This author profile is generated by Scopus Learn more

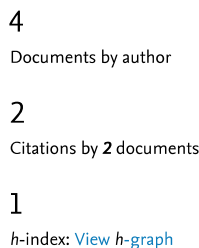# Tawata, Amarin

ⓘ Silpakorn University, Nakhon Pathom, Thailand Show all author info
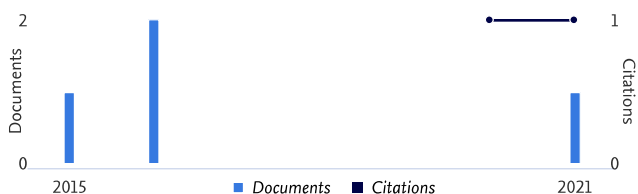SC 56719743300 ⓘ 🆔 Connect to ORCID ⚇ Is this you? Connect to Mendeley account

✏️ Edit profile   🔔 Set alert   ☰ Save to list   👥 Potential author matches
↪ Export to SciVal

Metrics overview

4
Documents by author

2
Citations by **2** documents

1
h-index: View *h*-graph

Document & citation trends

Analyze author output   Citation overview

Most contributed Topics 2017–2021 ⓘ

Workplace; Vocational Education and Training; Apprenticeship
1 document

View all Topics

---

4 Documents	Cited by 2 Documents	New 0 Preprints	9 Co-Authors	1 Topic	Beta 0 Awarded Grants

Export all   Save all to list   Sort by Date ... ⌄

> View list in search results format

> View references

🔔 Set document alert

Article
Designing an Organizational Structure with Employee Participation Affecting the Motivation of Administrative Employees in a Thai University
Tawata, A., Akkawanitcha, C., Wachirasirodom, R., Eakasinth, S., Pattana, N.
Change Management, 2021, 21(1), pp. 19–28
Show abstract ⌄   View at Publisher ↗   Related documents

0
Citations

Article
Self-directed learning improvement through business plan development
Tawata, A., Leardwitayapradit, A.-K., Akkawanitcha, C., Wachirasirodom, R., Sumransat, T.
Knowledge Management, 2016, 16(4), pp. 4–12
Show abstract ⌄   View at Publisher ↗   Related documents

1
Citations

Article
Impacts of e-learning on high school students: The role of conventional interaction
Tawata, A., Yodmongkol, P., Chakpitak, N., Sureephong, P.
International Journal of Science, Mathematics and Technology Learning, 2016, 23(1), pp. 19–27

1
Citations

Sources

| Title ⌄ | Enter title | | Find sources |

Title: Change Management ✕

ⅰ **Improved Citescore** ✕

We have updated the CiteScore methodology to ensure a more robust, stable and comprehensive metric which provides an indication of research impact, earlier. The updated methodology will be applied to the calculation of CiteScore, as well as retroactively for all previous CiteScore years (ie. 2018, 2017, 2016…). The previous CiteScore values have been removed and are no longer available.   View CiteScore methodology. ›

Filter refine list

Apply   Clear filters

Display options ⌃

☐ Display only Open Access journals

Counts for 4-year timeframe

◯ No minimum selected

◯ Minimum citations _____

◯ Minimum documents _____

Citescore highest quartile

☐ Show only titles in top 10 percent

☐ 1st quartile

☐ 2nd quartile

☐ 3rd quartile

☐ 4th quartile

Source type ⌃

☐ Journals

☐ Book Series

☐ Conference Proceedings

☐ Trade Publications

Apply   Clear filters

---

1 result

⤓ Download Scopus Source List   ⓘ Learn more about Scopus Source List

☐ All ⌄   🗐 Export to Excel   💾 Save to source list   View metrics for year: 2021 ⌄

	Source title ↓	CiteScore ↓	Highest percentile ↓	Citations 2018-21 ↓	Documents 2018-21 ↓	% Cited ↓	›
☐ 1	Change Management	0.3	6% 427/456 Strategy and Management	7	23	26	

◀◀

⌃ Top of page

Source details

Change Management

Scopus coverage years: from 2013 to Present

Publisher: Common Ground Research Networks

ISSN: 2327-798X   E-ISSN: 2327-9176

Subject area: Business, Management and Accounting: Strategy and Management

Source type: Journal

View all documents ›   Set document alert   Save to source list

CiteScore 2021
0.3

SJR 2021
0.105

SNIP 2021
0.097

CiteScore   CiteScore rank & trend   Scopus content coverage

ⓘ   **Improved CiteScore methodology**   ✕

CiteScore 2021 counts the citations received in 2018-2021 to articles, reviews, conference papers, book chapters and data papers published in 2018-2021, and divides this by the number of publications published in 2018-2021.   Learn more ›

