

**JOB SATISFACTION OF CONTACT CENTER AGENTS AT A  
THAI EVENT ORGANIZER COMPANY A**



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**A THEMATIC PAPER SUBMITTED IN PARTIAL  
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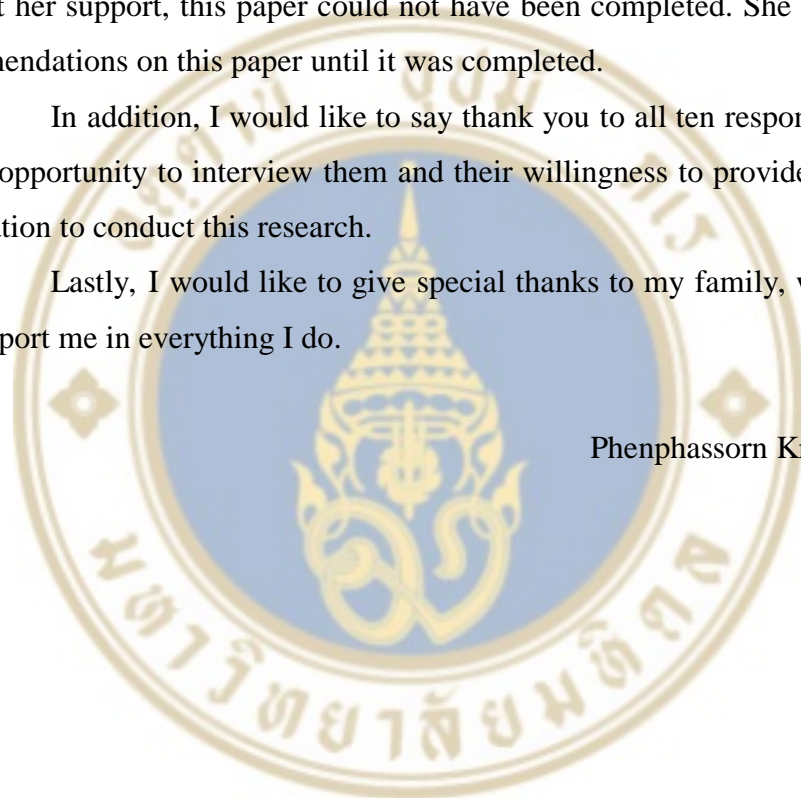
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Phenphassorn Kruakanchana



## **JOB SATISFACTION OF CONTACT CENTER AGENTS AT A THAI EVENT ORGANIZER COMPANY A**

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### **ABSTRACT**

The purpose of this paper is to explore job satisfaction of contact center agents at a Thai event organizer company. Moreover, motivation factors that could lead to job satisfaction were also identified in order to see which factors were the most influencing ones. The difference of motivation factors between administrative and part-time employees have been classified

The research used the qualitative approach using face to face interviews and participant observations. 10 interviewees with different backgrounds and positions were selected as samples for this study. They are employed in both administrative positions and part time employees. Several of the questions were constructed from Herzberg Two Factors Theory and were used to ask all respondents about their work environments, and to share their experiences. In addition, ranking the factors which they think was the most significant; influencing their job satisfaction was conducted. The factors included extrinsic and intrinsic factors which were based on the Two Factors Theory; hygiene and motivational factors. The findings revealed that administrative employees and part time employees have something in common. Their job satisfaction was motivated by the same factor which was salary and extrinsic factors.

**KEY WORDS:** Job satisfaction / Motivation / Extrinsic / Intrinsic

34 pages

## CONTENTS

	<b>Page</b>
<b>ACKNOWLEDGEMENTS</b>	<b>ii</b>
<b>ABSTRACT</b>	<b>iii</b>
<b>LIST OF CONTENTS</b>	<b>iv</b>
<b>LIST OF TABLES</b>	<b>vi</b>
<b>LIST OF FIGURES</b>	<b>vii</b>
<b>CHAPTER I INTRODUCTION</b>	<b>1</b>
1.1 Contextual Background	2
1.2 Research Objective	2
1.3 Research Scope and Framework	2
<b>CHAPTER II LITERATURE REVIEW</b>	<b>3</b>
2.1 Work Design and Work Environment of Call Center	3
2.2 The Definition of Motivation	4
2.3 The Definition of Job Satisfaction	4
2.4 Relationship of Motivation and Job Satisfaction	5
2.5 Theory of Motivation	6
2.5.1 Maslow's Hierarchy of Needs	6
2.5.2 ERG Theory	8
2.5.3 Herzberg's Two Factor Theory	8
2.6 Previous Relevant Research	12
2.7 Conclusion	13
<b>CHAPTER III RESEARCH METHODOLOGY</b>	<b>14</b>
3.1 Conceptual Framework	14
3.2 Data Collection Method	15
3.3 Sampling	15
3.4 Interview Question	17
3.5 Data Analysis	18

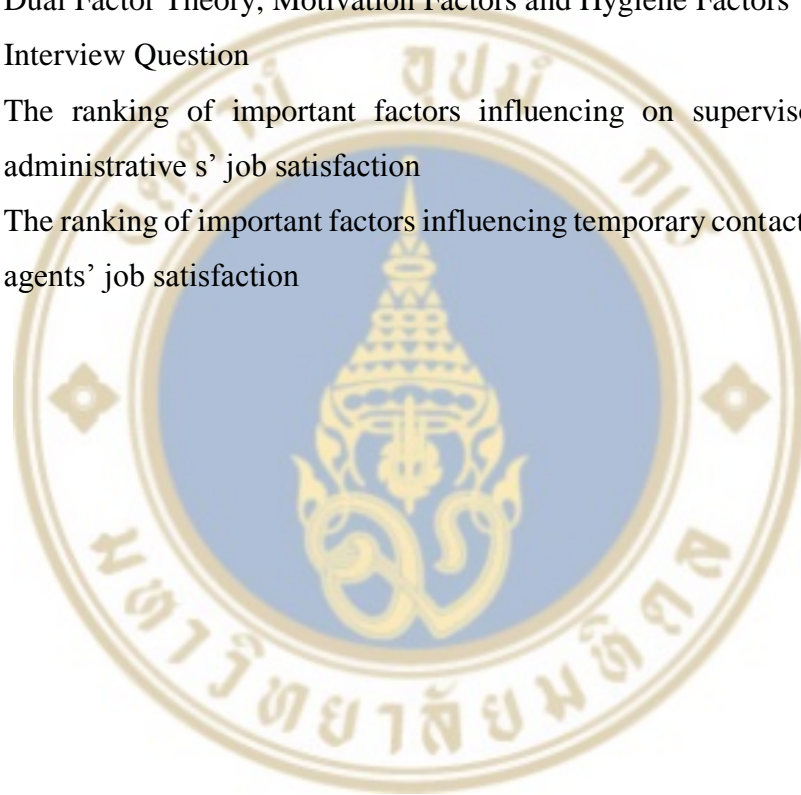
**CONTENTS (cont.)**

	<b>Page</b>
<b>CHAPTER IV FINDING DISCUSSION</b>	<b>19</b>
4.1 Influencing Factors Result and Discussion	19
4.2 Interview Result and Discussion	22
4.3 Conclusion	25
<b>CHAPTER V RECOMMENDATION</b>	<b>28</b>
5.1 Recommendations	28
5.2 Limitations	31
<b>REFERENCES</b>	<b>32</b>
<b>BIOGRAPHY</b>	<b>34</b>



