

# Achievement Motivation Affecting the Work Success of Generation Y Civil Servants in Ang Thong Province

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**Abstract**— This research aimed to study (1) the level of achievement motivation factors in work of generation Y civil servants in Ang Thong Province (2) Level of success factors in work of generation Y civil servants in Ang Thong Province and (3) Motivational factors affecting the work success of generation Y civil servants in Ang Thong Province. This is quantitative research. The sample group is generation Y civil servants who registered to work in Ang Thong Province obtained from a systematic random sampling method with 120 samples. The research instrument was a questionnaire. Data were analyzed using statistics such as mean, percentage, standard deviation, T-test, one-way analysis of variance, and multiple regression analysis. The study results found that (1) the level of achievement motivation in working of generation Y civil servants in Ang Thong Province the average is at a high level. (2) The level of success in most work is at a high level and (3) The results of the test on the motivation factors for achievement, which consist of the need for ethics in work, the need for compensation, the need to seek excellent standards, and the need for competition in work in terms of the desire for higher status and the desire to overcome various problems that affect success in one's work of generation Y civil servants in Ang Thong Province it was found that there were only 2 factors that significantly influenced work success, namely the need for work ethics and the need for higher status.

**Keywords**— Achievement Motivation, Work success, Generation, Y, Ang Thong Province.

## I. INTRODUCTION

Management in any type of organization or organization, any size, will achieve its objectives by relying on important resources, which include people, money, equipment, tools, and management. Human resources are the most important resource in the organization's management. Each human being has unique needs that change all the time and has the ability to develop at any time without end. Therefore, in managing human resources, it is necessary to respond to the diverse needs of humans by adjusting management strategies and seeking opportunities to be in line with rapid changes, even though human values are intangible and cannot be determined by criteria like in product management. Management or Technology Management because the value of a person lies in their knowledge, skills and abilities. The organization cannot own those values, but individuals own their own knowledge, skills and abilities. When personnel leave the organization and take those knowledge, skills and abilities with them, the organization loses the value of its human resources. The organization must develop strategies to motivate human

resources in line with personnel needs. Therefore, every organization gives importance to motivating human resources in order to develop the organization to its highest efficiency. But sometimes organizations face problems where employees are unable to perform as expected and performance is not as good as it should be. This may be due to the organization assigning people who are not suitable for the job positions, or it may be because the employees themselves do not devote their full potential to the organization. Therefore, it is useless for an organization to have personnel who are all knowledgeable and capable but do not fully demonstrate their work potential. Because even though the personnel have a lot of knowledge and capabilities, However, if there is a lack of motivation in working, the work may not be successful or the results may be ineffective. Smart managers must find ways or techniques to motivate personnel in all departments to devote themselves to the organization to their full potential.

Government agencies are aware of the constant development of unique characteristics that are advantageous for survival in all conditions, thus emphasizing the utilization of human resources, especially in operations This is a source of strategic advantage (Govender, 2020). Narcisse and Harcourt (2008) stated that "employee performance encroaches on one of the most emotionally charged activities Which is the evaluation of people's performance and capabilities. Boxall and Purcell (2011) stated that a well-designed performance appraisal plays a crucial role in the smooth functioning of a company, Rynes et al. (2000) argue that challenge assesses performance and makes it more effective and "accurate." In other words, how companies can apply the approach to improve their capabilities, distinguishing "good" employees from "bad" ones. In order to be able to manage and align with the company's overall business strategy, especially with Generation Y or "Gen Y". This is the working age group and the largest population group in Thailand today. Therefore, they play a significant role in driving the country forward, setting its direction, and passing on their intentions to other generations. Growing up in an era of advanced technology, this group of people is familiar with using the Internet every day. Likes being raised by a good family, has an expressive personality, does not like being forced, receives news from various channels, has independent thinking, dares to speak and dares to ask without fear of criticism, has a high level of internationalism and can

communicate well in technology. Imaginative, multi-tasking, likes to work in teams, impatient

The study found that personnel in all departments have many tasks. They are not able to help each other as much as they should. Therefore, it is necessary to create motivation to motivate personnel to work efficiently. This will result in success in working together. If the staff in the faculty are motivated to work appropriately and in line with their needs, it will lead to effort, dedication, and enthusiasm in working to achieve the organization's goals. And if that motivation is achievement motivation, people with high achievement motivation are rational and know how to use judgment carefully. Therefore, achievement motivation is an important motivator that can make people achieve their goals and result in high organizational effectiveness.

