, by using Pearson Correlation [27], both had the relationship at a high level and with the same direction by statistical significance at 0.01 level (see more details in Table 7.).

When considering the effects of performance motivation toward the literacy of skilled workers on Balanced Scorecard approach by using Multiple Regression [28], between the performance motivation of Hygiene Factors and Motivation

Table 5. Analysis of skilled workers' personal factors and performance motivation

Performance Motivation	Personal Factors							
	Gender		Nationality		Age		Status	
	t	Sig	t	Sig	F-Ratio	Sig	F-Ratio	Sig
Hygiene Factors	-1.040	0.301	0.465	0.642	1.554	0.200	5.434	0.005*
Motivation Factors	-0.869	0.387	1.074	0.285	1.701	0.167	2.064	0.129
Overall Image	-0.992	0.323	0.770	0.443	1.609	0.187	3.927	0.021*

* Statistical Significance was at 0.05 level

Table 6. Analysis of personal factors and literacy of skilled workers on Balanced Scorecard approach

Literacy of Balanced Scorecard Approach	Personal Factors							
	Gender		Nationality		Age		Status	
	t	Sig	t	Sig	F-Ratio	Sig	F-Ratio	Sig
Financial Perspective	0.542	0.588	0.322	0.747	0.340	0.796	0.993	0.372
Customer Perspective	0.365	0.715	0.581	0.561	1.452	0.228	0.906	0.405
Internal Process Perspective	0.777	0.438	1.247	0.206	1.914	0.127	1.800	0.167
Learning and Growth Perspective	0.740	0.460	0.734	0.464	2.715	0.045*	1.411	0.245
Overall Image	0.524	0.601	0.845	0.398	1.235	0.297	1.286	0.278

* Statistical Significance was at 0.05 level

Table 7. Relationship between the motivation of performance and literacy of skilled workers on Balanced Scorecard approach

Factors	Pearson Correlation				
	Financial Perspective	Customer Perspective	Financial Perspective	Learning and Growth Perspective	Financial spectivePer
Hygiene Factors	0.597** (0.000)	0.590** (0.000)	0.584** (0.000)	0.552** (0.000)	0.620** (0.000)
Motivation Factors	0.664** (0.000)	0.685** (0.000)	0.663** (0.000)	0.618** (0.000)	0.705** (0.000)
Overall Image of Performance Motivation	0.653** (0.000)	0.660** (0.000)	0.646** (0.000)	0.606** (0.000)	0.686** (0.000)

** Statistical Significance was at 0.01 level

Table 8. Regression coefficient of the performance motivation in each aspect and literacy of skilled workers on Balanced Scorecard approach

Motivation of Performance	b	β	SE _b	t	p
Static Values	0.962	0.165		5.827	0.000
Hygiene Factors	0.076	0.079	0.070	0.965	0.335
Motivation Factors	0.655	0.074	0.646	8.910*	0.000

* Statistical Significance was at 0.05 level

Factors, only the Motivation Factors had the positive effects on the literacy of skilled workers on Balanced Scorecard approach by statistical significance at 0.05 level. Therefore, both determined hypotheses could be

accepted. For Hygiene Factors, the study found that there was no positive effect towards the literacy of skilled workers on Balanced Scorecard approach by statistical significance at 0.05 level. Hence, it had to refuse Hypothesis 2 (see more details in Table 8.).

5. Discussions

According to the research concerning personal factors and performance, the different gender, nationality, and age had no difference in the performance motivation. This study has the difference from [29]. Perhaps, the work characteristics of the organization were not considered pursuing the workers' ages but assigning work and giving compensates as well as welfares to all workers equally, without thinking of whether they were male or female gender, which ages, even nationality of Thai or Myanmar. All workers got equity. Hence there were no effects on the performance motivation, except the status factor that this research is concordant with the study of [30]. It indicated that the different statuses affected the performance motivation differently. The Hygiene Factors on single marital status showed that it had more performance motivation than the married status. It might be because a single marital status shows no burdens of family care and expenses. Therefore, the workers were satisfied with their incomes, including their work time. For those mentioned above, it can be the motivation that makes the workers have more performance concentration and attention than those who uphold the married status.

For literacy of skilled workers on Balanced Scorecard approach, it indicated that the literacy level on Balanced Scorecard of each perspective was at a high level. It is concordant with the research of [13], which reflected that the skilled workers had literacy on Balanced Scorecard approach. It could be because the organization had clear goals and could transfer such information to the skilled workers correctly and consistently, including having explained and followed the performance results of the skilled workers periodically that helped them be familiar with the Balanced Scorecard approach. Regarding the personal factors affecting literacy of skilled workers on Balanced Scorecard approach, all four personal factors; gender, nationality, age, and status, that was different, affected the literacy of skilled workers on Balanced Scorecard approach not differently. It is because the organization determined the goals clearly, and the heads of each department were assigned to transfer such assignments to all workers equitably to get them to perceive the organizational goals, and can work effectively. When considering the sub-factor, there was one factor that gave a different result, which is, the age factor. It indicated that age affected the literacy of skilled workers on Balanced Scorecard approach on the different learning and growth perspective; the ages between 41-50 years old had the literacy on the learning and growth perspective less than the group of age between 20-30 years old and between 31-40 years old significantly. It might be because the workers between 40-50 years old had less enthusiasm

for knowledge and novel concepts to achieve work development than other ages group due to their long-term performance. Furthermore, they might suffer from a health problem usually found more frequently during this age affecting their learning ability and effort.

Significantly, the research discovered that the motivation of performance had a relationship with the literacy of skilled workers on Balanced Scorecard approach by having a relationship in the same direction.

It is concordant with the study of [13]. Hence, an organization should focus on enhancing the motivation of workers, both Hygiene Factors and Motivation Factors, especially the latter, which affected the positive effect to enhance the workers to have literacy on Balanced Scorecard approach. With the reasons mentioned, human resources, particularly skilled workers should be encouraged to reach success according to the organizational strategies. Hence, it is necessary to generate and emphasize the Motivation Factors, such as the emphasis of the successful performance, respect, interesting work characteristics, work responsibility, work advancement, etc., to promote the workers to perceive the used instruments for evaluation, and cause the work concentration, to achieve the goals according to the indicators, which means the potential success of the organization.

6. Conclusion

According to the research, the overall personal factors did not affect the performance motivation of the skilled workers' status. This might be caused by the equity without discrimination towards the company's employees. Furthermore, the personal factors did not affect the overall literacy of the skilled workers on Balanced Scorecard approach. It is because the company gave perceptions to the workers continuously. According to the survey results, the workers had literacy of evaluation at a high level.

Each organization can bring this study results to apply with the organization's strategic plan to encourage the workers to have motivation on their work and achieve the literacy of evaluation, by focusing on the method, procedure, and following the performance result more than emphasizing the different personal factors. Moreover, it should treat the workers in terms of their welfare and assistance equitably, including providing literacy about the organizational goals that reflect evaluating the workers regularly and consistently.

Regarding the motivation which had relationships with the literacy of skilled workers on Balanced Scorecard approach, it is necessary for each organization to maintain and increase the level of motivation to the workers, especially in Motivation Factors since the skilled workers need to achieve performance success, respect, challenging and interesting work, work responsibility, and work

promotion. These can enhance the workers to learn and perceive the evaluation continuously and regularly, including supporting the workers' evaluation to be concordant with the organizational goals and help increase the potentials and efficiency of the workers and organizations more increasingly.

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