## LIST OF TABLES

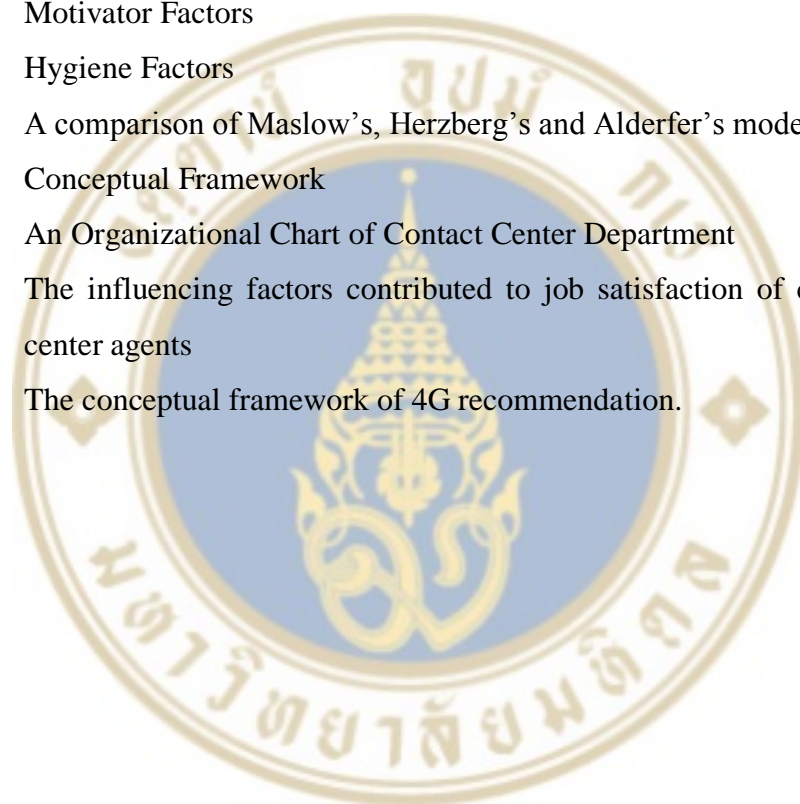
<b>Table</b>	<b>Page</b>
2.1 Application of Maslow' needs to general need and organizational need.	7
2.2 Dual Factor Theory; Motivation Factors and Hygiene Factors	8
3.1 Interview Question	17
4.1 The ranking of important factors influencing on supervisor and administrative s' job satisfaction	20
4.2 The ranking of important factors influencing temporary contact center agents' job satisfaction	21





## LIST OF FIGURES

<b>Figure</b>	<b>Page</b>
2.1 Maslow’s Hierarchy of Needs	6
2.2 Comparison of Satisfiers and Dissatisfiers	9
2.3 Motivator Factors	10
2.4 Hygiene Factors	10
2.5 A comparison of Maslow’s, Herzberg’s and Alderfer’s models	11
3.1 Conceptual Framework	14
3.2 An Organizational Chart of Contact Center Department	16
4.1 The influencing factors contributed to job satisfaction of contact center agents	21
5.1 The conceptual framework of 4G recommendation.	28



## **CHAPTER I**

### **INTRODUCTION**

Today, many companies have established contact center departments with the main purpose of maintaining relationships and retaining customers. The contact center agent has to delivery services to customers such as receiving requests, resolving any problem, following up on the case, and contacting customers. The work is not only about dealing with customers on the telephone, but also includes coordinating with other departments in order to complete the task.

To operate in an effective and efficient manner, they must be able to keep their emotions in check. It is a must for them to be good at problem solving, multi-tasking and being a good communicator. The performance of a contact center agent can build or destroy the company reputation depending on how they communicate through each telephone call. Even in the worse circumstance, the voice and tone of the contact center employee needs to be respectful at all times when handling various kinds of issues.

Work routines of a contact center agent are considered to be repetitive and many work under pressure. Thus, they really need positive feedback or a “trigger” to encourage and support them in order for them to produce and maintain their best work. An employee is the most valuable asset of the organization which would drive the company forward, therefore the company needs to take good care of them and be concerned about their wellbeing.

The company should put their efforts toward developing and improving factors that would motivate their contact center agents. The successful implementation would create a win-win situation on both employees’ and management satisfaction which leads to higher productivity of the company as an end result.

This paper will discuss how we can motivate contact center agents that would lead to job satisfaction. The research is based on an actual case of a Thai event organizer; The Company A.

## 1.1 Contextual Background

Company A is mainly focused on business-to-business events where suppliers and buyers meet together to do business.

This paper is focused on investigating contact center agents at Company A. The employees have a responsibility to do the following job descriptions which primary focuses on operating outbound telephone calls. The tasks of contact center agents are described below.

- Invite customers to visit the exhibition through telephone calls.
- Provide useful information to customers who will attend the exhibition such as parking area, time schedule, and contact information.
- Register and completely fill information of customer to database.

## 1.2 Research Objective

- To identify what are the potential motivation factors to enhance job satisfaction of a contact center agent.
- To suggest practical recommendations to the management level as a guideline for implementation.

## 1.3 Research Scope and Framework

In this paper, the research discussed was of an actual case in the contact center department of the Company A. The information was gathered by conducting interviews and reviewing public research within the same scope and area of study. Herzberg's 2-Factor Theory was used to analyze the data in order to demonstrate current issues and influencing factors on motivation and job satisfaction of contact center agents. In addition, practical recommendations were suggested for future implementation and development of the organization.

## **CHAPTER II**

### **LITERATURE REVIEW**

This chapter focuses on reviewing the existing literature on motivation and job satisfaction. The literature review focuses on how motivation impacts job satisfaction of call center agents which is based on, according to theories, work design, work environment, and the well-being of call center agents.

#### **2.1 Work Design and Work Environment of Call Center**

Call centers have to ensure that customers' experiences are pleasant. In order to make customers satisfied, companies need to have standardized service calls by providing scripts to the agents. Therefore, any creativity, innovation and proactivity is not encourage which leads to boredom of the actual work (Wieland, 2004)

The work design of call center agents must be appropriate and very important or challenging due to it contributions to an employees' motivation, satisfaction, and well-being. The environment in the work place is also an important factor because call center agents have to multi-task at the same time, operating on a computer while communicating and trying to solve the problem for customers. In addition, call center agents are often under pressure due to time constraints because customers have been waiting on the line (Wegge, 2006)

With this kind of environment and conditions, these are not considered to be happy work environments for call center agents. Furthermore, call center agents must be polite and helpful to customers as they are instructed to be friendly, even if the caller isn't. According to the job characteristics and work environment, motivation for call center agents is very important due to the already unfavorable working conditions that exist. (Parker, 1998)

According to the reasons illustrated, the researcher would like to study motivation factors and job satisfaction of contact center agents at Company A. The

researcher would like to study what are the factors that can motivate agents for job satisfaction.

The definition of motivation and job satisfaction are reviewed and described below. Moreover, there are many studies about motivation and job satisfaction in various industries that could also demonstrate the relationship of motivation factors to job satisfaction. The relevant studies in this area are chosen to provide useful information for further research of this study.

## **2.2 The Definition of Motivation**

Motivation is what stimulates a person to act and be energized in a certain way to do something (Coole, 2009). A person who has no inspiration to do a particular thing can be categorized as unmotivated; whereas being motivated is being actively engaged (Ryan, 2000). According to Abraham H. Maslow, motivation can be divided into two types which are intrinsic motivation and extrinsic motivation.

Intrinsic motivation is when a person gets motivated by internal factors which rely on characteristics of each person, such as a person's interest in a job. It is the passion that can drive a person to do and achieve something. These sources are important factors in order to create a desire to do something (William, 2004).

Extrinsic motivation is an overall situation which depends on the environment such as pay, job security, job advancement, and other advantages which a person would receive and create. It is the inspiration to work towards a goal (William, 2004).

## **2.3 The Definition of Job Satisfaction**

Vroom, in his definition of job satisfactions, focuses on the role of an employee in the work place. This means if they feel positive about their role and work, they will be satisfied with their job (Vroom, 1964).

Job satisfaction depends on individual attitude. It is a combination of positive and negative feelings. If employees go to work with a positive attitude and his

or her expectations are met, they most likely will be satisfied with their job. If employees go in to work with a negative attitude and their needs are not met, they will be unhappy (Devis, 1985)

Job satisfaction is a sense of employees' achievement and success on the job. If employees do something they like and they are noticed by others for doing a good job, they will want to continue doing that. When they are then recognized through promotion and more money, that will lead to job satisfaction (Kaliski, 2007).

## **2.4 Relationship of Motivation and Job Satisfaction**

The relationship between motivation and job satisfaction is strongly associated to one another. A company must be concerned about motivation and job satisfaction because the wellbeing of their employees can increase job satisfaction (Stephen, 2014). There is a significant correlation between the level of motivation and job satisfaction. Therefore, the management team of the organization should develop and monitor the level of motivation since these effect performance of employees and their job satisfaction (Bautista, January 2014).