CiteScore   2021 ⌄

$$0.3 = \frac{7 \text{ Citations } 2018 - 2021}{23 \text{ Documents } 2018 - 2021}$$

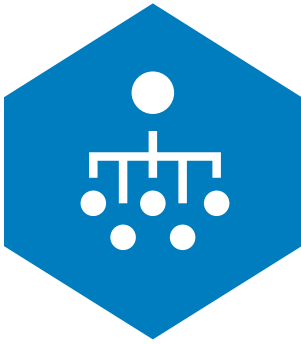Calculated on 05 May, 2022

CiteScoreTracker 2022 ⓘ

$$0.3 = \frac{8 \text{ Citations to date}}{24 \text{ Documents to date}}$$

Last updated on 05 August, 2022 • Updated monthly

CiteScore rank 2021 ⓘ

Category	Rank	Percentile
Business, Management and Accounting └ Strategy and Management	#427/456	6th

View CiteScore methodology ›   CiteScore FAQ ›   Add CiteScore to your site ⚲

Change Management

An International Journal

Designing an Organizational Structure with Employee Participation Affecting the Motivation of Administrative Employees in a Thai University

AMARIN TAWATA, CHUANCHUEN AKKAWANITCHA, RACHAKORN WACHIRASIRODOM, SUMRIT EAKASINTH, AND NATHAMON PATTANA

COMMON GROUND

Common Ground Research Networks, a member of Crossref

PEER REVIEW
Articles published in *Change Management: An International Journal*
are peer reviewed using a two-way anonymous peer review model.
Reviewers are active participants of the Organization Studies Research
Network or a thematically related Research Network. The publisher,
editors, reviewers, and authors all agree upon the following standards
of expected ethical behavior, which are based on the Committee on
Publication Ethics (COPE) Core Practices. More information can be
found at: https://organization-studies.com/journals/model.

ARTICLE SUBMISSION
Change Management: An International Journal
publishes biannually (June, December). To find out more
about the submission process, please visit
https://organization-studies.com/journals/call-for-papers.

ABSTRACTING AND INDEXING
For a full list of databases in which this journal is indexed, please visit
https://organization-studies.com/journals/collection.

RESEARCH NETWORK MEMBERSHIP
Authors in *Change Management: An International Journal*
are members of the Organization Studies Research Network or a
thematically related Research Network. Members receive access to
journal content. To find out more, visit
https://organization-studies.com/about/become-a-member.

SUBSCRIPTIONS
Change Management: An International Journal
is available in electronic and print formats. Subscribe to gain access to
content from the current year and the entire backlist.
Contact us at cgscholar.com/cg_support.

ORDERING
Single articles and issues are available from the journal bookstore at
https://cgscholar.com/bookstore.

HYBRID OPEN ACCESS
Change Management: An International Journal is Hybrid Open
Access, meaning authors can choose to make their articles open access.
This allows their work to reach an even wider audience, broadening the
dissemination of their research. To find out more, please visit
https://organization-studies.com/journals/open-access-articles.

DISCLAIMER
The authors, editors, and publisher will not accept any legal
responsibility for any errors or omissions that may have been made in
this publication. The publisher makes no warranty, express or implied,
with respect to the material contained herein.

Designing an Organizational Structure with Employee Participation Affecting the Motivation of Administrative Employees in a Thai University

Amarin Tawata,[1] Silpakorn University, Thailand
Chuanchuen Akkawanitcha, Silpakorn University, Thailand
Rachakorn Wachirasirodom, Silpakorn University, Thailand
Sumrit Eakasinth, Silpakorn University, Thailand. Nathamon
Pattana, Silpakorn University, Thailand

Abstract: This action research includes an empirical study of designing an organizational structure that promotes employee motivation. An organizational structure is designed in consideration of organizational missions and four key decisions. These are implemented by adopting employee participation. Participants of this study included twenty-four administrative employees in a Thai public university. Qualitative methods were adopted to investigate employee motivation. Four key informants were interviewed about the effects of designing an organizational structure on employee motivation and the causes of such effects. Data analysis was performed using content analysis. Results showed that all employees accepted organizational structure, which influenced employee motivation. The key informants identified three factors that impacted employee motivation, namely growth opportunities, good relationship with peers, and good relationship with the supervisor. Organizational structure was shown to have a correlation with job characteristics of goal clarity and job challenge that employees accepted as well as work environment characteristics experienced by co-workers who received the supervision that they expected.

