A STUDY OF FACTORS INFLUENCING WORK ENTHUSIASM OF THAI EMPLOYEES OF CHINESE ENTERPRISES IN THAILAND
(THE CASE STUDY OF Z RUBBER COMPANY)

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With China’s "Belt and Road" and "Going Global" initiatives implemented, an increasing number of Chinese enterprises are investing and establishing operations in Thailand. Among these companies in Thailand, Thai employees constitute the primary human resources. Many Chinese enterprises still rely on management practices based on Chinese experience; however, this approach does not entirely align with the actual situation of Thai employees. This misalignment between management practices and employee realities has a direct impact on Thai employees’ work enthusiasm, thereby influencing market competitiveness and sustainable development of Chinese enterprises in Thailand. Taking Z Rubber Thailand Company as an example, this paper aims to explore methods to enhance the work enthusiasm of Thai employees by drawing on previous research on employee work enthusiasm.

This study conducted a questionnaire survey of Thai employees at Z Rubber Thailand Company, resulting in 312 valid responses. The analysis revealed that six factors primarily influence the job enthusiasm of Thai employees in Sino-Thai companies: job characteristics, promotion opportunities, work relationships, working conditions and environment, salary policies, and welfare policies.

Keywords: work enthusiasm; Thai employees; Chinese enterprises

Introduction

With the implementation of China's "One Belt, One Road" and "Going Out" strategies, more and more Chinese-funded enterprises are going abroad, investing and building factories in other countries. Thailand has become a popular investment destination due to its geographical advantages, close proximity to the vast ASEAN market, a stable and favorable investment environment, and preferential investment policies. Since China and Thailand established diplomatic relations in 1975, bilateral trade volume has surged from US$25 million in the initial year to US$135 billion in 2022, an increase more than in 5, 4 times.
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China has also become Thailand's largest trading partner for nine consecutive years. At the same time, China's investment in Thailand has steadily increased, surpassing Japan for the first time in 2019 and emerging as Thailand's largest foreign investment source (Economic and Commercial Office of the Embassy in the Kingdom of Thailand, 2022), a trend that is expected to continue in 2022. It is a major source of foreign investment, with a value of 77.381 billion baht (Han, 2023).

The establishment of mechanisms and organizations such as "10+1," "10+3," APEC, RCEP, and the China-ASEAN Free Trade Area have created a good business environment for China's investment in Thailand. In recent years, as China’s efforts to “go global” continue to increase, the number of Chinese companies investing in and setting up factories in Thailand is also increasing year by year. Thailand has become a popular area for overseas investment by Chinese companies, and the work enthusiasm of Thai employees will have an impact on the development of these companies.

Thailand's distinct cultural environment has shaped Thai people's unique values and work concepts. Despite Buddhism's influence on both Thailand and China, the cultures of the two countries remain distinct due to their varying degrees of influence, geographical conditions and histories.

In Thai philosophical concepts, Buddhism plays an important role in understanding time and destiny. It is believed that opportunities will continue to appear according to their cycles, regardless of whether individuals actively pursue them. This perspective underscores that opportunities, not individual efforts, determine the course of events. Therefore, social culture does not encourage competition, and most people believe that easy work and a moderate income are better than hard work and a high salary (Du, 2006).

Furthermore, under the influence of Buddhism, which upholds the belief in the inherent goodness of human nature and the concept of karma, companies can avoid incurring significant costs for labor supervision. Whether there is supervision or not, the implementation standards will be well-implemented. These unique factors determine that there are significant differences in factors affecting the work motivation of local employees in Thailand and Chinese employees, so the methods and means of motivating employees will also be different.

The author works for Z Rubber Thailand Company, which manufactures tires. The establishment of Z Rubber Thailand Company took place in 2014. The company is located in an industrial park in central Thailand. The company's main products are semi-steel radial tires and all-steel radial tires. The annual output is more than 5 million sets and 1 million sets, respectively. It is a typical enterprise based on traditional industries, with labor at its core, and export-led. Initially established as the group's first overseas company, the company essentially imported its management methods from China, leading to numerous challenges in adjusting to the new environment. In recent years, the company has made numerous adjustments to the incentive mechanism and implemented long-term and continuous training programs.