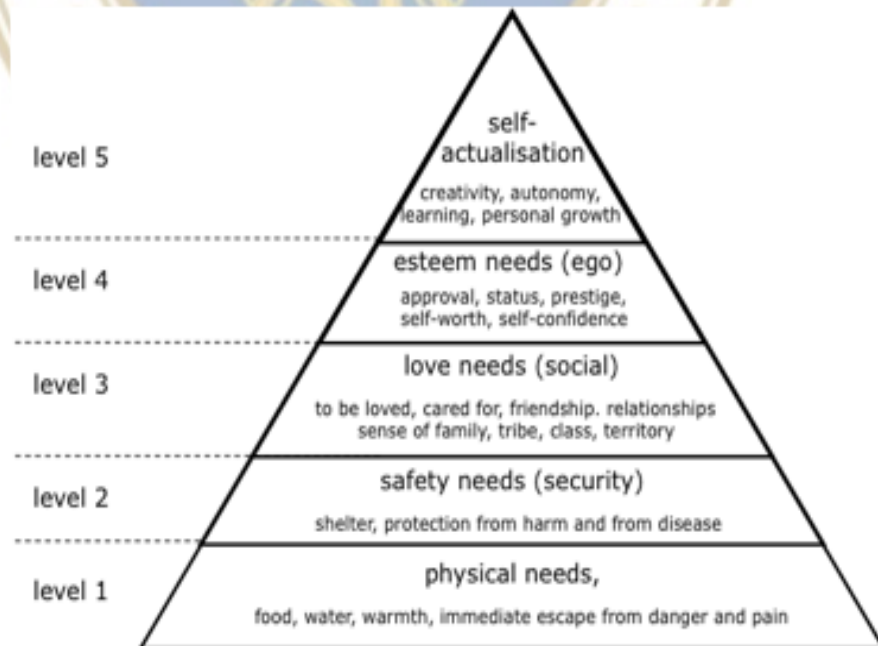
According to previous research conducted among call center agents at a mobile telephone industry (Ndutta, 2011), it shows the relationship or correlation between motivation and job satisfaction. The researcher used a descriptive design approach adopted by a random sample size of 150 call center agents (Kenya, mobile telephone industry). The study found that motivation is an important foundation in order to build job satisfaction for each individual employee, which relies on both intrinsic and extrinsic motivation. This conclusion has shown that colleagues and team work are important factors while fair pay and commensurate benefits are seem to be the most significant factors. These are the main factors that make employees happy and satisfied in their jobs. Moreover, further recommendations being mentioned such as inspiring and monitoring job satisfaction of call center agents to hence quality services provided to customers as well as increasing company productivity was also noted. (Ndutta, 2011).

From having reviewed the study of other literature, the researcher finds interesting aspects. It is shown that if certain motivational factors are in place for employees, they are more likely to be happy and satisfied with their job.

## 2.5 Theories of motivation

### 2.5.1 Maslow's Hierarchy of Needs

This theory by Abraham Maslow (1943) has classified needs of people into five stages. He mentioned that people can be motivated to achieve certain needs. Thus, when one need is fulfilled a person would want to fulfill the next one, up each level at a time. The needs can be divided into two types which are basic needs and growth needs (Maslow, 1970). A person must meet the basic needs in order to progress step by step, to meet the other needs, consecutively. Five stages of needs are shown below in this hierarchy;



**Figure 2.1 Maslow's Hierarchy of Needs.**

**Source: Maslow, A. Motivation and Personality (2nd Ed.) Harper and Row, 1970**

**Physiological Needs:** A basic human need that would motivate people in everyday life are things such as food, air, medicine, and sleep. However, if these needs are being met, a person would move on to the next level because human nature desires more significant advantages. (Maslow, 1970)

**Safety Needs:** When physiological needs are fulfilled, a person seeks safety needs such as shelter, job security, and protection from disease (Maslow, 1970).

**Love and Belonging Needs:** A person has a need to belong and desires human relationships such as good friends, family, and a lover (Maslow, 1970).

**Esteem Needs:** Esteem needs can refer to confidence so that if these needs are being met, he or she would be satisfied with status, self-achievement, and respect from others (Maslow, 1970).

**Self-Actualization:** This level is the highest step of the hierarchy which a person can fulfill when others lower levels are met. This can refer to self-fulfillment such as a higher degree of education or personal growth (Maslow, 1970).

After reviewing Maslow's theory, the researcher thinks that the characteristics of his theory are helpful for any management team. Maslow's theory can be applied to the organization as shown below in table 2.1. The table below indicates Maslow's need level to general need and organizational need.

**Table 2.1 Application of Maslow's needs to general need and organizational need.**

Maslow's needs level	General need	Organizational need
Psychological	Air, water, food, sleep	Pleasant working condition, canteen
Safety	Security, safety, protection	Safe working conditions, job security, medical insurance, retention benefit
Belonging	Love, belonging, affection	Cohesive work groups, friendly supervision
Esteem	Self-esteem, self-respect, status	Social recognition, status, job title
Self-Actualization	Growth, advancement	Challenging opportunities such as creativity, application of social skills

Source: Waldeck, 2011, page 23



### 2.5.2 ERG Theory

This theory was constructed by Alderfer which was adapted from Maslow's Hierarchy of Need model. The theory basically divides the need into three broad categories which are Existence, Relatedness, and Growth. The existence need refers to basic needs such as air, water, and food which are similar to Physiological needs of Maslow. Relatedness includes self-respect and interaction with colleagues which are similar to social needs by Maslow. The growth refers to the desire of individual needs and opportunities to learn new things which are similar to self-actualization of Maslow. However, Alderfer states that these three categories of needs can be focused and fulfilled at same time unlike Maslow's Hierarchy of Need; that needs to be fulfilled step by step (Alderfer,1969)

### 2.5.3 Herzberg's Two-Factor Theory

This theory is known as "Dual Factor Theory" by Herzberg Mausner (1959). This theory was developed from Maslow's Hierarchy of Needs Theory which developed and divided the need of people into two sections; motivation factors and hygiene factors. These two sets of factors are different and affect people's satisfaction in different ways

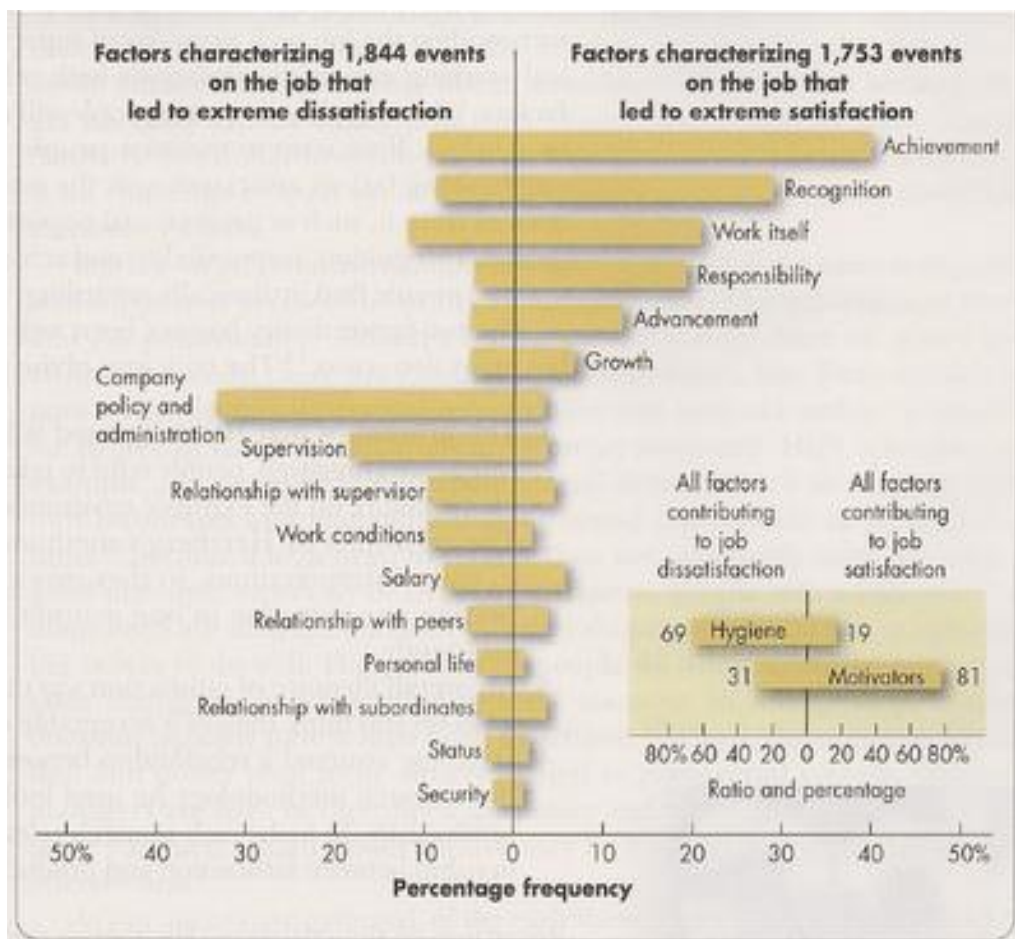
**Table 2.2 Dual Factor Theory; Motivation Factors and Hygiene Factors**

Motivator Factors	Hygiene Factors
<ul style="list-style-type: none"> <li>● Achievement</li> <li>● Recognition</li> <li>● Work Itself</li> <li>● Responsibility</li> <li>● Promotion</li> <li>● Growth</li> </ul>	<ul style="list-style-type: none"> <li>● Company Policy and Administration</li> <li>● Supervision--technical</li> <li>● Salary</li> <li>● Supervision--personal</li> <li>● Working Conditions</li> </ul>

**Source: Productivity and Work Motivation by Kathryn Welds, 2009**

Herzberg had examined the question from a group of people, “What do people want from their jobs?”

By investigating this question, Herzberg (1959) concluded that the response from people who feel good about their jobs are significantly different from the response from people who feel bad about their jobs as divided into motivator and hygiene factors.



**Figure 2.2 Comparison of Satisfiers and Dissatisfiers.**

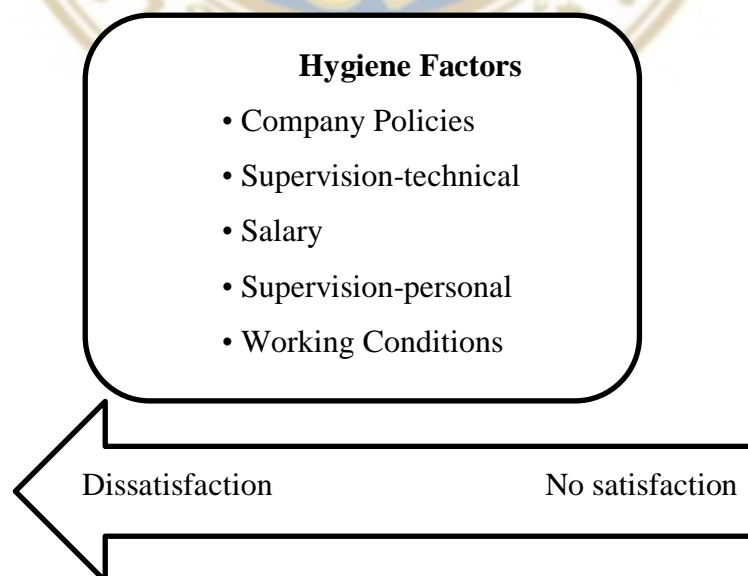
**Source: Frederick Herzberg, September–October 1987.**

Herzberg had mentioned that there are factors that can create job satisfaction in the work place. When motivator factors stimulate a person, job satisfaction can be reached. However, there is no satisfaction without motivator factors.



**Figure 2.3 Motivator Factors**

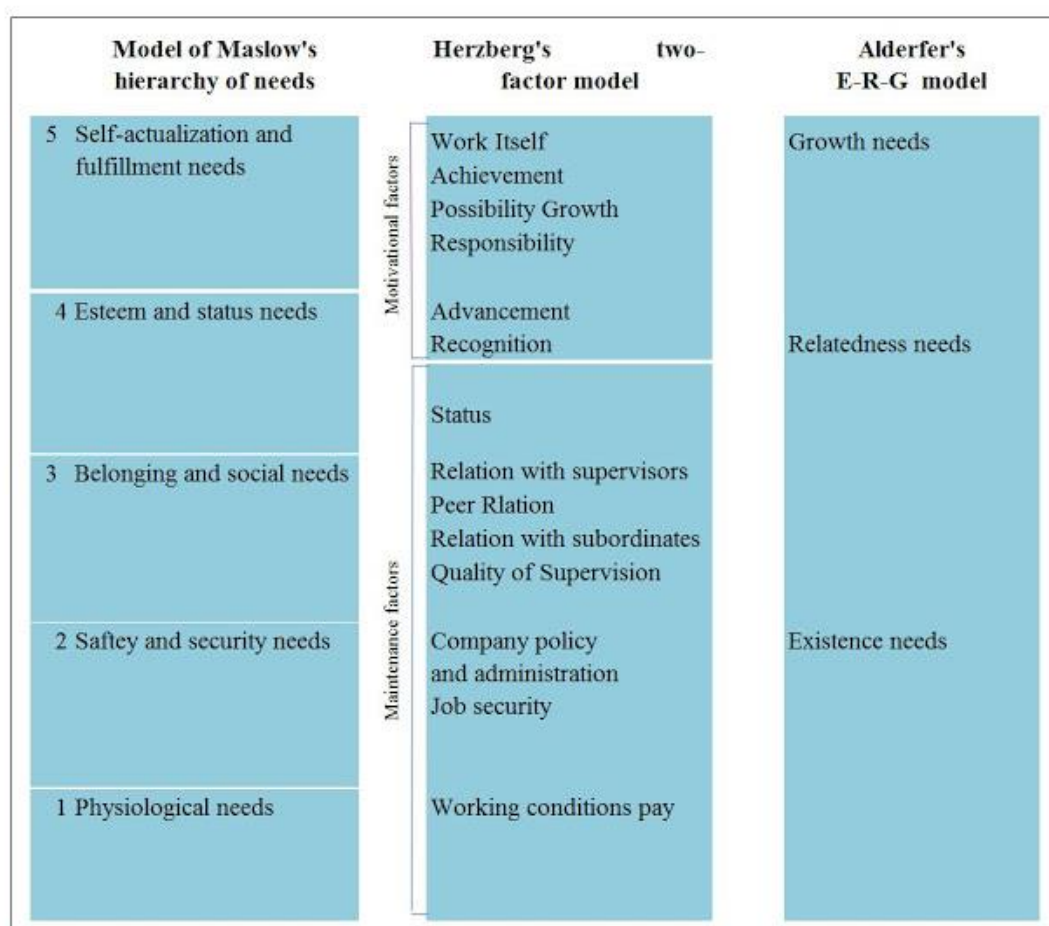
Herzberg also mentioned that without hygiene factors, job dissatisfaction can occur. In addition, if hygiene factors are being fulfilled, dissatisfaction would disappear but satisfaction still cannot occur or be equivalent to no satisfaction.



**Figure 2.4 Hygiene Factors**

Regarding the three theories by Maslow, Herzberg, and Alderfer, the differences between these three theories are that Maslow and Alderfer only mentioned about the needs of people in organizations while Herzberg has included dissatisfiers or what we called Hygiene factors. The needs according to Maslow have to be fulfilled step by step. On the other hand, the needs from the ERG model by Alderfer can be met all at the same time. However, Herzberg divided the factors into two main categories which indicate what factors could lead to job dissatisfaction or job satisfaction.

The researcher found out that it would be interesting to find out not only what could motivate contact center agents but also what makes them dissatisfied with their jobs. The comparison of these three theories is shown below in figure 2.5.



**Figure 2.5 A comparison of Maslow's, Herzberg's and Alderfer's models.**

**Source: Introducing Management Training - Motivation Final Part by Gooyabi, 2012**

## 2.6 Previous Relevant research

The first study was conducted to find out the level of motivation and job satisfaction of call center agents at Medialink Contact Solution, Inc. (Bautista, 2014). This research was conducted in order to make improvements through “Comprehensive Company Enhancement Program for Medialink Contact Solution, Inc.” The researcher used descriptive methods of research made by questionnaires to gather data from respondents. The conclusion of this research had shown that there is significant correlation between the level of motivation and level of job satisfaction. Moreover, the researcher mentioned that “The proposed Comprehensive Company Enhancement Program” is the key to hence motivation and job satisfaction of call center agents at Medialink Contact Solution, Inc. The most influencing factor to motivate call center agents is salary. The others factors such as promotion, working conditions, and career advancement was also mentioned but not ranked as the most important factors. Further recommendation given was that evaluation is done to determine areas of improvement for the working conditions as well as to continuously evaluate existing policies, programs, and management to maintain and improve shilevel motivation and job satisfaction (Bautista, 2014)

The second study, according to the study of motivation and job satisfaction at a Construction Joints Stock Corporation (PVNC), used the descriptive and narrative survey method to describe the rank of important motivational factors. The questionnaire was used among 80 respondents randomly selected from 109 employees at PVNC. The study found that the most significant factor that would motivate employees is pay or salary. Nevertheless, good working conditions and other factors such as growth in the organization, interesting work, and recognition are also equally important in order to increase motivation and job satisfaction at PVNC. The recommendations from this study had concluded that both employer and employees must establish a relationship by working together in order to find the best way to motivate employees as well as build the latter. The performance of employees would result in productivity of the company. If employees are motivated and perform well, it would likely lead to good performance by the company as well (Nguyen, 2013).

## 2.7 Conclusion

According to the first study, it has focused on motivation factors for individual needs or employees' benefit. Employees' well-being is very significant which leads to recommendations to keep improving and developing policies that maintain and increase the motivation level of the worker. On the other hand, the second study has focused more on the organizational level which states that the performance of the company depends on whether employees are motivated and satisfied with their job.

However, these two studies have similar results. Factors that could motivate employees such as pay or increasing salary is considered to be the most important factors. In addition, good working conditions, promotion, advancement in career are also important factors.

From the motivation factors being pointed by previous two studies, this can be linked to the Two-Factors Theory of Herzberg as divided into Hygiene Factors and Motivational Factors. Adequate salary is one of the Hygiene factors. Salary seems to be the most important factor that can motivate employees. It can be implied by the Two-Factors Theory that without good salary, employees would feel unmotivated and could lead to job dissatisfaction. Therefore, the researcher would like to study what else can lead to job satisfaction or dissatisfaction of contact center agents.

Based on this, the researcher would like to study further, by focusing on Herzberg's Two-Factor Theory as a test tool in order to find out what is the main factor to motivate contact center agents in a Thai Event Organizer Company.

From the literature review, the following research propositions have been derived;

- Hygiene and Motivational factors combined together are likely to create job satisfaction.
- Job dissatisfaction can occur if Hygiene factors are not fulfilled.

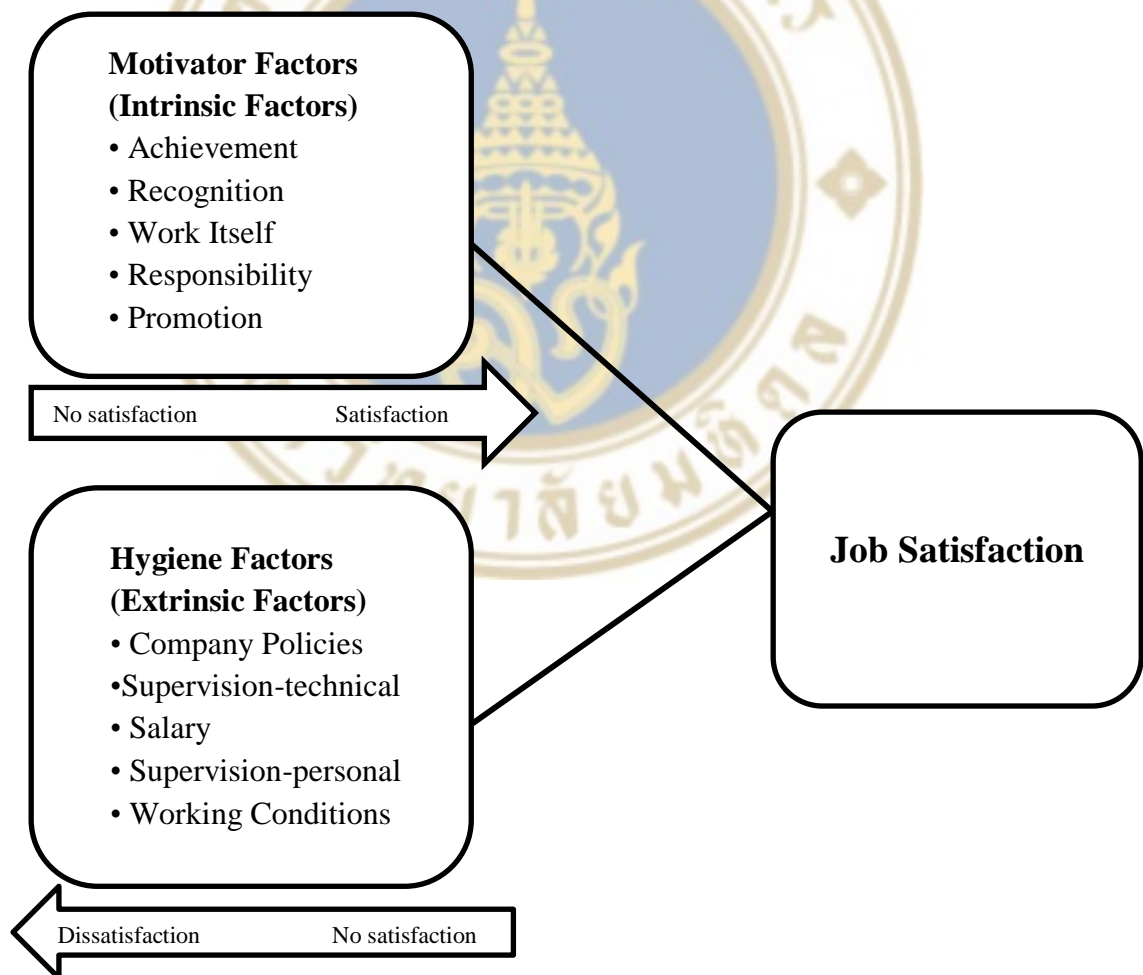
Regarding the research proposition, the conceptual framework is constructed according to the Two-Factors Theory by Herzberg as shown in next chapter.

## CHAPTER III

### RESEARCH METHODOLOGY

#### 3.1 Conceptual Framework

This research focuses on motivation factors. Therefore, the researcher used Herzberg's Two-Factor Theory framework as shown in figure 3.1 to define the motivational factors for contact center agents. This conceptual framework demonstrated as a test tool, investigates how motivator factors and hygiene factors effect motivation and job satisfaction of contact center agents.



**Figure 3.1 Conceptual Framework**

### 3.2 Data Collection Method

Qualitative research is suitable for those who want a deep understanding of a given research study due to its strength and ability that provides textual description based on people experiences (Denzin, 2000).

For this study, the researcher used most two common qualitative methods which are face-to-face interviews and participant observation.

*Face-to-face interview*; this interview method can help researchers explore and gain more understanding which can describe a problem and gain meaning from an individual life issue. A wide range of questions according to research study can be asked and clarified in order to gather useful information (Creswell, 2003).

*Participant observation*; naturally behavior occurring in routine activity can be observed and collected as a source of useful information (Corbin, 1998)

As the researcher had previously done an internship at Company A as a contact center agent, the researcher would use qualitative methods in order to gather and analyze the data. With strong relationships with co-workers, this allows the researcher to collect the data by face-to-face interviews in order to collect the information efficiently. The researcher started with describing the objective of the study to respondents in order to clarify the purpose of this research. Then, demographic questions and design questions were used for collecting information. During the internship period, the researcher had been collecting the information for this study on both observation and conversation, by chance. In addition, the researcher asked permission from respondents to record their voices during interviews which allowed the researcher to interpret information and analyze in a later process.