Keywords: Action Research in Management, Employee Motivation, Organizational Structure, Employee Participation

Introduction

Employee motivation is a crucial factor that affects employee performance, as it relates to employees' work satisfaction that can lead to good job performance and improve organizational competencies. Managers and administrative teams create employee motivation by arranging activities that create a workflow for their employees. This strategy stimulates employee satisfaction, resulting in their good performance. For example, employees find the best way to work, participate in teams, assist other employees, and complete their tasks under such a strategy. Employees' good performance increases organizational competencies, achieving faster operation, lower costs of production, increased sales, and waste reduction (Wiley 1997).

Furthermore, employee motivation is also an important factor for organizational competencies. Therefore, organizations prefer motivated employees at work. Gibson et al. (2012) have discussed that ensuring employee motivation is the responsibility of the managers. Managers must encourage and reward employees to motivate them to work effectively. They can set a suitable work context, provide facilities, give benefits, and arrange activities for their employees to improve employee motivation. Employee motivation has been studied in the fields of organization and management, such as organizational behavior and human resource management.

Employee motivation is affected by psychological processes created in an organization. It has been identified as an unstable personality trait (Wiley 1997) that can be affected by various

---

situational factors, including designing an organizational structure. A suitable organizational structure can increase employee motivation (Nerlekar 2012). Oldham and Hackman's (1981) and Perry and Porter's (1982) studies showed that modifications in an organizational structure with regard to the characteristics of employees' job and work environment affect employees' reactions. Job characteristics include goal clarity and job challenges. This is consistent with goal-setting theory of motivation (Lunenburg 2011). According to this theory, managers can set a suitably specific goal in an organization to motivate employees. Work environment characteristics include co-workers and supervisors. Co-workers in related tasks or in the same department can create commitment to a work group, thereby creating teams. Supervision refers to the quality of relationship between supervisors and subordinates. These factors influence employee motivation. However, empirical studies that prove the effects of organizational structure designs on employee motivation are limited. Many studies about employee motivation focused on tangible rewards that related to monetary rewards. An organizational structure can be identified as a reward that affects employee motivation (Sherman and Howard 1984).

This study also shows action research in management field. Action research provides actionable knowledge as academic contributions to organizations, communities, and society. Action researchers integrate theory and practice in solving context-specific problems. They create collaborative learning with actors in different research areas. On the basis of Shani and Coghlan's (2019) study, action research can be adopted by management in organizations. However, action research in fields is limited. This study is an action research that relates to human resource management as a field of management. It investigates empirical effects of employee motivation affected by an intervention of designing an organizational structure.

The action research was conducted on administrative employees in a Thai public university. Administrative employees are a part of the workforce in universities. That is, they service students and academic employees. They may include officers of student affairs, admission and marketing, planning and development, academic standards, and research and academic service affairs and secretaries. Their tasks involves to daily functions. At present, administrative employees also contribute to implement universities' strategies (Baltaru and Nuhoḡlu Soysal 2018). Therefore, a study on increasing administrative employees' performance is required to implement universities' strategies (Gibbs and Kharouf 2020). This study examines improvement to employee motivation.

Literature Review

Herzberg's Motivation-Hygiene Theory

Employee motivation has been studied for several decades. Theories of motivation can be categorized into explaining the behavior and attitude of employees (Teck-Hong and Waheed 2011). One of theories that can identify behavior of employees is Herzberg's motivation-hygiene theory. It can be adopted to explain employees' actions. It is frequently selected to study motivation of employees in an organization (Holmberg, Sobis, and Carlstrom 2015). By investigating accountants and engineers' motivational factors, Herzberg's motivation-hygiene theory was formulated on the basis of employee motivation and has become the starting point of many further studies and management theories worldwide (Khoshnevis and Tahmasebi 2016). The theory identifies two factors, namely, hygiene and motivation, which refer to working conditions and work (King 1970; Herzberg 1968). These factors are based on employees' responses to their personal experiences, feelings, and work experiences (Matei and Abrudan 2016). They are separate continuums that enable employees' job satisfaction. Herzberg's motivation-hygiene theory refers to employees' job satisfaction and dissatisfaction levels (Holmberg, Sobis, and Carlstrom 2015; Khoshnevis and Tahmasebi 2016).