Despite these improvements, the work enthusiasm of Thai employees remains significantly lower than that of Chinese employees. The objective reason for this situation is that Thailand's unique culture differs from that of Chinese employees in terms of motivating their work enthusiasm. The company's management problem stems from the incompatibility of its Chinese incentive mechanism with the Thai cultural background, which hinders its effective implementation.
This incompatibility has, in turn, affected Thai employees' work enthusiasm and productivity, even leading to talent loss. Therefore, improving and optimizing the incentive mechanism has become an urgent challenge for Chinese-funded enterprises in Thailand.

This study utilizes Z Rubber Thailand Company as its research object, scrutinizes the factors and mechanisms that influence Thai employees' working enthusiasm in Chinese-funded enterprises from various angles, and endeavors to integrate the existing incentive theoretical system with the company's actual situation. The goal is to analyze Z Rubber Thailand Company and enhance the incentive mechanism, thereby providing direction and reference. We hope this research can offer fresh insights into developing incentive programs for cross-cultural management in Chinese-funded companies.

**Objectives**

1) Investigate the current work motivation status of the company’s Thai employees. Through on-site surveys and questionnaire surveys, we can comprehensively understand Thai employees' attitudes, behaviors, and motivations at work, as well as the specific performance and current situation of their work enthusiasm.

2) Analyze the reasons why Thai employees are not motivated to work under the company's current incentive mechanism. Through an analysis of the current state of Thai employees' work enthusiasm, we delve deeply into the existing problems and deficiencies, as well as the key factors that influence their work enthusiasm.

3) Propose countermeasures to boost Thai employees' work enthusiasm. Based on the analysis of the current situation and identification of problems, combined with relevant research and practical experience, we propose targeted and operable measures and suggestions, including suggestions on adjusting incentive policies, optimizing management processes, strengthening employee training, etc., aiming to effectively improve the work enthusiasm of Thai employees and promote the continued growth and development of the company's performance.

**Literature review**

Regarding the research on factors related to work enthusiasm, that is, work motivation, Zhang & Zhang (2008) summarized in the article "Research on the Structure of Work Motivation of Enterprise Employees" that the main factors affecting individual work motivation include competency orientation, remuneration, evaluation, self-determination, and relationships. The comprehensive motivation model proposed by Bodur & Infal (2015) includes five motivation categories: internal process motivation, instrumental motivation, external self-concept, internal self-concept, and goal internalization.

In their research, Baljoon et al. (2018) concluded that personal and organizational factors primarily influence work motivation. Personal factors include age, working hours, education, etc., while organizational factors include salary, benefits, promotion, colleague relationships, work properties, etc. In the study, Phan et al. (2020) identified six major work motivation-related factors, including salary and benefits, work environment, promotion opportunities, organizational culture, interest in work, and people and relationships.

Research on factors influencing work motivation revealed that work pressure significantly influences work enthusiasm.
Chiang et al. (2010) conducted a study on the work motivation and work pressure of hotel staff, discovering a correlation between family pressure, work goals, work fatigue, employee gender, and length of service, among other factors.

The pressure also affects work enthusiasm. O'Neill & Davis (2011), in their study of factors influencing hotel staff's work motivation, found that an increase in work pressure can stimulate stronger motivation among hotel employees, thereby improving their work enthusiasm.

In their research, Wang & Liao (2015) investigated the relationship between work pressure and work enthusiasm and discovered that when the work exceeds the employee's personal perception range, it may lead to work fatigue, work negativity, and reduced work enthusiasm. A work environment that provides sufficient resources promotes personal development, fully engages individuals in their work, and significantly enhances their work enthusiasm. This leads to the creation of two distinct work states for employees.

In her study, Ma (2016) conducted a questionnaire survey and analyzed the relationship between work pressure, work motivation, and work enthusiasm among 160 college teachers in Qinghai Province. According to the study, there is a significant inverse relationship between work stress and work enthusiasm. The pressure from career development and getting along with colleagues significantly predicts work enthusiasm among them. Work motivation plays a mediating role between the two. The reverse impact of stress at work on work enthusiasm will weaken as motivation at work increases.