### 3.3 Sampling

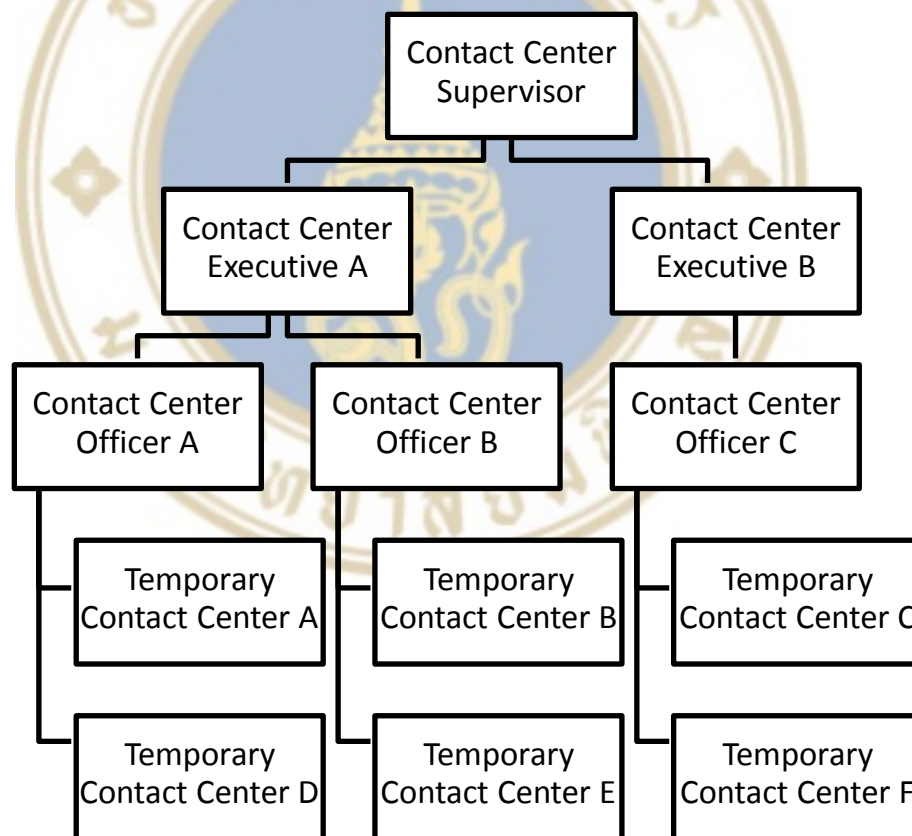
The researcher interviewed 10 contact center agents out of 12 employees in this department. Purposive sampling method was used as the criteria for choosing interviewees. According to the purposive sampling method, the researchers used their own judgment to choose which interviewees was the target group that would be representative of the population (Palys, 2008). Therefore, the researcher had chosen



interviewees based on different positions and backgrounds, to obtain various perspectives and information.

The figure 3.2 shows the employee's chart which can be divided into 3 levels; supervisor, administrative, and temporary workers. All of them come from different backgrounds such as age, gender, education, work position, and working experiences.

However, all respondents were asked the same questions in the same manner which allowed the researcher to repeat the interview consistently. Moreover, the researcher also was concerned about open and honest responses of the interviews. That is why all the respondents went through the same interview process.



**Figure 3.2 An Organizational Chart of Contact Center Department**

### 3.4 Interview Questions

In order to obtain as much data as possible, the research questions were designed as shown in table 3.1.

**Table 3.1 Interview Questions**

1. What really motivates you to work as a contact center agent?
2. What are the main factors that contribute toward your job satisfaction? Please explain.
3. Please share your experiences and attitude for each motivation factor. <ul style="list-style-type: none"> <li>• Achievement</li> <li>• Recognition</li> <li>• Work Itself</li> <li>• Responsibility</li> <li>• Promotion &amp; Growth</li> <li>• Relationship with coworkers</li> <li>• Company Policies</li> <li>• Supervision</li> <li>• Salary</li> <li>• Working Conditions</li> </ul>
4. What else could motivate you, excluding factors from previous questions?
5. Do you face any difficulties working as a contact center agent?
6. How can you overcome those obstacles?
7. What do you want the company to improve or add to motivate you?

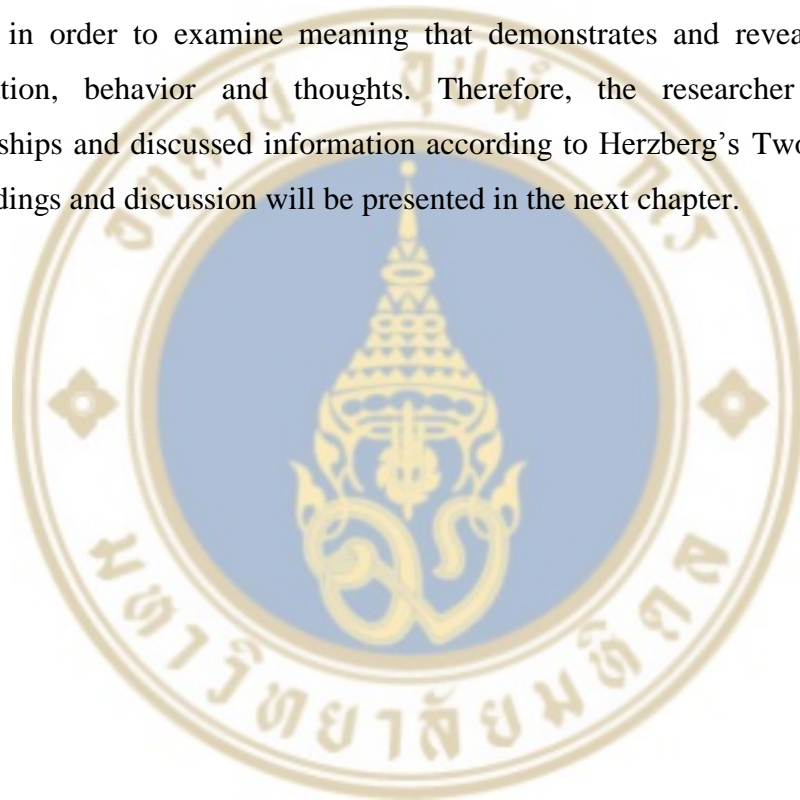
In addition, the researcher asked all respondents to rank the factors according to its importance toward job satisfaction as show below.

Please rank the importance of factors below according to your job satisfaction by using number 1 to 10. (No.1 refers to the most important)

- |                      |                               |
|----------------------|-------------------------------|
| • Achievement        | • Recognition                 |
| • Work Itself        | • Responsibility              |
| • Promotion & Growth | • Relationship with coworkers |
| • Company Policies   | • Supervision                 |
| • Salary             | • Working Conditions          |

### **3.5 Data analysis**

Qualitative content analysis is a research method for individual interpretation of the information obtained, which was used to analyze the data through note taking or voice recordings. The interpretation was a systematic classification process of identifying and coding (Hsieh & Shannon, 2005). After having done the interviews, the researcher separated the data into sets of factors according to Herzberg's Two-Factor Theory in order to identify potential motivation factors that lead to job satisfaction. The researcher analyzed interview transcripts by extracting objective content in order to examine meaning that demonstrates and reveals interviewees' information, behavior and thoughts. Therefore, the researcher had identified relationships and discussed information according to Herzberg's Two-Factor Theory. The findings and discussion will be presented in the next chapter.



## **CHAPTER IV**

### **FINDING DISCUSSTION**

This chapter presents the findings of the interviewees' responses. The data collected are consolidated and selected quotations are used in order to discuss and analyze the results. The purpose of this study is to examine the factors that are needed for job satisfaction. Based on interviews with full time and part time employees, they revealed that many factors need to be in place for job satisfaction. The researcher also asked all the interviewees to rank the factors influencing their job satisfaction. The results are show below.

#### **4.1 Influencing Factors Result and Discussion**

According to the table 4.1, the respondents in the position of supervisor and administrative level ranked numbers 1 to 10 - number 1 represented the most important factor influencing job satisfaction. Different respondents had indicated the number in different ways, depending on their experiences, opinions, and thoughts.

The supervisor felt recognition was the most important factor while company policies and working conditions seem to be less important. On the other hand, employees at the administrative level had concerned with different issues. Some pointed at relationships with coworkers as most important while others thought that supervision, advancement in career, and salary was most important for them. However, they all have something in common. They were not concerned as much about working conditions and company policies as factors that influenced their job satisfaction.

By interpreting all the indicated numbers to mean deviation, salary was the most important factor for supervisor and administrative levels which has a mean of 2.83, followed by supervision and promotion & growth that had an equal mean of 3.00. Recognition was at 4.17 which was close to relationships with coworkers at 4.33 and followed by achievement at 4.83. While responsibility was at 6.33 which seemed to

score lower, the same goes for work itself at 8.17, working condition at 8.83, and company policies at 9.00.

**Table 4.1 the ranking of important factors influencing on supervisor and administrative s' job satisfaction**

Factors	Supervisor	Executive A	Executive B	Officer A	Officer B	Officer C	Mean
Achievement	2	2	6	7	7	5	4.83
Recognition	1	3	5	5	5	6	4.17
Work Itself	8	9	8	6	9	9	8.17
Responsibility	6	6	4	8	6	8	6.33
Promotion& Growth	3	4	1	4	4	2	3.00
Relationship with coworker	7	7	7	3	1	1	4.33
Company Policies	9	10	9	9	10	10	9.00
Supervision	5	1	3	2	3	4	3.00
Salary	4	5	2	1	2	3	2.83
Working Conditions	10	8	10	10	8	7	8.83

On the other hand, the data on table 4.2 shows only the result of temporary contact center agents. Most of temporary workers seem to point out that salary is the most influencing factor for their job satisfaction. Company policies seem to rank in the bottom which they do not think can lead to job satisfaction.

The mean deviation of temporary workers can be interpreted as follows. Salary is the most important factor for them which has a mean of 1.00, followed by relationships with coworkers at 1.50 and working conditions at 2.67. Supervision and responsibility have similar mean deviations at 3.00 and 3.67. Achievement and recognition are also ranked with the means of 4.00 and 4.83. Other 3 factors that scored less importantly are as follows; promotion & growth at 5.00, work itself at 5.17, and company policies at 6.50.

**Table 4.2 the ranking of important factors influencing temporary contact center agents' job satisfaction**

Factors	Temporary A	Temporary B	Temporary D	Temporary E	Mean
Achievement	7	5	5	7	4.00
Recognition	8	6	6	9	4.83
Work Itself	6	7	10	8	5.17
Responsibility	5	4	7	6	3.67
Promotion& Growth	9	8	8	5	5.00
Relationship with coworker	3	3	1	2	1.50
Company Policies	10	10	9	10	6.50
Supervision	4	2	4	4	3.00
Salary	2	1	2	1	1.00
Working Conditions	1	9	3	3	2.67

As the researcher separated the data into two tables, it would be easier to see how people with different status and positions in the company think. Moreover, the researcher had made a comparison of the data in order to see the differences and common factors that would motivate different employees and lead to job satisfaction.

By combining tables 4.1 and 4.2 together, the different factors influencing job satisfaction for employees and temporary employees are shown in figure 4.1 below.

Supervisor and Administrative Level		Temporary Level	
Factors	Mean	Factors	Mean
1.Salary	2.83	1.Salary	1.00
2.Promotion& Growth	3.00	2.Relationship with coworker	1.50
3.Supervision	3.00	3.Working Conditions	2.67
4.Recognition	4.17	4.Supervision	3.00
5.Relationship with coworker	4.33	5.Responsibility	3.67
6.Achievement	4.83	6.Achievement	4.00
7.Responsibility	6.33	7.Recognition	4.83
8.Work Itself	8.17	8.Promotion& Growth	5.00
9.Working Conditions	8.83	9.Work Itself	5.17
10.Company Policies	9.00	10.Company Policies	6.50

**Figure 4.1 the influencing factors contributed to job satisfaction of contact center agents.**

## 4.2 Interview Result and Discussion

The researcher interviewed 10 employees which were divided into two groups; administrative level and temporary level. The results of the interviewed were divided into two sections which are Hygiene and Motivator factors as shown below.

**Hygiene Factors (Extrinsic motivation) NOT DISSATISFIED & MOTIVATED.** The characteristics of Hygiene factor is that if some factor is missing, it would lead to job dissatisfaction of a person. However, the researcher found out interesting issues being mentioned by the majority of interviewees in the opposite way. For example, when the researcher asked them “What really motivates you to work as a contact center agent?” Most factors being mentioned by interviewees were salary and relationships with coworkers.

Four administrative agents and three temporary agents mentioned that high salary was what they valued most. Salary was displayed as an important factor in daily life use. Officer A said that this company gave a high rate of pay compared to others because “I do not have a higher degree of education”. Moreover, when the same question was asked to temporary agent E, this was the response; “The main thing when I am looking at a part-time job is salary and working hours. If I get paid a high salary and do not have to worry about my work shift, I definitely go for it.”

**Relationship with coworkers:** Every agent mentioned the same thing; that they have good teamwork. They understand each other quite well. Thus, this is one of the reasons that they still are working here as a contact center agent. Executive B said “I get along with others very well, even with temporary workers. We are a small team so we have to help each other. This is why we are very close to each other.” In addition, Temporary agent A said “Right now, we are not just coworkers but we are friends.” From observation, some temporary agents knew each other before they worked here. This could be why they have strong relationships and get along very well.

**Company Policies:** At the administrative level, more was known about company policies. This was because there were orientation and trainings from the company. Executive A said “Some policies are very interesting such as company visits aboard. I have never been out of Thailand so it would be nice if I get a chance to visit other countries.”

However, three of the temporary agents mentioned that they do not know much about company policies. Temporary agent B said “I know only what time I need to be here, what time I need to leave the office, how much money the company gives me, and when I will get my salary. These are all I know”

**Supervision:** As one temporary agent mentioned, she or he needs better quality of supervision from their boss. Temporary agent D said “Sometimes I do not like when my boss orders me to do something but my boss does not help me at all. My boss lets me do the job alone while he or she was playing with others.”

However, less mentioned this and said that their bosses are good at giving them directions and time lines but it would be better if they help us do it sometimes because the work can be overwhelming and too much at once.

**Salary:** Every agent mentioned that salary is very important for them. One supervisor said “This company gives me a high salary but I still want more. Nowadays, everything seems to use money. The more money I get, it would make me even happier.”

Temporary agent E said “The reason I am working here is because of the salary but it would be nice if we get more such as commission or bonuses for being a temporary worker.” Moreover, as the researcher worked at this company, the researcher felt that the salary was very impressive for internships and temporary workers when comparing to other companies.

**Working Conditions:** All of the agents mentioned that working conditions at this company was good like any other companies. Officer B said “I am okay with it because I work eight hours per day just like other companies”

**Motivator Factors (Intrinsic motivation) SATISFIED & MOTIVATED.** The characteristics of Motivator Factors are that if motivator factors are being fulfilled, a person would have job satisfaction. For example, when the researcher asked them “What are the main factors that contribute toward job satisfaction?” Four of the respondents mentioned that career advancement was a major drive toward job satisfaction. In addition, two administrative agents also mentioned that it was not only career advancement but it has to be the combination of high salary and position in the company. Another supervisor said “I think everyone wants to push themselves toward senior positions but they must not forget that it would come with



more work and responsibility that they cannot avoid. So, making a lot of money is also an important thing for me if I have to work harder.”

**Achievement:** Administrative agents mentioned that achievement leads to feeling proud of themselves and keeps them motivated them to continue doing their job. Executive A said “It is very challenging when I have to reach a goal. For example, my team has to operate outbound calls to invite customers to visit the exhibition, up to 2,000 people. I feel proud of myself and my team knowing that we can do it.”

On the other hand, all temporary agents mentioned that achievement is not that important for them because they just follow what their boss tells them to do.

From observation, the researcher saw that temporary workers just followed the instruction of their boss and sometimes it led to absenteeism. This was because they did not feel that achievement were important as they did not get anything in return if they achieved a specific goal.

**Recognition:** Every agent mentioned in the same way, that they were well recognized by their coworkers from the same department when they did a good work or reached the target of the day. However, four agents mentioned that they want the company to see the value of Contact Center Department. Executive A said “We did not generate direct income to the company like the sales department. That is why they think we are not that important. Other departments just think that we are call centers who only talk to customers. But they forget to realize that without us there would be no visitors to the event, and how will they make the money if there is no visitor.” From observation, the recognition within the call center department was very strong because supervisors always praised the agents who did a good job. But it was true that other departments did not realize the important of the contact center department because the researcher observed, that most of the time, contact center agents often got into arguments with other departments.

**Work Itself:** Two administrative agents think that it was interesting to work in a contact center department because it was not related to their educational background. Officer A said “I studied about automobile maintenance and never learned anything about customer service. So, it is very different and quite interesting for me.”

Temporary agents mentioned that a characteristic of the work is quite boring but it is challenging because the company sets a high target. Temporary agent E said “It

was very boring when you had to talk on the phone at all times but when I tried to compete with my friends to see who is going to reach the target first, then it became fun for me”.

**Responsibility:** All administrative level employees mentioned in the same way, that they have many things to be responsible for. Sometimes they even think that their salary is not enough compared to the workload. One supervisor said “I have to do everything, not just monitoring the team but also help them operate outbound calls, manage the time, consult with the team, and cooperate with other departments. I am so tried”

On the other hand, temporary agent B said “Well, I am a temporary worker. I do not have to worry much because I just do whatever they tell me to do. Basically, I just talk to customers on the telephone all day”.

**Promotion & Growth:** Eight of the agents mentioned, in the same way, that it is very difficult to get promoted by their boss because they are just a small department. Executive B said “I am not sure about my future career path because I work in a small department. I would be happier if the company provided a clear career path for me.”

After each respondent had ranked all the factors and the interviews were conducted, the answers from respondents are divided into two aspects which are Hygiene and Motivator factors. The relevant quotations are also discussed in each aspect as shown in the conclusion below.

### 4.3 Conclusion

Administrative level and temporary level employees have something in common; that they value salary as the most motivating factor for job satisfaction. They also were not concerned much about working conditions and company policies. However, the difference between these two positions was how much they felt valued..

Excluding the most important factor of salary, administrative level employees pointed out that intrinsic motivation was also important for them as they want to get promoted and have career advancement.

On the other hand, temporary level employees pointed out in different ways that extrinsic motivation such as relationships with coworkers and supervision from their boss were also important, excluding salary.

According to the literature review, this is related to previous relevant research of call center agents at Medialink Contact Solutions and PVNC. Both studies have shown that salary was ranked as the most important factor. The researcher also found out the same thing; that salary was the most significant factor for contact centers at Company A. Moreover, work design and working environments of call centers as being reviewed in chapter two also have the same characteristics as mentioned by interviewees. The characteristics were boredom of the job due to operating telephone calls all day.

Regarding the Two-Factors Theory by Herzberg, the researcher had divided the conclusions into two aspects according to Herzberg which are; Hygiene and Motivator factors. The conclusion of factors influencing job satisfaction of contact center agents at Company A is show below.

### **1. Hygiene Factors (Extrinsic motivation) NOT DISSATISFIED & MOTIVATED**

The researcher found out interesting issues being mentioned by the majority of interviewees. Salary and relationships were mentioned as important factors for them toward job satisfaction. This can be concluded that without Hygiene factors, it would lead to job dissatisfaction.

However, it is not related to the theory in one point. Herzberg mentioned that if Hygiene factors are being fulfilled, it is equivalent to no satisfaction, which means a person is not satisfied with their job yet. But from interviewing and ranking important factors influencing job satisfaction of each contact center agent, it can be concluded that salary or Hygiene factors can motivate and lead to job satisfaction of an individual.

### **2. Motivator Factors (Intrinsic motivation) SATISFIED & MOTIVATED**

The researcher found out that it is true according to the theory. Contact center agents were satisfied with their job. In addition, as some agent mentioned that it would be great if they got trained for their job and recognized, and realize their value as an important department in the company.

Therefore, the following research propositions that have been derived in chapter two can be concluded as follows;

- Hygiene and Motivational factors combined together are likely to create job satisfaction. **RELATED TO THEORY**
- Job dissatisfaction can occur if Hygiene factors are not fulfilled. **RELATED TO THEORY**

Therefore, it can be concluded that Hygiene factors can lead to job satisfaction the same as motivator factors for contact center agents in Company A. However, job dissatisfaction can occur without fulfilling Hygiene factors.



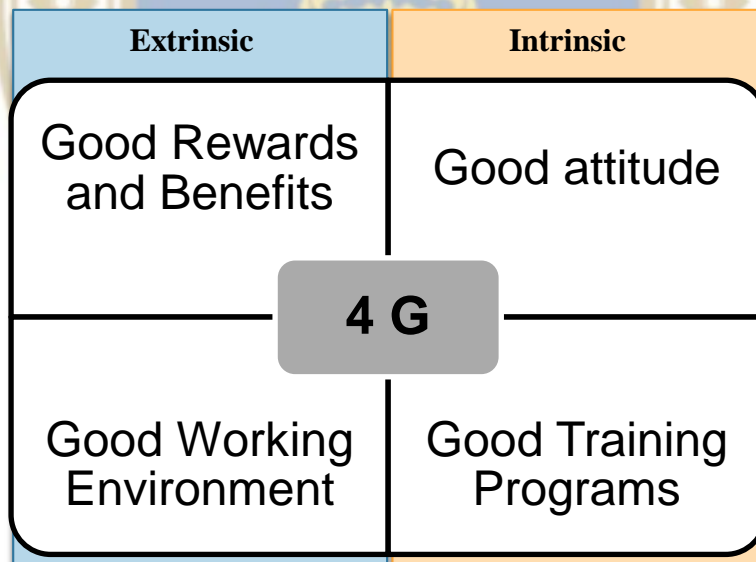
## CHAPTER V

### RECOMMENDATION

This chapter provided useful and practical recommendation regarding issues that occur in the contact center department at Company A.

#### 5.1 Recommendations

The researcher came up with the concept of 4G which consists of good attitude, good training programs, good working environment and good rewards & benefits. The 4G concept is show below.



**Figure 5.1 the conceptual framework of 4G recommendation.**

The 4G concept is based on building both extrinsic and intrinsic motivation for a contact center department. The concepts constructed from issues being raised are as follow;

- Salary, bonus, and incentives are the most important factors influencing job satisfaction.
- The office was not designed in the proper way due to noise interruption of from each contact center agent.
- Other departments do not realize the value of the contact center department.
- Lack of knowledge and proper information/training.

From these issues being mentioned by contact center agents, the recommendation of the 4G concept is introduced as follows;

### **Good rewards & benefits**

The company should provide rewards and benefits to contact center agents when they have done a good job such as a gift voucher, complimentary gifts from the company, certificate of being a good employee, and etc. This would motivate employee to keep doing positive work.

Moreover, it would be great if the company provided career path opportunities for temporary agents such as the opportunity to become a full time employee with the company. This would make temporary agents become more productive as they realize that they can become a part of the company in the future.

### **Good working environment**

In order to create a good working environment, the office space and design is very significant. Thus, the researcher came up with two recommendations.

First of all, the company should expand the area by providing bigger tables and leaving some space between each table of the contact center agents. This will reduce the noise interruption between each table. However, it is impossible to eliminate all noise interruptions, but at least each agent would feel more comfortable in doing their job as it could decrease some interruption. They would feel like they had some space of their own. Second of all, providing a break or resting area is also important. As contact center agents have to operate more than 100 calls per day, this leads to boredom and stress. Therefore, when contact center agents face difficulties or become stressed, they can come to the resting area which they can take a needed break before they return to

their job. This helps the worker “regroup” and face the job with renewed energy. The resting/break area should consist of a beverage corner and comfortable chairs. A bathroom should also be provided.

### **Good attitude**

Attitude of an individual is very important at work but not always easy to change. The researcher is not recommending to “fix” the attitude of each employee but it would be great if the company pointed out that everyone in the company is equally important. This can be done by holding regular company meetings and celebrations together, all the employees. The researcher would like to share an example which the company can use as a guideline on how to make all employees become one important unit or family.

For example, the company can compare itself to the body of a person. Everyone wants to have a perfect body without any parts missing. Every part of the body is equally important; they all must work together in order to function properly. One is dependent on another. This can demonstrate to the organization that everyone has different roles and responsibilities in the company but they are equally important in order to make the company move forward and succeed in business. One can't do it without the other. It could be their slogan or motto, using a visual image.

Therefore, the management team should make employees become one spirit and be united. In each meeting, the management team should state something that implies this concept to each department.

### **Good training programs**

The company should provide a variety of training programs such as presentation skills, communication skills, negotiation skills, computer and languages skills. This would allow employees to have opportunities to develop their talents and gain more confidence. It will benefit the company as well if everyone was trained.

Moreover, the company should allow temporary agents to attend all of these training programs as they are facing a variety of customers on the telephone calls. In addition, the company should also provide visits and trips for temporary agents. Temporary agents should have an opportunity to visit the event held by the company in

order to see the overall big picture of what it is looks like. They will be better prepared when discussing it with customers. This way they can observe and be able to give correct information when contacted.

## **5.2 Limitations**

The study was focused only on an event organizer industry with a specific company. The quantity of interviewees was only a small sample of contact center agents. Therefore, it does not represent as a whole, a variety and larger group of contact center agents who work in the event organizer industry. In addition, the study only focused on one theory, which was the Two-Factors Theory by Herzberg.

### **Future research**

Regarding limitations, a future study can be conducted at other organizations and different departments. The number of interviewees should be larger in order to gain more information and see the different perspectives of each employee. Future research should look at others motivation factors and theories since this research only used the Herzberg Two-Factor Theory as a test tool in order to find what factors were influenced job satisfaction

Moreover, new findings and future research would be very useful in order to create and share practical recommendations for management teams and HR departments.



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