## II. METHODLOG

### A. Research objectives

1. To study the motivation factors for achievement in work of generation Y working in the government sector in Ang Thong Province.
2. To study the success factors in working factors of generation Y civil servants in Ang Thong Province.
3. To study the achievement motivation factors that affect the success of work of generation Y civil servants in Ang Thong Province.

### B. Research hypothesis

1. Personal factors of generation Y civil servants in Ang Thong Province, which have different opinions, affect different success in their work.
2. Motivational factors for achievement in work of generation Y civil servants in Ang Thong Province have different effects on work success.

### C. Research Conceptual Framework

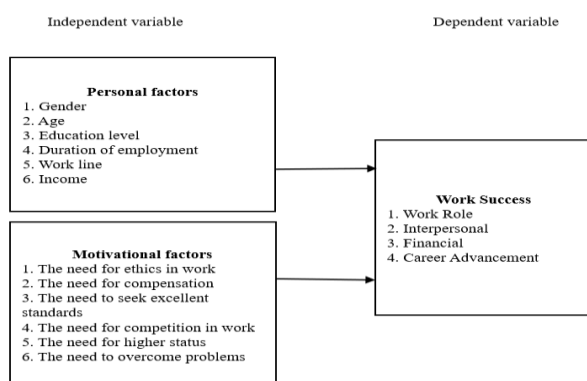


Fig. 1. Research Conceptual Framework.

### D. Population and sample

This research is quantitative research by using a questionnaire to collect data, the population is generation Y civil servants who registered to work in Ang Thong Province Number of people: 100. The calculation of sample size this time used the formula for calculating sample size with a known population, setting the confidence level at 95 percent and setting the error level not to exceed 5 percent, using

Yamane's (1973) calculation formula.

### E. Research tools

By using a questionnaire created in the form of a 5-point Likert (1932) rating scale with 39 questions and presented to 5 experts, it was found that it had content validity and covered content in each aspect. The results of the Item-Objective measurement were between 0.70 and 1.00, which is greater than 0.5 and can be used. Then, it was tested to find the reliability value using Cronbach's method with 30 personnel The alpha coefficient was 0.93, and the questionnaire was divided into 4 parts as follows:

Part 1: Basic information on the demographic characteristics of the respondents, consisting of questions on gender, age, education level, occupation, length of employment, and salary. Part 2: Data on achievement motivation that influences work success of generation Y civil servants in Ang Thong Province. The researcher used a rating scale as a closed-ended question with an interval scale, with a weight of 5 points from 1 to 5 points, with a 5-point level having the highest level of agreement and level 1, the score has the lowest level of opinion. The questionnaire shows achievement motivation, consisting of 6 aspects 1) The need for ethics in work 2) The need for compensation 3) The need to seek excellent standards 4) The need to compete in work, 5) The need to have a higher status, and 6) The need to overcome problems, adapted from Pairote Kathamani (2004) and Sudarat

Part 3: Work achievement data of generation Y civil servants in Ang Thong Province the researcher used a rating scale as a closed-ended interval scale the weights are set on a 5-point scale from 1 to 5 points, with 5 points being the most positive and 1 point being the least positive the questionnaire shows the success in work, consisting of 4 aspects: 1) work role aspect, 2) interpersonal relationship aspect, 3) financial aspect, and 4) career advancement aspect, according to the concept of Gattiker & Larwood (1989).

Part 4 is an open-ended question to allow the respondent to express their opinions about working in the organization. The interpretation criteria are set according to (Pawina Kapukka, 2014) as follows:

- 1.00 – 1.80 means least agree
- 1.81 – 2.60 means least agree
- 2.61 – 3.40 means moderately agree
- 3.41 – 4.20 means very agree
- 4.21 – 5.00 means extremely agree

### F. Data analysis

The researcher collected data and checked each questionnaire. Then, the data was processed and analyzed using mathematical applications. The data analysis was divided as follows:

1. Analyze personal factors data using descriptive statistics to find frequency and percentage values to use as details of the questionnaire respondents.
2. Analyze the motivation factors and success factors in work using descriptive statistics to find the mean and standard deviation.
3. Analyze the factors of work achievement motivation that

affect work success using multiple regression analysis. The independent variables are work achievement motivation factors, consisting of 1) the need for work ethics 2) The need for compensation 3) The need to seek excellence 4) The need to compete in work 5) The need for higher status and 6) the need to overcome various problems that affect the dependent variables, namely 1) work roles, 2) interpersonal relationships, 3) finances, and 4) career advancement, using the Stepwise Method multiple regression analysis at a significance level of 0.05.