Firstly, in this study, the term "Chinese-funded enterprises in Thailand" refers to enterprises that are registered and operated in Thailand by Chinese companies, either through direct investment or direct participation in operations. Basically, they are mature parent companies that have been operating in China for many years. They have a wealth of domestic company management experience, and their management systems and corporate cultures have profound Chinese cultural characteristics. In Thailand, managing the integration of two distinct cultures is crucial, encompassing aspects such as management culture and employee diversity. This article focuses on Z Rubber Thailand Company as an example.

Here, we refer to Thai employees as individuals of Thai nationality, influenced by Thai culture in their behaviors, values, and work habits. 95% of people in Thailand believe in Buddhism, and its influence is deeply rooted. Their view of time is circular, believing that everything starts over and over again, and they place more emphasis on letting time take its course. They believe that opportunities and possibilities will appear repeatedly, regardless of whether people are aggressive or not, and that success depends more on luck than hard work.

Compared with the collectivism of the Chinese, they tend to be more individualistic and consider more personal feelings when doing things, so they are not very willing or good at teamwork. Thai employees tend to accept task arrangements rather than taking the initiative to complete them. They are willing to perform tasks, but they are not willing to take the initiative to do things themselves. A large proportion of Thai employees want high salaries but are unwilling to bear greater pressure. Rather than exerting excessive effort as team leaders, it is more beneficial to maintain a relaxed atmosphere with team members and prioritize their personal and family needs.

Although it is well known that Thai people are gentle and always smiling, it is difficult to accept direct criticism and denial in Thai culture.

Thai employees have a strong sense of self, and any violation of this "self", even if it is a minor violation, will trigger strong reactions (Komin, 1990).
Thai employees tend to avoid management conflicts (Boonsathon, 2007). To some extent, Thailand's face culture is better than China's.

**Conceptual framework**

Hackman & Oldham (1976) proposed a model focusing on job characteristics in 1976, emphasizing the importance of job crafting at work and pointing out that in order to motivate employees and improve their productivity, jobs should have several key characteristics. This model posits that exceptional job design can enhance the appeal of work, inspire employees to enhance their personal core competencies, leading to improved work outcomes, and categorizes job characteristics into five crucial dimensions.

This model, representing a motivational work style, effectively enhances the previously monotonous and inhibiting state of human nature. It explains that the purpose of work is to stimulate personal potential. According to the job characteristics model, work itself serves as a means of motivating employees. Objective factors like job characteristics influence this motivation, but employees' subjective understanding of the nature of their work also plays a significant role.

According to Zhang et al. (2010), job characteristics not only link to objective responsibilities and tasks, but also strongly influence employees' subjective perceptions of their work. Activating these core characteristics enables employees to find meaning, responsibility, and a sense of accomplishment in the workplace, thereby satisfying their self-growth needs and promoting a significant improvement in work performance. As a result, job characteristics include not only an objective understanding of the job but also subjective feelings about its meaning.

Through these work characteristics, employees can find meaning in their work, feel responsibility, realize the actual effect of their work, and meet their growth and development needs, thereby effectively improving work performance. Job characteristics can provide employees with positive psychological experiences, thereby achieving job enrichment. As a research tool with broad application potential, the job characteristics model can help companies understand employees' work performance more deeply, thereby improving employee job satisfaction and performance. Key psychological experiences stem from the job's core characteristics. We proposed the H1 hypothesis based on this understanding. Based on this understanding, this article proposes the H1 hypothesis.

H1: Job characteristics have a positive effect on the work motivation of Thai employees of Z Rubber Thailand Company.

All employees require promotion in the workplace. Modern enterprises regard the establishment of a complete employee career promotion system as a way to realize an incentive mechanism. Establishing a clear promotion channel can invigorate employees' enthusiasm, akin to branches nurtured by the spring breeze eagerly anticipating their opportunity to bloom.

Xiao & Zhao (2010) pointed out that people deeply long for the ownership of power and recognition of achievements. Unmet fundamental needs can hinder people's motivation to progress. Therefore, a scientific and reasonable promotion system is in place. It not only caters to people's inner needs but also stimulates the huge potential energy of each person, thus promoting a win-win situation for individuals and organizations.
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More than that, the promotion system is like a smart scheduler, which helps organizations place talents in the positions where they should shine most while reducing the risk of talent loss. An environment full of opportunities motivates employees and enhances the organization's overall performance. According to Maslow's hierarchy of needs theory, the promotion system touches people's higher-level needs for self-actualization.