Hygiene factors aim to reduce job dissatisfaction factors. They include working conditions that are expected to attribute to the jobs' daily routine (King 1970). They relate to an organization's management of company policies, relationship with peers and supervisors, compensation package, and working conditions (Teck-Hong and Waheed 2011). These factors are sensitive to discrepancies between personal feeling of responsibility and power to influence one's work situation (Holmberg, Sobis, and Carlstrom 2015), resulting in employees' job dissatisfaction. Hygiene factors can reduce or prevent job dissatisfaction, but may not affect job satisfaction. When hygiene factors do not exist, employees show high job dissatisfaction levels (Khoshnevis and Tahmasebi 2016).

Motivation factors promote employees' job satisfaction. Job satisfaction may increase regardless of hygiene factors (Khoshnevis and Tahmasebi 2016). Motivation factors imply actual job requirements that are perceived as interesting and stimulating. These factors compel an individual to make a decision to move toward a particular direction. Such a decision is influenced by other individuals' perception of a specific situation (Matei and Abrudan 2016), including an organizational structure (Oldham and Hackman 1981). Motivation factors consist of work and its achievement and advancement, recognition, and growth opportunities (Teck-Hong and Waheed 2011).

Designing an Organizational Structure

An organizational structure refers to an organization's design that identifies its members based on positions, divisions, and hierarchy of reporting. It is illustrated in an official chart of an organization to clearly understand managers, employees, and related staffs' delegation of authority and scope of their responsibilities. An organizational chart specifies job positions, divisions, and command lines (Gibson et al. 2012). In addition, Donaldson (1996) defined organizational structure as the recurrent set of relationships between organizational members. This structure relates to power and reporting relationships. Furthermore, an organizational structure implies the need of communication and decision-making patterns of organizational members.

Designing an organizational structure involves making modifications that impact employee motivation (Perry and Porter 1982). Thus, organizational strategies, tasks and their relationships, communication, and work processes should be considered. Child (1972) discussed that an organizational strategy is the main determinant of an organizational structure's definition. A high-level strategic plan aims to influence organizational operations in the long term and design an organizational structure that conforms to organizational members' tasks of achieving organizational purpose. Furthermore, an organizational structure includes variables that provide options for designing frameworks of organizational structure. Pugh et al. (1969) identified organizational structure variables that comprise work specialization by structuring activities, centralization of authorities for decision-making and standardization of selection and advancement, workflow control system of subordinates, and formalization of role performance.

Subsequently, Gibson et al. (2012) explained four key decisions for designing an organizational structure: division of labor, departmentalization, span of control, and delegation of authority. Division of labor refers to processes of dividing work into jobs and determining the tasks for each job. Work can be divided as per the specialization of workers in an organization. Then, the specialization of workers may be considered by workflow sequence as horizontal specialization and authority ranks on a vertical plane. Departmentalization refers to categorizing jobs into departments that require a department manager. These decisions need to consider the organization's functions, different operational areas, products and projects, customers, and matrix. Span of control refers to decisions that determine the number of workers and departments that should be assigned to a manager. This decision concerns managers' capacities, employees' skill levels, work complexities, and relationships with other departments.

Decisions regarding the delegation of authority involve the distribution of authority in an organization. Delegation of authority provides decision-making rights to managers in a specific work without the approval of a superordinate manager. This situation may result in advantages and disadvantages in decentralization, centralization, and decision guidelines.

Employee Participation

Sherman and Howard (1984) suggested an organization that wants to build a mechanistic organizational structure should create in the employees a requirement of such a structure. Creating such requirement can be a factor affecting employee motivation. Therefore, the study employed participation in decision making (PDM) as a factor that is influenced by creating employees' requirement of an organizational structure. Participation in decision-making (PDM) refers to employees' participation in the organization's decision-making and is a factor that affects their work (Cotton et al. 1988). PDM may result in workplace democratization, reduction in industrial conflict, and employees' involvement in decisions that impact productivity and job satisfaction. According to Wagner's (1994) study, PDM improves employee performance and satisfaction.

PDM has six forms: participation in decision-making, consultative participation, short-term participation, informal participation, employee ownership, and representative participation (Wagner 1994; Cotton et al. 1988). PDM involves a formal and long-term participation of employees to completely influence organizational decisions regarding their work. Consultative participation is also formal and long term in nature, but with lesser level of influence, where employees provide their opinions but do not have the power of decision-making. Short-term participation refers to employees' temporary, direct, and formal PDM. Informal participation occurs in the workplace when employees have a good relationship with their managers and in which the employees' objective in participation is difficult to identify. Employee ownership is defined as formal participation in which employees involved are stockholders. However, this form is indirect because employees participate only in stockholders' meetings, not in daily and strategic decision-making. Lastly, representative participation is the employees' formal and indirect participation through their elected representatives.