### III. RESEARCH RESULTS

#### A. Analysis of personal data of the respondents

Analysis of personal data of the respondents using percentage statistics to explain the data, including gender, age, education, occupation, length of employment, average monthly income, Table 1

TABLE 1. Number and percentage of respondents

| Gender                  | Number     | Percentage |
|-------------------------|------------|------------|
| Male                    | 55         | 45.84      |
| Female                  | 65         | 54.16      |
| <b>Total</b>            | <b>120</b> | <b>100</b> |
| Age group               | Number     | Percentage |
| 28-35                   | 40         | 33.34      |
| 35-40                   | 42         | 35.00      |
| 41-44                   | 38         | 31.66      |
| <b>Total</b>            | <b>120</b> | <b>100</b> |
| Education level         | Number     | Percentage |
| Below bachelor's degree | 21         | 17.5       |
| Bachelor's degree       | 60         | 50.00      |
| Master's degree         | 25         | 20.83      |
| Doctoral degree         | 14         | 11.67      |
| <b>Total</b>            | <b>120</b> | <b>100</b> |
| Period of work          | Number     | Percentage |
| Less than 2 years       | 22         | 18.34      |
| 3-5 years               | 44         | 36.66      |
| 6-10 years              | 25         | 20.84      |
| More than 10 years      | 29         | 24.16      |
| <b>Total</b>            | <b>120</b> | <b>100</b> |
| Income level            | Number     | Percentage |
| 10,001 – 20,000 baht    | 33         | 27.5       |
| 20,001 – 30,000 baht    | 28         | 23.34      |
| 30,001 – 40,000 baht    | 23         | 19.16      |
| 40,001 – 50,000 baht    | 17         | 14.16      |
| More than 50,000 baht   | 19         | 15.84      |
| <b>Total</b>            | <b>120</b> | <b>100</b> |

#### B. Analysis of achievement motivation data that affects work success

Analysis of data on achievement motivation factors affecting work success of Generation Y working in the government sector in Ang Thong Province consisting of 6 dimensions: the need for ethics in work, the need for compensation, the need to seek excellent standards, the need to compete in work, the need for higher status, and in terms of the need to overcome various problems, it was found that personnel had different opinions on achievement motivation that affected success in each aspect of work. The overall opinion was at a high level and had a mean of 4.05 and a standard deviation of 0.819, as shown in Table 2

The analysis shows that personnel of generation Y working in the government sector in Ang Thong Province

highly agree with the achievement motivation factors that affect work success in all 6 aspects, with an average score of 4.05. When considering each aspect, it was found that the aspect with the highest average score was the need for work ethics, with an average score of 4.66 next are the need to seek excellent standards, the need to overcome problems, the need for compensation, the need to compete in work, and the need for higher status, with average values of 4.30, 4.15, 3.82, 3.54, and 3.53, respectively.

TABLE 2. Mean, standard deviation and level of achievement motivation affecting work success of generation Y working in the government sector in Ang Thong Province

| Achievement Motivation Affecting the Success of Personnel's Work | $\bar{x}$   | S.D          | Opinion level |
|--|-------------|--------------|---------------|
| 1. In terms of ethical requirements in work                      | 4.66        | 0.619        | the most      |
| 2. Regarding compensation requirements                           | 3.82        | 0.890        | a lot         |
| 3. In terms of the need to seek excellent standards              | 4.30        | 0.658        | the most      |
| 4. Competitive demands in work                                   | 3.53        | 0.916        | a lot         |
| 5. The desire for higher status                                  | 3.54        | 0.922        | a lot         |
| 6. The need to overcome various problems                         | 4.15        | 0.709        | a lot         |
| <b>average</b>   | <b>4.05</b> | <b>0.819</b> | <b>a lot</b>  |

#### C. Analysis of personnel performance data of Generation Y working in the government sector in Ang Thong Province

Analysis of personnel performance data It consists of 4 aspects: work roles, interpersonal relationships, and advancement. It was found that personnel have different opinions on success in each aspect of work, as shown in Table 3.

TABLE 3 Mean, standard deviation and level of opinion on work success of Generation Y working in the government sector in Ang Thong Province

| Level of feedback on success at work | $\bar{x}$   | S.D          | Opinion level |
|--------------------------------------|-------------|--------------|---------------|
| 1. In terms of work roles            | 4.05        | 0.689        | a lot         |
| 2. Interpersonal relations           | 3.92        | 0.616        | a lot         |
| 3. Finance                           | 3.25        | 1.000        | moderate      |
| 4. Advancement in position           | 3.61        | 0.892        | a lot         |
| <b>average</b>                       | <b>3.71</b> | <b>0.799</b> | <b>a lot</b>  |

The analysis shows that personnel of generation Y working in the government sector in Ang Thong Province agree at a high level with work success, with a mean score of 3.71. And when considering each aspect, it was found that the aspect with the highest average value the work role aspect had an average score of 4.05, followed by interpersonal relationships, promotion and finance aspects with an average score of 3.92, 3.61 and 3.25 respectively.

#### D. Hypothesis testing

Hypothesis 1: Personal factors of personnel of generation Y working in the government sector in Ang Thong Province different factors have different effects on success in a job.

Hypothesis 2: Factors influencing achievement motivation of personnel in their work of generation Y working in the government sector in Ang Thong Province affecting work success differently

The results of the study found that the achievement motivation factors of personnel of generation Y working in the government sector in Ang Thong Province, affected work success in only two aspects, namely, the variable of the need for work ethics and the variable of the need for higher status.

Multiple regression analysis By the Stepwise Method, which is a method of selecting independent variables into the equation by taking the independent variable that has the most relationship with the dependent variable into the first equation and testing its statistical significance. If it is found to be statistically insignificant, the selection is terminated. However, if it is found to be statistically significant, the next most relevant factor is entered into the equation and every time a new independent variable is introduced into the equation, it must be checked to see if all the independent variables in the previous equation are included. If not present, it will be eliminated first, then select the next-order independent variable to enter into the equation, but if it is statistically significant, it will be eliminated the selection of independent variables into the equation continues in this manner until no independent variables are introduced or removed from the equation, at which point selection is considered complete.

From the test of the predictive variable of achievement motivation that affects the success of personnel in their work of Generation Y working in the government sector in Ang Thong Province the six variables consisted of the need for work ethics, the need for compensation, and the need to seek excellent standards factors of competitiveness in work. Factors of the desire for higher status and the need to overcome various problems by using Stepwise Method multiple regression analysis. It was found that there were only 2 variables that could predict job success, namely the need for work ethics variable and the need for higher status variable, at the 95 percent confidence level ( $P < .05$ ), Table 4

Table 4 Results of the analysis of the predictive power of achievement motivation on job success

| Predictive variables        | R    | R <sup>2</sup> | Adjusted R <sup>2</sup> | b     | SEE. | $\beta$ | t     | Sig    |
|-----------------------------|------|----------------|-------------------------|-------|------|---------|-------|--------|
| Equation 1 Constant         |      |                |                         | 2.421 | .515 |         | 4.706 | .000** |
| The need for ethics in work | .259 | .067           | .056                    | .277  | .110 | .259    | 2.514 | .014*  |

| Predictive variables        | R    | R <sup>2</sup> | Adjusted R <sup>2</sup> | b     | SEE. | $\beta$ | t     | Sig    |
|-----------------------------|------|----------------|-------------------------|-------|------|---------|-------|--------|
| Equation 2 constant         |      |                |                         | 2.297 | .528 |         | 3.972 | .000** |
| The need for ethics in work |      |                |                         | .236  | .110 | .221    | 2.152 | .034*  |
| Desire for higher status    | .335 | .112           | .092                    | .146  | .069 | .216    | 2.104 | .038*  |

\* Statistically significant at the 0.05 level. \*\* Statistically significant at the 0.01 level.

When considering the multiple regression analysis, it was found that the independent variables that affect the success of the work are generation Y working in the government sector in Ang Thong Province there are 2 variables in total: the need

for work ethics and the need for higher status. It can be predicted that this is a factor that affects the success of the work generation Y working in the government sector in Ang Thong Province. However, the prediction was only 11.20 percent and the other 88.80 percent was influenced by other variables. When the size of the multiple correlation coefficients was arranged from highest to lowest, it was as follows: The need for work ethics (achievement motivation factor) affects work success. The Sig values in equation 1 and equation 2 are 0.014 and 0.034, which are statistically significant differences at the 0.05 level. The regression coefficients in the form of standardized scores (Beta = 0.259) in equation 1 and (Beta = 0.221). In equation 2, this means that a one-unit increase in need for work ethics results in a 0.277 standard unit increase in work achievement in equation 1 and a 0.236 standard unit increase in equation 2, holding other independent variables constant.

The need for higher status (achievement motivation factor) affects the work performance of employees. The Sig value in equation 2 is 0.038, which is statistically significant at the 0.05 level. The regression coefficient in standardized score form (Beta = 0.216) means that if the need for work ethics increases by one unit, the work success will increase by 0.146 standard units, while holding other independent variables constant.

#### IV. SUMMARY OF RESEARCH RESULTS

From the results of the multiple regression analysis using the Stepwise Method, the analysis results found that the achievement motivation factor in terms of the need for ethics in work and analysis of the need for higher status. It can be predicted that it is a factor that affects the success of personnel's work at the statistical level of .05, accounting for 11.20 percent and another 88.80 percent is an influence together with the variable.

#### V. DISCUSS THE RESULTS

From the study of the motivation factors for achievement in working of generation Y working in the government sector in Ang Thong Province it was found that there are two factors that affect work success, namely the need for work ethics and the need for higher status. Both of these factors have a statistically significant positive relationship with work success at the .05 level and personnel have a high level of opinions on the need for ethics in work and the need for a higher status. Shows that personnel highly motivated to achieve success in work. Personnel want fairness, equality and justice. They want to respect each other's rights so that they can advance in their careers. They are famous and accepted by their colleagues and the general public. In line with the research of Liaqua, 2024 that studies Impact of motivational factors and green behaviors on employee environmental performance findings and deep knowledge of the impact of motivational and behavioral employee environmental performance on banking sector employees have provided new directions for researchers and policymakers. This research will assist the policymakers in tactically formulating beneficial policies for the employees that would surely generate a favorable effect on performance. The results of the study have provided empirical confirmation



of employees' motivational needs and their impact on green behaviors that collectively impact employee environmental performance. It is also consistent with Phachara Sulakkanawach (2017) who found that the overall career success of operational level employees of a telecommunications company in Bangkok was at a high level, especially in terms of interpersonal relationships and work roles as for the advancement in the position,

For the motivation factors for personnel to achieve success in their work. It was found that the aspects of compensation needs, the aspect of seeking excellent standards, the aspect of competition in work, and the aspect of the aspect of the aspect of overcoming various problems in work were not found to affect work success, which may be a result of the first aspect, which is compensation needs.

In terms of seeking excellent standards, it refers to working according to the duties and responsibilities of each department. In practice, each department already has a clear role and responsibilities. Therefore, personnel work well according to their assigned roles and responsibilities and will be able to work to excellent standards. In terms of competitive demands in work, since the roles and responsibilities of each person will be different according to the responsibilities of the position in line with the research of Chaudhary, 2024 that is studied about A comparative analysis of job satisfaction and motivational factors of employees in public versus private organizations. The reason for this is not obscure, but quite clear, as both give perspectives in different ways. Employment satisfaction expresses how happy a person is with his or her job. People are considered to be more pleased with their jobs if they are happy at work. For most elements of research, this study examines both sectors, and is also consistent with the research of Gandung, 2024 that is studied about the influence of discipline and work motivation on employee performance. The partial research results show that discipline has a significant effect on the performance of employees of PT Sejahtera PrimaPersada South Jakarta, while work motivation has no significant effect on employee performance. Simultaneously, discipline and work motivation significantly affect the employee's performance of PT Sejahtera PrimaPersada South Jakarta.

## VI. SUGGESTIONS

### A. Suggestions for Application

1. Organizations and supervisors should give importance to work ethics. most personnel consider work ethics as a factor that greatly affects work success for example, when considering performance evaluation criteria, it is essential to be fair to all parties and allow everyone to participate in expressing their opinions.
2. Organizations and supervisors should provide opportunities for personnel to continuously develop their knowledge and skills, such as by attending training courses, attending academic seminars, and conducting continuous study visits.
3. Organizations and supervisors should provide opportunities for all personnel and all departments to fully demonstrate their knowledge and abilities.

### B. Suggestions For Research

1. In this research study, the researcher used questionnaires to collect only quantitative data the survey results can indicate the relationship or influence of the variables used in the study in the next research, qualitative research methods should be used, especially the study of self-esteem media variables to obtain clear, accurate and true data.
2. There should be a study of achievement motivation that affects work success with various private companies to compare achievement motivation that affects work success, which will lead to diverse learning.
3. Further studies should be conducted on other variables beyond this research, such as quality of work life, work engagement, and happiness at work, etc. It covers all factors related to the study of personnel's life satisfaction in order to know the real needs of personnel, which can be used to manage human resources more effectively.

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