Employees' job satisfaction and sense of self-worth significantly improve when they perceive recognition for their efforts and contributions, as well as the opportunity to achieve their personal career goals through promotions. This inner sense of satisfaction prompts employees to be more involved in work, actively explore new challenges, and continuously improve their abilities and skills to adapt to higher positions, which can improve people's work enthusiasm. Therefore, this article proposes the H2 hypothesis.

H2: Promotional opportunities have a positive effect on the work enthusiasm of Thai employees at Z Rubber Thailand Company.

In the field of human resource management, it is generally believed that how companies regard the importance of employees' contributions has always played an extremely critical role. Whether it is the business world, public institutions, or the education system, highlighting and communicating the value of individuals within the organization to themselves will undoubtedly inject stronger unity into the entire organization. He (1989) research further confirms this point, showing that how companies recognize employee behavior shapes employees' work enthusiasm to a large extent.

Zhang & Zhang (2008) research also demonstrated that employees seek recognition for their efforts during the work process. According to Maslow's hierarchy of needs theory, being recognized for personal contributions is the realization of employees' sense of self-worth, and gaining a sense of accomplishment is a high-level need that satisfies the need for respect. Meeting employees' esteem needs significantly improves their job satisfaction and sense of self-worth. In today's society, there is more of a relationship of mutual respect and win-win cooperation between individuals and organizations. If an enterprise can correctly and objectively evaluate and recognize employees' contribution and value, then employee loyalty and work enthusiasm will naturally remain at a relatively high level. Therefore, this article proposes hypothesis H3.

H3: Personal contribution recognition has a positive effect on Thai employees' work enthusiasm at Z Rubber Thailand Company.

An enterprise divides working relationships into three basic types: parallel relationships, which refer to interactions between colleagues; superior relationships, which involve interactions between employees and superiors; and subordinate relationships, which relate to communication between leaders and subordinates. These positive working relationships form the core of motivation, and they can promote internal cooperation within the organization, thereby stimulating team enthusiasm.

Xu & Zhao (2010) pointed out that at the deep level of interpersonal relationships, there is an exchange mechanism based on need satisfaction. Establishing a harmonious working relationship is about deeply understanding and meeting the multi-level needs of employees, helping employees transform the organization's ambitious goals into personal pursuits, and creating a team atmosphere that promotes positive interaction among members.
This positive working relationship is a catalyst for effective team formation and helps the organization achieve its goals. According to Maslow's need theory, a good working relationship is the fulfillment of social needs. Therefore, this article proposes hypothesis H4.

H4: Working relationships have a positive effect on Thai employees' work enthusiasm at Z Rubber Thailand Company.

Research by Feng et al. (2011) shows the important role of optimizing the work environment in reducing employee stress and improving productivity. An ideal working environment should include a comfortable workplace, fresh air, adequate lighting, a suitable indoor temperature, and a spacious and tidy work area. These elements can directly enhance employees' work enthusiasm.

Xu & Zhao (2010) believe that optimizing the working environment can not only reduce employee stress but also significantly improve an enterprise's productivity and work efficiency. According to the two-factor theory, working conditions and the environment are the guarantee factors. When employees are satisfied with their working environment, enhancing its quality will only slightly boost their work enthusiasm. An unsatisfactory working environment, on the other hand, will reduce employees' work enthusiasm and even prompt them to choose to resign. Z Rubber Thailand Company is in a rapid development stage, and on-site working conditions have not yet reached a high level. Therefore, this article proposes hypothesis H5.

H5: Working conditions and environment have a positive effect on Thai employees' work enthusiasm at Z Rubber Thailand Company.

If employees feel that their efforts are not rewarded appropriately, their work efficiency will be affected. Xu & Zhao (2010) believe that salary exists as a guarantee factor rather than a direct motivation factor. That is, when employees are satisfied with their salary, raising it will have a limited positive impact on their work motivation compared to changing other working conditions.

However, a fair, just, and efficient performance appraisal mechanism still plays an important role in stimulating employees' enthusiasm for work. A lack of performance appraisal or an incorrect appraisal mechanism may lead to an incentive imbalance, which in turn affects team cohesion and employee motivation. By accurately evaluating the performance of employees and the organization, rewarding employees with outstanding performance, and providing necessary incentives to employees with unsatisfactory performance, it can help improve employees' work enthusiasm. Therefore, this article proposes hypothesis H6.