Objective

The study aims to investigate the process of designing an organizational structure using employee participation and how it affects employee motivation. This study employs an experimental design to explore the effects of organizational structure on employee motivation.

Methodology

Research Site

The study was conducted in a secretary office at a Thai public university that seeks to establish and regularly improves its divisional (such as faculties, computer center, and library) and departmental (work units in divisions) organizational structure. The selected secretary office had no departmental organizational structure in the past. A short-term participation program in designing their organizational structure was conducted with twenty-four administrative employees in the secretary office. This program was led by the authors and approved by the dean of the faculty.

Procedures in Designing an Organizational Structure

Organizational strategies and relevant rules are initially reviewed when designing an organizational structure. The four key decisions for design, namely division of labor, departmentalization, span of control, and delegation of authority, were then applied (Gibson et al. 2012, 399–410) four times in a focus group. More than 80 percent of the twenty-four administrative employees participated in each time of the focus group. The issues of each focus group were summarized and communicated to all administrative employees for verification.

By following the four key decisions, issues in each focus group were identified. Employees' tasks and jobs were surveyed as per division of labor. Then, the employees concluded their tasks and identified their jobs. Jobs were grouped by considering the function of administrative employees through departmentalization. Sub-departments were created considering the number of employees and sub-departments by using span of control. On the basis of delegation of authority, the secretary office was headed by the faculty secretary. The administrative employees proposed a right to command the faculty secretary. This proposal relates to the framework of the faculty secretary's authority. Furthermore, sub-departmental heads and their authority were also considered by the administrative employees.

Procedures in Investigating Employee Motivation

This study employed a qualitative method to investigate the impacts of designing an organizational structure on employee motivation. To confirm credibility, the multi-person data triangulation was applied. Thus four key informants were chosen for getting an interview in order to achieve information rechecked and also fulfil data. The participants were the faculty secretary and three longest-tenured employees. The average time for the interview was about thirty minutes. The interview questions include advantages and disadvantages of the organizational structure and the effects of designing the organizational structure on employees and their reasons. The interview was recorded and transcribed, and content analysis was used to process data in terms of hygiene and motivation factors. The final report was backed to the participants to determine whether the findings were accurate.

Results

Organizational Structure Design

Twenty-four administrative employees participated in designing an organizational structure. From the document review, the university identified four missions and relevant rules of organizational structure. The four missions affected the operations of each faculty in the university, which involved producing graduates to take social responsibilities, conducting research and producing academic and professional work, adopting academic and creative work to serve society and communities, and creating national and international art and cultural standards. Furthermore, the university issued rules of organizational structure. The rules identified that each department (such as a secretary office) can be divided into functional units as sub-departments within a department considering the workload, work quality, specific mission, and number of employees. Particularly, the sub-department must have at least seven employees.

From the first focus group, the administrative employees identified eight different job areas in the secretary office: academic affairs, student affairs, marketing and corporate communication, planning and quality assurance, research and academic service affairs, finance and supplies, information technology, and general administration and secretarial. These jobs can be classified as

per the four missions of the university. Academic affairs and student affairs support the production of graduates. Research and academic service affairs involve research on and production of academic and professional work and social and community services. Student affairs and research and academic service affairs relate to creating art and cultural standards. Planning and quality assurance, finance and supplies, information technology, and general administration and secretarial serve as backup operations for other jobs. They concern internal operations that support other jobs and academic staff, such as gathering plans of the faculty in a fiscal year, budgeting, performing a self-assessment report for quality assurance, controlling supplies, procurement, maintaining information technologies, and organizing and summarizing meetings.

Regarding departmentalization, the secretary office can be divided as two different groups of the eight jobs. These groups include jobs supporting the university missions and jobs supporting the faculty's internal operation. With span of control, sub-departments were created on the basis of the number of workers. Two sub-departments with similar numbers of employees are shown in Figure 1. The first sub-department includes academic and student development affair jobs. The second sub-department includes general administrative jobs that include other jobs. Moreover, each sub-department has two units. Academic and student development affair consists of educational service and student promotion and development. General administrative job comprises secretarial work and research and quality assurance. With regard to delegation of authority, each sub-department was assigned a sub-departmental head, who acted as a supervisor. The sub-department was under the faculty secretary.
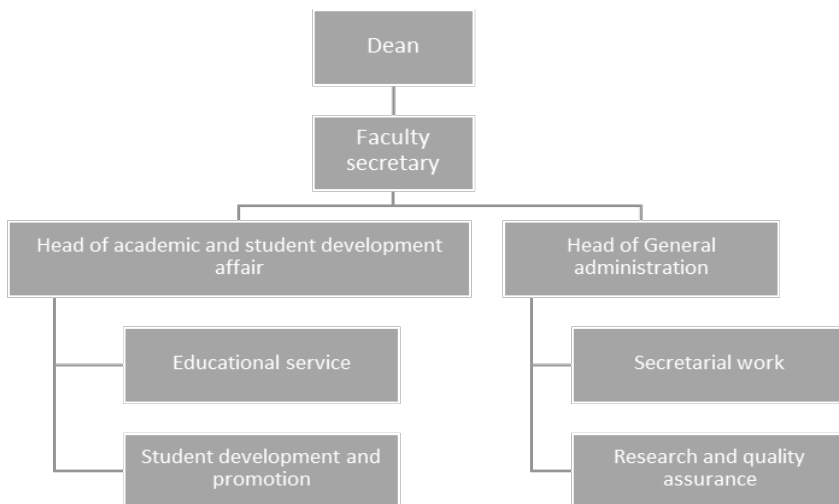

Figure 1: Organizational Structure of the Secretary Office
Source: Tawata et al.

Effects on Employee Motivation

Four key informants were selected for the interview, each representing a sub-departmental unit. Their responses indicated that designing organizational structure with employee participation leads to its overall acceptance by administrative employees. The data from interview was categorized into themes and sub-themes which were consistency to the motivation-hygiene theory. The findings revealed that the opportunity for growth was the vital motivation in working, while the relationship of the supervisors and peers was also seen as being essential for effective working of the administrative employees. The details of each theme are outlined below.

Growth Opportunity

The four key informants explained the factors that impacted the improvement of employee motivation. Grouping jobs into sub-departments enabled employees to identify the sub-department they belonged to. They clearly understood the framework of their sub-department. Moreover, they were aware of a superordinate position as a sub-departmental head. This position sets the department's goal for the administrative employees. Therefore, employees feel that their organization provides opportunities for them to grow, which in turn act as motivation factors.

> The organizational structure shows a way of employees' growth. It is clearing employees' career path. If the organization structure is approved, it will be a position of a sub department head. This is another choice of the administrative employees to grow in their workplace. In conclusion, the administrative employees have more choice for growing. (Informant 2)

> There is a position of a sub department head in the organizational structure. Some employees can set their goal to be a sub department head. (Informant 4)

Relationship with the Supervisor

The organizational structure includes a sub-departmental head who manages his/her subordinates in the sub-department. Employees feel closer to their superordinate as they can frequently communicate with him/her. That is, they can raise their issues at work with their sub-departmental head. Thus, they expect to receive quicker responses to their problems and comments from the head. Moreover, the sub-departmental head may clearly identify the employees' efficiency and effectiveness and manifest the same in their performance assessment. This situation represents a good relationship with the supervisor and can be considered a hygiene factor.

> From past until today, the administrative employees have one superordinate that is the faculty secretary. But the faculty secretary cannot manage all the administrative employees. The faculty secretary does not know operational details of some employees because there are variety of tasks in the office and some deputy deans directly assign tasks to some employees without passing the faculty secretary. This will be problems, when the employees are assessed their performance by the faculty secretary. In the future, a sub department head will help the faculty secretary, he/she are closer employees more than does the faculty secretary. He/she may know operational details of employees and specific assigned tasks from faculty administrators. (Informant 1)

> At the present, some administrators take care some administrative as their henchmen. Therefore, some administrative employees do not report their tasks to the faculty secretary or receive assigned tasks from the faculty secretary. If there is the organizational structure, the administrative employees will accept and follow the command line. Moreover, a sub department head will be closer to their employees and can help them to solve problems. (Informant 2)

> Employees will have closer supervisor that they can easily communicate with. They can tell details of obstructs and problems to a sub department head. Then, a sub department can report to the faculty secretary. On the other hand, the faculty secretary will assign tasks to employees with passing a sub department. (Informant 3)

Relationship with Peers

As the design of the structure, the employees were acquainted with their colleagues in a sub-department, thus creating a good relationship between them in their same sub-department. The employees believed that the organizational structure will enhance cooperation and the substitution of workers within the same sub-department due to the feeling of belonging to the same team. As a result, they learn to perform their colleagues' work. Furthermore, employees can help their colleagues and also receive support from them. This phenomenon involves a good relationship with peers, which is considered a hygiene factor.

> An advantage of the organizational structure can lead to work as a team because of feeling of employees in the same sub department. Employees in the same sub department will learn work of each other and transfer knowledge to other. They will help each other to solve problems and substitute each other. (Informant 3)

> Employees in the same sub department have related work. This leads them to be closer. They can help each other. For example, they may send or receive some information that is useful to their work within a sub department. They may ask for assistance to solve a problem. (Informant 4)

Discussion and Conclusions

This study focused on designing an organizational structure. The process started with a review of organizational strategies (Child 1972) that represent the organization's missions. These missions serve as the basis of an organizational structure's framework. In addition, four key decisions for designing an organization were followed, namely division of labor, departmentalization, span of control, and delegation of authority (Gibson et al. 2012). These decisions formulated the organizational structure of a secretary office of a faculty in a Thai public university. The departmental organizational structure consisted of two sub-departments created on the basis of specialization of workers, job combinations in departments, number of workers in each sub-department, and distribution of authority to a sub-departmental head. Furthermore, this study investigated how designing an organizational structure impacts employee motivation by identifying an organization's structure, jobs, and work environment characteristics. The results showed that designing an organizational structure influences employee motivation.

Three factors were identified to affect employee motivation: growth opportunities, relationship with supervisors, and relationship with peers (Teck-Hong and Waheed 2011). Regarding opportunities for growth, designing an organizational structure led to the appointment of a sub-departmental head, thus creating a career path for employees. The employees can set their specific goal to be the sub department head (Perry and Porter 1982). The specific goal that is committed and accepted by employees can motivate employees in an organization. This follows the goal-setting theory of motivation (Lunenburg 2011). Employees accepted the appointment of a sub-department head as they could aim to become a sub-departmental head. Designing an organizational structure through modifications leads to goal clarity and job challenge. This process is a job characteristic that influences employee motivation (Perry and Porter 1982).

Designing an organizational structure also impacts work environment characteristics that refer to an organization's supervision. Regarding an employee's relationship with a supervisor, the sub-departmental heads closely supervised their employees' work. This relationship leads to better quality of supervision, thus increasing employee motivation (Perry and Porter 1982). Designing an organizational structure also establishes good relationship among peers. As a result, employees in the same sub-department feel a sense of belonging within the same team. This finding is also

consistent with the obtained work environment characteristics that recommend creating commitment of a peer group within the same department (Perry and Porter 1982).

Further Study

This empirical study proves that designing an organizational structure affects employee motivation. Thus, various organizations apply different organizational structures. Further study can be conducted on various organizations and their different organizational structures. This study used a qualitative method due to the small sample size. Future studies should adopt a quantitative method to obtain statistical significance.

Acknowledgement

REFERENCES

Baltaru, Roxana-Diana and Yasemin Nuhoḡlu Soysal. 2018. "Administrators in Higher Education: Organizational Expansion in a Transforming Institution." *Higher Education* 76: 213–299. https://doi.org/10.1007/s10734-017-0204-3.

Child, John. 1972. "Organizational Structure, Environment and Performance: The Role of Strategic Choice." *Sociology* 6 (1): 1–22. https://doi.org/10.1177/003803857200600101.

Cotton, L. John, David A. Vollrath, Kirk L. Froggatt, Mark L. Lengnick-Hall, and Kenneth R. Jennings. 1988. "Employee Participation: Diverse Forms and Different Outcomes." *Academy of Management Review* 13 (1): 8–22. https://doi.org/10.2307/258351.

Donaldson, Lex. 1996. "The Normal Science of Structural Contingency Theory." In *Handbook of Organization Studies*, edited by Steward Clegg, Cynthai Handy, and Walter Nord, 57–74. Thousand Oaks, CA: Sage Publications.

Gibbs, Thea and Husni Kharouf. 2020. "The Value of Co-Operation: An Examination of the Work Relationships of University Professional Services Staff and Consequences for Service Quality." *Studies in Higher Education*: 1–16. https://doi.org/10.1080/03075079.2020.1725878.

Gibson, James, John lvancevich, James Donnelly, and Robert Konopaske. 2012. *Organizations: Behavior, Structure, Process*. New York: McGraw-Hill.

Herzberg, Frederick. 1968. "One More Time: How Do You Motivate Employees?" *Harvard Business Review* 46 (1): 52–62. https://doi.org/10.1007/978-1-349-02701-9_2.

Holmberg, Christopher, Iwona Sobis, and Eric Carlström. 2015. "Job Satisfaction among Swedish Mental Health Nursing Staff: A Cross-Sectional Survey." *International Journal of Public Administration* 39 (6): 1–8. https:/doi.org/10.1080/01900692.2015.1018432.

Khoshnevis, Hooman and Abbas Tahmasebi. 2016. "The Motivation System in a Governmental Organization." *Procedia - Social and Behavioral Sciences* 230: 212–218. https://doi.org/10.1016/j.sbspro.2016.09.027.

King, Nathan. 1970. "Clarification and Evaluation of the Two-Factor Theory of Job Satisfaction." *Psychological Bulletin* 74 (1): 18–31. https://doi.org/10.1037/h0029444.

Lunenburg, Fred C. 2011. "Goal-Setting Theory of Motivation." *International Journal of Management, Business, and Administration* 15 (1): 1–6.

Matei, Mirabela-Constata and Maria-Madela Abrudan. 2016. "Adapting Herzberg's Two-Factor Theory to the Cultural Context of Romania." *Procedia-Social and Behavioral*

Sciences, 221(13th International Symposium in Management: Management During and After the Economic Crisis) 221: 95–104. https://doi.org/10.1016/j.sbspro.2016.05.094.

Nerlekar, Bhakti. 2012. "An Empirical Analysis of Organization Structure in Relation to Motivation, Innovation and Organizational Performance." PhD diss., Shivaji University, India.

Oldham, Greg R. and Richard J. Hackman. 1981. "Relationships between Organizational Structure and Employee Reactions: Comparing Alternative Frameworks." *Administrative Science Quarterly* 26 (1): 66–83. https://doi.org/10.2307/2392600.

Perry, James L. and Lyman W. Porter. 1982. "Factors Affecting the Context for Motivation in Public Organizations." *The Academy of Management Review* 7 (1): 89–98. https://doi.org/10.2307/257252.

Pugh, D. S., D. J. Hickson, C. R. Hinings, and C. Turner. 1969. "The Context of Organization Structures." *Administrative Science Quarterly* 14 (1): 91–114. https://doi.org/10.2307/2391366

Shani, Abraham and David Coghlan. 2019. "Action Research in Business and Management: A Reflective Review." *Action Research*: 1–24. https://doi.org/10.1177/1476750319852147.

Sherman, Daniel and Howard L. Smith. 1984. "The Influence of Organizational Structure on Intrinsic versus Extrinsic Motivation." *The Academy of Management Journal* 27 (4): 877–885. https://doi.org/10.5465/255885.

Teck-Hong, Tan, and Amma Waheed. 2011. "Herzberg's Motivation-Hygiene and Job Satisfaction in the Malaysian Retail Sector: Mediating Effect of Love of Money." *Asian Academy of Management Journal* 16 (1): 73–94.

Wagner, A. John. 1994. "Participation's Effects on Performance and Satisfaction: A Reconsideration of Research Evidence." *Academy of Management* 19 (2): 312–330. https://doi.org/10.2307/258707.

Wiley, Carolyn. 1997. "What Motivates Employees According to over 40 Years of Motivation Surveys?" *International Journal of Manpower* 18 (3): 263–280. https://doi.org/10.1108/01437729710169373.

ABOUT THE AUTHORS

Amarin Tawata, PhD: Assistant Professor in Knowledge Management, Faculty of Management Science, Silpakorn University, Phetchburi IT Campus, Ampur Cha-Am, Phetchburi, Thailand

Chuanchuen Akkawanitcha, PhD: Assistant Professor in Management, at the Faculty of Management Science, Silpakorn University, Phetchburi IT Campus, Ampur Cha-Am, Phetchburi, Thailand

Rachakorn Wachirasirodom: Lecturer in Community Management, Faculty of Management Science, Silpakorn University, Phetchburi IT Campus, Ampur Cha-Am, Phetchburi, Thailand

Sumrit Eakasinth: Administrative Employee, Faculty of Management Science, Silpakorn University, Phetchburi IT Campus, Ampur Cha-Am, Phetchburi, Thailand

Nathamon Pattana: Administrative Employee, Faculty of Management Science, Silpakorn University, Phetchburi IT Campus, Ampur Cha-Am, Phetchburi, Thailand

Change Management: An International Journal is one of three thematically focused journals in the family of journals that support The Organization Studies Research Network—its journals, book series, conference, and online community. The journal investigates the dynamics of negotiating organizational change and organizational responses to social, stakeholder, and market change.

As well as papers of a traditional scholarly type, this journal invites case studies that take the form of presentations of management practice—including documentation of organizational practices and exegeses analyzing the effects of those practices.

Change Management: An International Journal is a peer-reviewed, scholarly journal.