H6: Salary assessment has played a positive role in improving Thai employees' work enthusiasm at Z Rubber Thailand Company.

As an important supplement to salary incentives, welfare incentives are not directly linked to the amount of labor of workers but are shared by every member of the organization. Huang (1989) pointed out that welfare policy has always been an aspect of great concern to employees. A good welfare policy can promote employees' loyalty to the company and motivate them to work harder at work.

Liu (2020) research highly praised the status of welfare policies in employees' concerns, pointing out that a comprehensive and good welfare system can not only enhance
employees' loyalty to the company but also motivate them to work harder. Welfare policies play a key role in motivating employees and maintaining long-term cooperative relationships between employees and enterprises. With the continuous progress of the social economy and the intensification of competition among organizations, the importance of the welfare system in human resources management has become increasingly prominent. Sometimes generous welfare benefits can motivate employees more effectively than high salaries. Benefits reflect the organization's long-term commitment to employees, which has a positive effect on improving employees' work enthusiasm. Therefore, this article proposes hypothesis H7.

H7: The welfare policy has a positive effect on Thai employees' work enthusiasm at Z Rubber Thailand Company.

Methodology

This article utilizes Thai employees from various departments at Z Rubber Thailand Company as the research subject for a survey on employee work enthusiasm. The study employs quantitative research methods to conduct a systematic analysis of the problem and facilitate an in-depth discussion.

1) Document analysis method

We reviewed research literature on work motivation in China and other countries using authoritative online resources like CNKI, VIP.com, the National Bureau of Statistics, and Google Scholar, and also gathered information on Thai cultural characteristics and employee motivation.

This article organizes and summarizes previous research results and methods through systematic reading and learning, while also absorbing previous research experience. This article provides the theoretical basis and research ideas for the research in question.

2) Questionnaire-survey method

Drawing on existing research results, this study developed a set of survey instruments for systematically measuring factors related to work motivation among Thai employees. We conducted the questionnaire survey using a combination of offline (paper) and online (wechat and line) methods. We adopted an anonymous survey method to ensure the questionnaire's response rate and data accuracy.

This study distributed a total of 100 offline paper questionnaires and 220 online questionnaires, recovering 314 of them, including 312 valid ones, thereby providing solid data support.

3) Statistical analysis method

This study uses SPSS 26.0 statistical software to analyze and process the collected data, summarize the data through statistical methods, and verify the research hypotheses. Research methods include descriptive analysis, reliability testing, correlation analysis, regression analysis, and exploratory factor analysis.

Results

Following a series of empirical analyses, this article summarizes the research hypotheses that were previously proposed.
Table 1 - Test research hypotheses
(compiled by this study)

<table>
<thead>
<tr>
<th>hypothesis</th>
<th>content</th>
<th>Significantly (Sig.)</th>
<th>test result</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td>“Job-specific characteristics” factors are related to work motivation</td>
<td>0.000</td>
<td>established</td>
</tr>
<tr>
<td>H2</td>
<td>“Promotion opportunity” factor is related to work motivation</td>
<td>0.045</td>
<td>established</td>
</tr>
<tr>
<td>H3</td>
<td>“Personal contribution recognition” factor is related to work enthusiasm</td>
<td>0.303</td>
<td>invalid</td>
</tr>
<tr>
<td>H4</td>
<td>The “work relationship” factor is related to motivation at work</td>
<td>0.004</td>
<td>established</td>
</tr>
<tr>
<td>H5</td>
<td>“Working conditions and environment” factors are related to work motivation</td>
<td>0.022</td>
<td>established</td>
</tr>
<tr>
<td>H6</td>
<td>“Salary policy” factors are related to work motivation</td>
<td>0.02</td>
<td>established</td>
</tr>
<tr>
<td>H7</td>
<td>“Welfare policy” factors are related to work motivation</td>
<td>0.033</td>
<td>established</td>
</tr>
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</table>

H1: Job characteristics have a positive impact on Thai employees’ work motivation at Z Rubber Thailand Company.

Job characteristics include work content, nature, time, conditions, environment, stress, and risks, and they have a significant positive impact on employees’ work enthusiasm. When the Sig value and beta coefficient are both 0.238, it indicates that there is a significant positive correlation between work enthusiasm and work characteristics. Specifically, for every 1 unit increase in each factor of work characteristics, the factor of work enthusiasm increases by 0.238 units on average, which shows that work characteristics are factors that have a significant impact on work enthusiasm. When an employee aligns their personal values, abilities, and personality with the company's values and job characteristics, it maximally stimulates their subjective initiative, leading to strong enthusiasm and creativity for work, ultimately boosting their enthusiasm and work motivation. Echoing the research results of Hackmana & Oldham (1976) and Zhang et al. (2010), job characteristics can provide employees with positive psychological experiences, stimulate their enthusiasm, and improve work efficiency.

In Z Rubber Thailand Company, employees with clear job responsibilities and good job matching are more engaged and satisfied with their work and are therefore more likely to exert higher work enthusiasm. At the same time, employees who can continuously learn and improve at work are more creative and innovative and can have a positive impact on their work, thereby increasing their work enthusiasm.

H2: Promotional opportunities have a positive impact on the work motivation of Thai employees at Z Rubber Thailand Company.

Promotional opportunities include job promotions, salary increases, bonus payments, and so on. These factors have a significant effect on improving employees' work enthusiasm. The Sig value of this hypothesis is less than 0.05, and the standard beta coefficient is 0.121,
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which shows that the opportunity for job promotion has a positive impact on work enthusiasm, but the impact of promotion opportunities on work enthusiasm is small. Every increase of 1 unit will have an impact on work enthusiasm. The variable increases by 0.121 units. The company's continued dominance of Chinese people in key leadership positions may be the reason, as Thai employees face limited promotion opportunities and space. Thai employees have little expectation for promotion.

However, promotion opportunities still have a positive impact on work enthusiasm, echoing the research results of Xiao & Zhao (2017). People’s inner desire for rights makes the existence of promotion opportunities a way for employees to continuously improve their abilities and skills. One of the motivations is to improve work enthusiasm.

Employees who receive promotion opportunities at Z Rubber Thailand Company typically gain more work experience, knowledge, and skills, as well as higher salaries and benefits. These factors will increase employees' work enthusiasm. A reduction in promotion opportunities may impact employees' work motivation to a certain degree.

H3: Personal contribution recognition has a positive impact on Thai employees' work motivation at Z Rubber Thailand Company.

Personal contribution recognition includes recognition from leaders, recognition from colleagues, recognition from customers, etc. We assume that these factors significantly enhance employees' work motivation. Given that the Sig value exceeds 0.05, we reject this hypothesis. The rejection may stem from the lack of a clear recognition mechanism, primarily due to the leader's responsibility for a large number of employees. The concern for employees may be period by period, and the recognition results of each employee are average, so there is no significant difference. The language barrier could also contribute to the issue, making it difficult to understand or even lead to misunderstandings when acknowledging contributions.

For instance, Zhang et al. (2010) study on the work enthusiasm of gas station employees yielded an important finding: Despite the theoretical expectation that employee recognition of personal contributions would boost work motivation, the actual results differ. Insufficient publicity and an incomplete understanding can lead to misunderstandings and resistance.

According to Huang He's (2010) research findings, companies' recognition of employee behavior has a significant impact on employees' work enthusiasm. At Z Rubber Thailand Company, inadequate recognition of employees' work is a result of inadequate language communication between Chinese managers and Thai employees, the complexity and diversity of tasks, and insufficient leadership energy. This may affect their work enthusiasm. Therefore, Z Rubber Thailand Company needs to improve the mechanism for acknowledging employees' contributions and personal contributions to enhance their work enthusiasm.

H4: Working relationships have a positive impact on Thai employees' work motivation at Z Rubber Thailand Company.

Working relationships include those between colleagues as well as those between superiors and subordinates. These relationships have a significant impact on the actual work motivation of Thai employees.
This hypothesis's Sig value is less than 0.05, and the standard beta coefficient is 0.175, indicating that there is a positive relationship between work relationships and work enthusiasm. The impact of work relationships on work enthusiasm ranks second, and every increase of 1 unit will increase 0.175 units of the work motivation variable. Work relationships include those between colleagues as well as those between superiors and subordinates. The research results also align with those of Xu & Zhao (2010). The results of this study show that at Z Rubber Thailand Company, Thai employees believe that their leaders are respectful and kind to them, and the unity and friendliness among colleagues are of great help to employees' work enthusiasm.

At Z Rubber Thailand Company, harmonious working relationships can enhance Thai employees’ sense of belonging to the company and job satisfaction, thereby stimulating their work enthusiasm. Simultaneously, when colleagues are able to support and trust each other, it enhances their work efficiency and teamwork level, enabling them to accomplish tasks more effectively.

H5: Working conditions and environment have a positive impact on Thai employees' work motivation at Z Rubber Thailand Company.

This hypothesis's Sig value is less than 0.05, and the standard beta coefficient is 0.159, indicating that the working environment has a positive impact on work motivation. Working conditions and environment have the third-largest impact on work motivation. Every increase of 1 unit will increase the work motivation variable by 0.159 units. Echoing the previous research results of Feng et al. (2011), a superior working environment, excellent working conditions, and complete labor protection supplies can enhance employees' sense of security and belonging. A tidy workplace can create a sense of pleasure and help improve work efficiency, while a poor work environment can lead to a decrease in enthusiasm for work.

H6: Salary assessment has a positive impact on Thai employees' work enthusiasm at Z Rubber Thailand Company.

The Sig value of this hypothesis is less than 0.05, and the standard beta coefficient is 0.146, indicating that a reasonable salary assessment has a positive impact on work enthusiasm. The impact of a salary assessment on work enthusiasm ranks fourth. The work enthusiasm of each additional unit will increase by 0.146 points. At Z Rubber Thailand Company, Thai employees' overall salary level is higher than in other industries. Income falls into the category of health factors. The increase in wages has a relatively limited effect on boosting Thai employees' enthusiasm. In this scenario, Thai employees prioritize the fairness of the assessment system and anticipate equitable treatment in job performance evaluations.

If the assessment mechanism is not transparent enough or unreasonable, bad emotions may arise, reducing Thai employees' work enthusiasm.

H7: Welfare policies have a positive impact on Thai employees' work motivation at Z Rubber Thailand Company.

The Sig value of this hypothesis is less than 0.05, and the standard beta coefficient is 0.123, indicating that welfare policy has a positive impact on work enthusiasm. The impact of welfare policy on work enthusiasm ranks fifth. For every increase of 1 unit, work enthusiasm will increase by 0.123 units.
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This research result confirms the validity of Liu (2020) findings. A comprehensive welfare system can increase employees' loyalty to the company while also stimulating work enthusiasm. The results also show that Z Rubber Thailand Company's welfare policy is relatively complete, and Thai employees are quite satisfied with the medical insurance, holiday benefits, and other welfare policies they enjoy.

Discussion

The goal of this study is to delve deeply into the work motivation of Thai employees at Z Rubber Thailand Company, while also examining the operational and human resources management aspects of the company, in order to uncover the elements that shape their motivation.

Firstly, we conducted a comprehensive review of the existing literature, which informed the formulation of seven research hypotheses aimed at understanding the factors influencing the work motivation of organizational employees.

Secondly, we designed a set of special questionnaire scales and conducted a detailed analysis of 312 valid questionnaires to explain the differences in work enthusiasm among employee groups.

We will first use Cronbach's alpha coefficient and exploratory factor analysis (EFA) in data analysis to test the reliability and validity of the questionnaire. We will then use Pearson correlation coefficient analysis to examine the correlation between work motivation and various other factors. Additionally, we will use multiple regression analysis to examine the extent to which various factors influence work motivation and identify the most significant factors. The analysis of these data will ultimately yield the following research findings:

We confirmed the truth of hypotheses H1, H2, H4, H5, H6, and H7, and rejected hypothesis H3. These results hold significant reference value for the human resource management of Thai employees at Z Rubber Thailand Company and other organizations. An in-depth study of Thai employees' work motivation can help organizations better understand employee needs and expectations and take appropriate actions to improve work motivation. In addition, the results of this study serve as useful references for research in other related fields.

Conclusion

The study's conclusion not only identifies the factors that influence the work enthusiasm of Thai employees at Z Rubber Thailand Company, but also offers valuable management inspiration for the management of Z Company, encompassing the following aspects.

First, create and improve job descriptions and employee evaluation mechanisms to improve the match between Thai employees and positions. We recommend that the company further clarifies job specifications and optimizes job training. The human resources department regulates each position's basic tasks and specific requirements, formulates detailed job descriptions, strengthens employee training, clarifies job responsibilities and requirements, and allows employees to maintain a certain level of pressure while working.

We recommend that the company distributes jobs equitably, establishes a system for evaluating employee competency, and integrates it with comprehensive job descriptions. This
approach ensures that employees' personality traits and skills align more effectively with their roles, clarifies the focus of their efforts, and fosters work motivation and enthusiasm, ultimately boosting their work enthusiasm.

Secondly, strengthen the development of a team culture and a harmonious company atmosphere. Various departments of the company should enhance communication and collaboration among employees by arranging diverse activities like skill competitions, experience-sharing meetings, team building, and other events, thereby enhancing the sense of collective belonging and honor.

To foster a harmonious, united, cooperative, and positive team atmosphere, the managers of each department of the company should promptly address any negative team dynamics, comprehend the needs and ideas of employees through the preceding step, and swiftly address any unfair behaviors within the team.

The company should ensure that employees in difficulty receive appropriate care. It can understand the needs of employees in difficulty through informal means such as employee discussions or private communication between leaders and employees, and provide appropriate care in terms of work positions and shift arrangements.

Third, improve the performance appraisal system and improve employees’ sense of fairness:

1) Enhance the performance appraisal indicators, tailor the appraisal contents to the positions of the employees, and communicate these changes to the employees, enabling them to comprehend their work objectives and focus more actively and clearly.

2) Ensure that the performance appraisal standards and evaluation process are open, transparent, fair, and just so that employees can clearly understand the basis and standards for performance evaluation, understand their own shortcomings, clarify the direction of their own improvement, and improve employees' sense of fairness.

Finally, provide training opportunities and smooth employee promotion channels. The company should prioritize providing more professional training and development plans to enhance employees' skill levels, professionalism, competitiveness, and promotion opportunities.

Establish clear promotion standards and conditions, such as requirements for working years, performance, professional skills, etc., so that employees can clearly understand the paths and standards for promotion.

It can also offer a range of promotion opportunities, such as technical position promotion, management position promotion, and cross-department promotion, enabling employees to select a development path within the company that aligns with their personal interests and abilities. Management cadre localization is an inevitable trend for multinational companies. The Z Rubber Thailand Company is actively promoting this trend.

The current situation, where the main cadres are held by Chinese employees, is also gradually changing. We are seizing this chance to create a comprehensive promotion system that aligns with the company's objectives and the ongoing needs of the employees to ensure the company's sustainable growth in Thailand.

**Recommendation**

This study used multi-angle analysis and strategic implementation to improve work enthusiasm among Thai employees of Z Rubber Thailand Company, resulting in theoretical
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and practical results. Given the research's limitations, we can enhance and broaden future studies in the following areas:

First, given the normalcy of multinational operations within the context of globalization, particularly in the context of the "One Belt, One Road" strategy, Company Z intends to establish offices across multiple countries. Branches and companies will have increasingly diversified employees, and there is an urgent need to conduct detailed research on the factors that influence employee work enthusiasm under different cultural backgrounds to provide a theoretical basis for the precise formulation of cross-cultural management strategies.

Secondly, with multi-dimensional factors such as time, policy, and economy influencing the complexity of employee work motivation, conducting dynamic long-term follow-up research will provide empirical support for the continuous optimization of human resource management strategies.

Furthermore, with the rapid development of information technology and its widespread application in human resources management, it has become an important part of future research to explore how this technological progress affects employees' work enthusiasm and how to optimize employee incentive mechanisms with the help of scientific and technological means.

Additionally, an in-depth analysis of the internal mechanism between the sense of organizational justice and employee work motivation is warranted, and we explore effective ways to enhance this sense of organizational justice, thereby stimulating employees' work potential.

Finally, from a sustainable development perspective, we study how companies' fulfillment of social responsibilities affects employees' work enthusiasm and explore strategies to promote corporate sustainable development through employee incentives, which are in line with global sustainable development trends.

We expect our in-depth research on the aforementioned aspects to contribute more comprehensive and profound theoretical insights and practical guidance to the field of human resources management, thereby promoting the overall improvement of corporate management levels.

References:


