

**MOTIVATION AND SATISFACTION AT A RETAIL COMPANY:
A CASE STUDY IN THAILAND**



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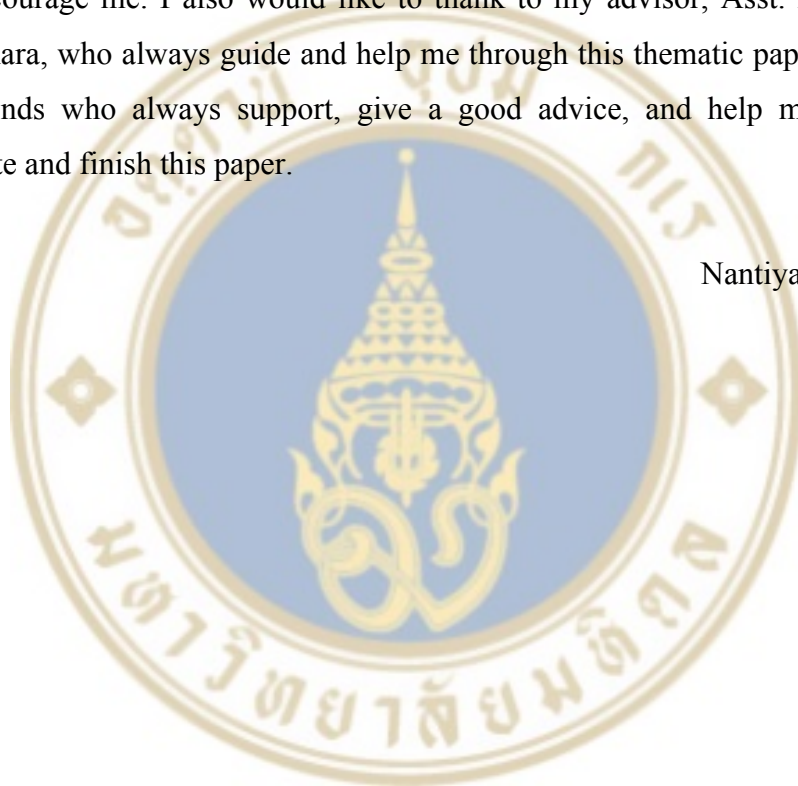
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MOTIVATION AND SATISFACTION AT A RETAIL COMPANY: A CASE STUDY IN THAILAND

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ABSTRACT

The purpose of this research is to explore what are the factors that motivate and satisfy the employees at a retail company in Thailand? The qualitative research methodology is applied with 10 respondents who are 4 managers and 6 employees. The focus interviewees were set in a marketing department in a retail company in Thailand.

The results reveal that there are many factors that affect motivation and job satisfaction of managers and employees in a retail company in Thailand. Money is a significant hygiene factors as an extrinsic motivator towards motivational and job satisfaction of employees. In contrast, the factor that managers are concerned is the Achievement due to they tend to focus more on intrinsic values as a motivator rather than hygiene factors as an extrinsic value.

KEY WORDS: Motivation/ Job Satisfaction/ Motivator factors/ Hygiene factors/Money

37 pages

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CHAPTER I

INTRODUCTION

1.1 Purpose of study

The purpose of this research study is to investigate the factors that affect employees' motivation and satisfaction. Also, the combined view of job satisfaction of this study is to explain the concept demonstrates people's general attitudes towards their works and feelings about their works. These attitudes and feelings are determined by a wide variety of factors relating to the person, the work, and the company as a whole. Employees' feelings and attitudes towards their work are influenced significantly by their sources of motivation and demotivation. The findings can be related to existing theories of motivation. The research will illustrate several important issues, motivation is important for organization and manager should beware of the effective motivational factors of employees for better productivity. Managers can use this paper as a guideline to understand employees' motivational factors in a retail sector, which can lead to employees' satisfaction, customers satisfaction and organization growth.

Thailand is one of the most attractive food and drink markets in the Asia Pacific Region. The retail food sector is an essential component of the economy with food and beverage expenditures expected to grow about 26% by the year 2015. The food retail market includes the retail sales of all food products, both packaged and unpackaged, as well as beverages (involving retail sales of all alcoholic and non-alcoholic beverages). The supermarket business in Thailand is driven by six major companies, which are Central Food Retail (Central Food Hall and Tops Marketplace), The Mall Group (Home Fresh Mart and Gourmet Market), Foodland Supermarket, Villa Market, MaxValu Supermarket, and UFM Fuji. This highly competitive segment is focused in Bangkok where consumers with higher disposable income. The supermarket sector tends to serve to medium and upper income consumers by offering a wide range of premium products and variety assortment of local and imported processed foods, fruits, vegetables, meat, seafood, and beverage products (Sirikeratikul, 2012). Although supermarkets have a

fewer quantity of outlets compared to larger hypermarkets, their influence on the lifestyles of residential Thais, expatriates, and upper-income communities has been significant (Market Line, 2014). There are several important factors that drive the success of businesses; one of the factors is good customer service. The critical goal of providing a quality customer service is to enhance your customer satisfaction. This is basically true if your business is associated with a service. Customer service should always be the highest priority for your business in a service industry. The latest trend in customer service is to offer customers with feedback loops, a method in which your company can obtain immediate feedback. While promotions and special offers can attract customers, it is only through good customer service that you will be able to retain them and achieve customer return. Building healthy customer relationships is the very definition of good customer service. You have to earn their trust and provide what are the needs and expectations of your customers if you want to ensure customers return and create customers loyalty in long term (Mears, 2012)

Motivated employee is a valuable asset who creates value for an organization in order to improve the business and increase revenue. Motivation is going to succeed if the right person with suitable skills is made responsible for the job or otherwise it will be a waste of resources and time. Also, it will lead to job dissatisfaction. In the retail sector, employees have a direct impact on the customer, so the employee-customer relationship is an important consideration in a company's success. Employees deal directly with customers, so employee's attitudes, behavior, and how they treat customers will determine whether customers will be loyal to a specific retailer. An unmotivated employee could lead to high costs, high absenteeism, and high turnover rates (Susan, 2003).

Company A is the largest supermarket chain in Thailand operating since 1996. The company currently operates 147 branches in Thailand with 92 stores in Bangkok, and 55 stores located in upcountry. Most of the stores are situated in shopping complexes and some freestanding supermarkets located in several areas in Thailand. The company persistently repositioned each store format to represent the various lifestyles of customers through different retail and wholesale formats.

The researcher focused on motivation and job satisfaction factors in the Marketing Department (Event) of Company A. There are 13 employees in the

department. The main responsibility of the employees in this department is to design and develop a themed activity, occasion, display, or exhibit to promote a product and organization to create awareness and relationship to customers.

Since the management quite often faced the problem of demotivation and dissatisfaction of employees, so the meaningful insight of this research will be gain through the collection of primary data. In this study, the researcher has conducted qualitative research. Qualitative research is designed to show a target audience's range of behavior and the perceptions that drive it with reference to specific topics or issues. The results of qualitative research are descriptive rather than predictive. It is also the opportunity to probe, which allowing the researcher to reach beyond initial responses and rationales (Qualitative Research Consultants Association, 2015). The researcher obtained primary sources by using face-to-face studies of small groups of people. Face-to-face interviews are useful when you want detailed information about a person's thoughts and behaviors or want to explore new issues in depth. Interviews are often used to provide context to other data such as outcome data, offering a broader picture of what happened in the program and why (Boyce, 2006). The primary data typically are collected using a set of formal practice in which the researcher questions and records the findings.

1.2 Research objectives

1. To investigate factors that affect employee motivation and satisfaction at company A.
2. To examine the satisfaction condition of the workplace at the present time.
3. To examine the future recommendation from employees' perspective to improve motivational level in the workplace.

1.3 Research Question

What are the factors that motivate and satisfy the employees at a retail company in Thailand?

1.4 Research Scope

The researcher will study the factors which reflect to the employee motivation and satisfaction of employees of a retail company in Thailand by using face-to-face interviewing 10 persons both managers and employees.

1.5 Expected Benefits

1. To transfer the research results into the part of implementation in the organization.
2. To be the guidelines to suggest the manager for understanding the employees' motivation and satisfaction level.
3. To attract the high performers to enter as the part of organization including retain the talent and successor.

CHAPTER II

LITERATURE REVIEW

2.1 What is motivation?

According to Webster's dictionary, the Latin word *movere*, or *motum*, which means 'to move' was the original source for the word motivation. Motivation defined as something inside people that drives them to action. This motivation varies in different people. Moreover, the definition provided by Hadjiphanis (2012) affirmed that motivation could be defined as inner force that drives individual to accomplish personal and organizational goals. We can also say that motivation is the willingness to work at a certain level of effort. Motivation begins, in current theories, out of needs, values, goals, intentions and expectation. Because motivation comes from within, managers need to encourage and direct the motivation that their employees already have (Valencia, 2011).

"To be motivated means to be moved to do something. A person who feels no energy or inspiration to act is thus characterized as unmotivated, whereas someone who is energized or activated toward an end is considered motivated." (Deci, 2000). Motivation involves a group of beliefs, perceptions, values, interests, and actions that are all closely related. As a result, various approaches to motivation can focus on cognitive behaviors (such as monitoring and strategy use), non-cognitive aspects such as perceptions, beliefs, and attitudes, or both (Lai, 2011). Schulze and Steyn (2003) agreed that in order to understand people's behavior at work, managers or supervisors must be aware of the concept of needs or motives, which will help "move" their employees to perform.

"Motivation may be defined as the degree to which individuals commit effort to achieve goals that they perceive as being meaningful and worthwhile" (Johnson, & Johnson, 2003).

"Motivation is dependent on the fulfillment of fundamental, innate psychological needs for competence, relatedness, and autonomy" (Thijs, 2011).

"Motivation is generally understood to denote the strength of a person's desire to attain a goal" (Schmidt, Palminteri, Lafargue, & Pessiglione, 2010).

Motivation is fundamental to employee behavior, such as loyalty, good citizenship, and job performance at high output and high quality levels. Motivation is defined as those internal and external forces that cause actions that continue until a certain goal is achieved. In business firms, these triggers of behavior are various needs that employees are striving to satisfy through various intrinsic and extrinsic rewards they receive at work (Arnolds, 2007). Also, "Motivation is generally considered to be an internal state that initiates and maintains goal directed behavior" (Mayer, 2011). On the other hand, Motivation is defined by Saraswathi (2011) as "the willingness to exert high levels of effort, toward organizational goals, conditioned by the effort's ability to satisfy some individual need. Three key elements in the definition are further provided as effort, organization goal, and need". Therefore, definitions of motivation given by various researchers obviously have some similar meanings as drive, energize and action. Researchers are agreeing on individuals' motivations start with recognition of a desire that is not present at the time the individual noticed, followed by mental desire to achieve something, thus following by physical actions to obtain the desire.

2.2 Importance of motivation

According to Right Management's Global Career Aspiration Survey, it disclosed a US. Employment satisfaction survey in mid-2012, reported that only 19% of respondents reported that they are satisfied with their jobs, while two-thirds admitted that they are not happy with their current employment. This followed from a comprehensive Mercer survey, conducted in 2011, which found that between 28% and 56% of employees across 17 U.S. locations wanted to leave their jobs (Lowmiller, 2013). We can summarize by saying that motivation is important both to an individual and a business. Motivation is important to an individual and a business as:

- Motivation will help him/her achieve his/hers personal goals.
- If an individual is motivated, he/she will have job satisfaction.
- Motivation will help in self-development of individual.

- An individual would always gain by working with a dynamic team.

Similarly, motivation is important to a business as:

- The more motivated the employees are, the more empowered the team is.
- The more is the teamwork and individual employee contribution, more profitable and successful to the business.
- During period of changes, there will be more adaptability and creativity
- Motivation will lead to an optimistic and challenging attitude at work place (Management study guide, 2015).

2.3 Factors affecting Employees' motivation

Table 2.1 Associate Motivation Survey Results by Kovach, 1999

Associates' Ranking	Items	Employers' Ranking
1	Interesting work	5
2	Appreciation if work	8
3	Feeling "in on things"	10
4	Job security	2
5	Good wage	1
6	Promotion/growth	3
7	Good working conditions	4
8	Personal loyalty	6
9	Tactful discipline	7
10	Sympathetic help & problem	9

Source: Kovach, 1999

As table 2.1 shown, the study published in 1999 by Kenneth Kovach of George Mason University compare associates ranking of what employees want from their jobs with what their bosses thought was significant to the company. The results of the study were quite surprising. At the top of associates' list was interesting work, followed by appreciation of work, a feeling of being "in on things", job security, and good wages. However, employers think good wages, job security, promotion/growth,

good working conditions, and interesting work was most important to their staff. Manager often think monetary incentives are the best way to motivate employees, but from the employees' perspective, more non-monetary incentives are better (Bessell, Dicks, Wysocki, & Kepner, 2003).

2.4 Relationship between motivation and job satisfaction

According to Sempene, Rieger and Roodt (2002), claimed that job satisfaction relates to people's own evaluation of their jobs against those issues that are important to them. Since emotions and feelings are involved in such assessments, employees' levels of job satisfaction may impact meaningfully on their personal, social, work lives and influence their behavior at work. The relationship between employee motivation and job satisfaction certain needs and motives experienced by employees are indicative of their energy while at work, such as their need for achievement and power, their level of activity under pressure. People are motivated by their objectives and goals. Goal involvement and goal accomplishment have been positively related to job satisfaction. These results are explained by the contribution that achievement makes towards a person's self-esteem, which reinforces his or her sense of contributing towards an organization (Roos, 2005).

2.5 Maslow's Hierarchy of Needs

Maslow (1943) stated that people are motivated to achieve certain needs. When one need is fulfilled a person seeks to fulfill the next one, and so on. The earliest and most widespread version of Maslow's (1943, 1954) hierarchy of needs includes five motivational needs, often depicted as hierarchical levels within a pyramid. This five stages model can be divided into 5 basic needs (Maslow, 1943).



Figure 2.1 Maslow, A.H. Motivation and Personality (2nd Ed.) Harper and Row, 1970

The “motivation to work” published by Maslow probably provided the field of organizational behavior and management with a new way of looking at employees job attitudes or behaviors in understanding how humans are motivated. Probably the best-known conceptualization of human needs in organizations has been proposed by this theory. Abraham Maslow was a clinical psychologist who introduced his theory based on personal judgment, which was generally known as the need hierarchy theory. According to him if people grew in an environment in which their needs are not met, they will be unlikely to function as healthy individuals or well-adjusted individuals. (Kaur, 2013).

2.5.1 Physiological needs

Physiological needs are the need at the bottom of the triangle and include the lowest order need and most basic. This includes the need to satisfy the fundamental biological drives such as food, air, water and shelter. According to Maslow, companies must provide employees with a salary that enable them to afford adequate living conditions. The rationale here is that any hungry employee will hardly be able to make much of any contribution to the company.

2.5.2 Safety needs

This is the second level of needs. Safety needs are activated after physiological needs are met. They refer to the need for a secure working environment, free from any threats or harms. The rationale of safety needs is the employees who are working in an environment free of harm and do their jobs without fear of harm.

2.5.3 Social needs

This represents the third level of needs. They are activated after safety needs are met. Social needs refer to the need to be loved and accepted by other people. To meet these needs, companies encourage employees' participation in social events such as picnics, organizations bowling.

2.5.4 Esteem needs

This represents the fourth level of needs. It includes the need for self-respect and approval of others. For example, organizations introduce awards banquet to recognize and distinguished achievements.

2.5.5 Self-actualization

This occupies the last level at the top of the triangle. This refers to the need to become all that one is capable of being to develop ones fullest potential. The rationale here holds to the point that self-actualized employees represent valuable assets to the organization human resource (Kaur, 2013). Maslow (1962) believed self-actualization could be measured through the concept of peak experiences. This occurs when a person experiences the world totally for what it is, and there are feelings of euphoria joy and wonder (Maslow, 1962)

2.6 Herzberg's Two factors Theory

Herzberg (1959) identified two factors: Hygiene and Motivator, which is widely used to measure job satisfaction of employees in the work place. Hygiene factors include company policy and administration, supervision, interpersonal relationship, salary, working conditions, personal life, status and security. Motivator factors are represented by opportunities for advancement (promotion), achievement, responsibility, recognition, Growth and value of work itself. The motivational-hygiene model states that employee motivation is achieved when employees are faced with challenging but enjoyable work where they can achieve, grow, and demonstrate responsibility and advance in the organization. When the employees' efforts are recognized, it brings about job satisfaction and motivation. Environmental factors, such as poor lighting, poor ventilation, poor working conditions, low salaries, and poor supervisory relationships are causes for dissatisfaction in a job. These for Herzberg are basic needs and for that matter, is the responsibility of society's businesses and industrial institutions to provide for its people in order to self-actualize. Motivation Factors are Intrinsic Factors that will increase employees' job satisfaction; while Hygiene Factors are Extrinsic Factors to prevent any employees' dissatisfaction. Herzberg furthered that full supply of Hygiene Factors will not necessary result in employees' job satisfaction. In order to increase employees' performance or productivity, motivation factors must be addressed (Tan Shen Kian, 2013).

Table 2.2 Hygiene factors and Motivation factors by Herzberg, 1959

Hygiene factors	Motivation factors
<ul style="list-style-type: none"> • Working conditions • Quality of supervision • Salary • Company policy and administration • Interpersonal relations 	<ul style="list-style-type: none"> • Achievement • Recognition • Responsibility for task • Interest in the job • Advancement to higher level tasks • Growth

To better understand employee attitudes and motivation, Frederick Herzberg performed studies to determine which factors in an employee's work environment caused satisfaction or dissatisfaction. He published his findings in the 1959 book "The Motivation to Work." (Herzberg, 1959).

The studies included interviews in which employees were asked what pleased and displeased them about their work. Herzberg found that the factors causing job satisfaction were different from that causing job dissatisfaction. He developed the motivation-hygiene theory to explain these results. He called the satisfier as motivators and the dissatisfier as hygiene factors, using the term "hygiene" in the sense that they are considered maintenance factors that are necessary to avoid dissatisfaction, but hygiene factors by themselves do not provide satisfaction to employees.

2.6.1 Factors Affecting Job Attitudes

Table 2.3 Factors Affecting Job Attitudes by Herzberg, 1959

Leading to Dissatisfaction	Leading to Satisfaction
<ul style="list-style-type: none"> • Company policy 	<ul style="list-style-type: none"> • Achievement
<ul style="list-style-type: none"> • Supervision 	<ul style="list-style-type: none"> • Recognition
<ul style="list-style-type: none"> • Relationship with Boss/Peers 	<ul style="list-style-type: none"> • Work itself
<ul style="list-style-type: none"> • Work conditions 	<ul style="list-style-type: none"> • Responsibility
<ul style="list-style-type: none"> • Salary 	<ul style="list-style-type: none"> • Advancement

The following table shows the top five factors causing dissatisfaction and the top five factors that cause satisfaction, listed in the order of higher to lower importance.

Herzberg reasoned that because the factors causing satisfaction are

different from those causing dissatisfaction, the two feelings couldn't simply be treated as opposites of one another. The opposite of satisfaction is not dissatisfaction, but rather, no satisfaction. Similarly, the opposite of dissatisfaction is no dissatisfaction (Herzberg, 1959). Combining the hygiene and motivator factors can result in some scenarios namely:

- High hygiene + high motivation = The ideal situation where employees are highly motivated and have few complaints.
- High hygiene + low motivation = Employees have few complaints, but are not highly motivated. The job is then perceived as a paycheck.
- Low hygiene + high motivation = Employees are motivated, but have a lot of complaints. A situation where the job is exciting and challenging, but salaries and work conditions are not.
- Low hygiene + low motivation = The worse situation unmotivated employees with lots of complaints.

This theory encourage managers not to be one-sided in considering factors to motivate employees, but rather consider all the two factors in order to optimally motivate and satisfy employees to get the best out of them (Herzberg, 1959).

Table 2.4 Summary of Previous Researches

	Author	Method	Organization type	Findings
1.	Carla Valencia, (2004)	Quantitative	Various organization, Utah, United States	- Employees focus on company culture, recognition. (Motivational factor)
2.	CA Arnolds DJL Venter, (2007)	Quantitative	Manufacturing & Retailing industry, South Africa	- Financial Reward is important motivators of the job performance of lower employees, but is not more important than social reward. (Motivational factor)

Table 2.4 Summary of previous researches (cont.)

	Author	Method	Organization Type	Findings
3.	<u>Tan Teck-Hong</u> <u>Amma Waheed</u> (2011)	Quantitative	Retail sector, Malaysia	- Working condition is the most important level on job satisfaction. (hygiene factor)
4.	<u>Mohammed Javed Kalburgi</u> <u>Dinesh G.P.</u>	Quantitative	Public Sector Unit, India	- 46% of employees focus on good working environment for higher productivity. (hygiene factor)
5.	<u>Quratul-Ain Manzoor</u>	Quantitative	Banking Sector, Pakistan	-Appreciation and recognition of employees stimulate them to have more energy and dedication to the organization. (Motivational factor)
6.	<u>Ahmad Wasay Malik</u> (2012)	Quantitative	Airline Industry, <u>Pakistan</u>	- Pays & Benefits play a key role in motivating employees. (hygiene factor)
7.	<u>Ahmed Sadat Kamal</u> (2014)	Quantitative	Retail Sector (Sainsbury's), United Kingdom	- Incentive such as increase salary, cash, gift, holiday plays a vital role in motivating employees and this contribute to how encouraging them to achieve higher goal. (Hygiene factor)
8.	<u>Dr. Lycourgos Hadjiphanis</u> (2012)	Qualitative	Fast food industry, Cyprus	- Rewards and recognition are important. (hygiene and motivational factor)
9.	<u>Kovach Kenneth</u> (1999)	Qualitative	Retail industry, United States	- Interesting work is employees' 1 st ranking. (Motivational factor)

According to Valencia (2004), the research conducted in Utah, the United State for various industries. Employees focus on company culture and recognition more than salary as display in table 2. Also, Arnold (2007) found that Financial Reward are important motivators of the job performance of lower employees, but are not more important than social reward in manufacturing and retailing industry in South Africa. Tan Teck Hong & Waheed (2011) affirmed that working condition is the most important level on job satisfaction in a Malaysian retail industry. According to Ahmad, Wasay and Malik (2012), pays & benefits play a key role in motivating employees in Airline industry in Pakistan. Ahmed Sadat Kamal (2014) also found that in retail industry in the United Kingdom, incentive such as increase salary, cash, gift, holiday plays a vital role in motivating employees and this contribute to how encouraging them to achieve higher goal.

2.7 Conceptual Framework

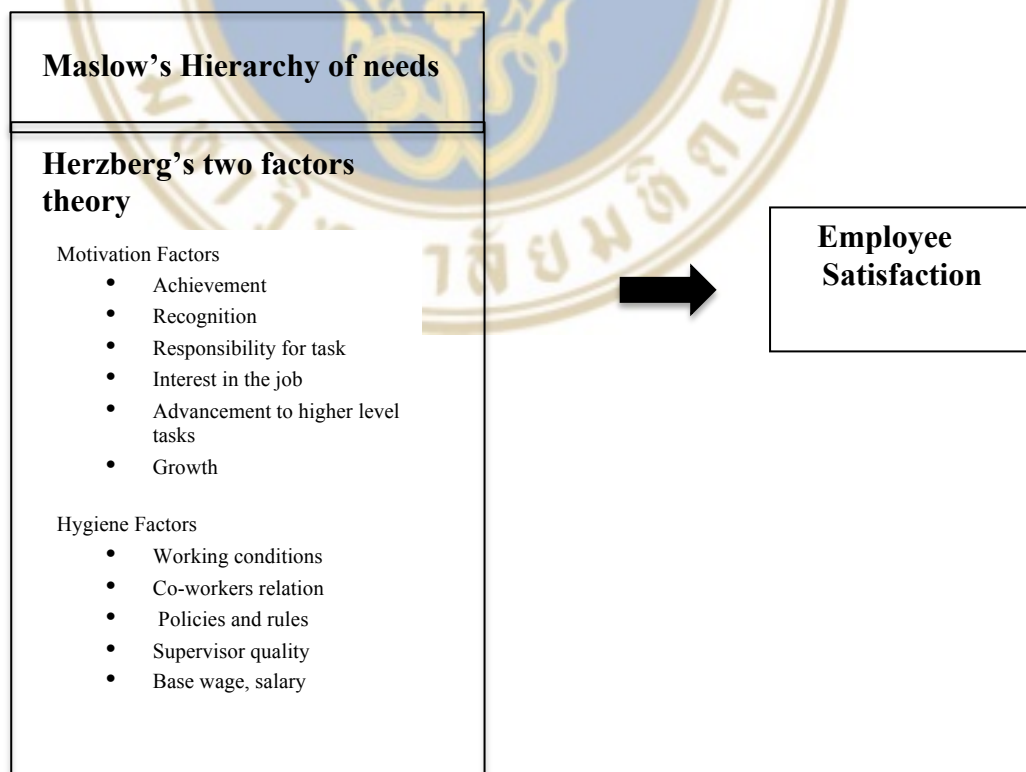


Figure 2.2 Conceptual Framework

CHAPTER III

METHODOLOGY

This chapter will describe research study method. In addition, data collection, data source and data analysis are mentioned below.

The researcher used qualitative research for obtaining culturally specific information about the values, behaviors and opinion of particular populations. Qualitative research is interested in understanding how people interpret their experiences, how they construct their world, and what meaning they contribute to their experiences. The qualitative research interview is most appropriate when a study focuses on the meaning of particular phenomena to the participants and individual perceptions of processes within a social unit are to be studied prospectively, using a series of interviews. This approach allows the participant to describe what is meaningful or important to him or her using his or her own words rather than being restricted to predetermined categories; thus participants may feel more relaxed and candid. In turn, researchers have the opportunity to respond immediately to what participants say by tailoring subsequent questions to information the participant has provided (Merriam, 2009).

3.1 Data Collection

3.1.1 Gathering Data by face-to-face interview

In this research, face-to-face interviews are useful when the researcher wants detailed information about a person's thoughts and behaviors or want to explore new issues in depth. Interviews are often used to provide context to other data (such as outcome data), offering a more complete picture of what happened in the program and why (Boyce, 2006). For this reason, the researcher can get a rich data from interviews by using open-ended questions. It will take 30 minutes to interview each employee.

Face-to-face interviews can take its advantage of social cues. Social cues, such as voice, intonation, and body language of the interviewee can give the interviewer a lot of extra information that can be added to the verbal answer of the interviewees on a question (Opdenakker, 2006).

3.1.2 Probing technique

Probing technique is used to obtain greater details and interesting issues. The advantage of qualitative method is it allows the researcher the chance to probe initial participant responses such as to ask why and how. The researcher has to listen to what the participants say, engage with them accordingly to their individual personalities, and try to use probe to encourage the participants to elaborate on their answers (Merriam, 2009).

3.2 Interview Questions

Table 3.1 Interview questions for managers and employees

Questions	Theory
1. How well do you think your work fulfill your basic need?	Maslow's Hierarchy of Needs and Herzberg two-factors Theory
2. How satisfied are you with the feeling of self-fulfillment that your works give you?	
3. Are there any recent changes in the company that might have affected motivation?	
4. Please describe an ideal working environment for you.	
5. What is the 'primary aim' of your company and your goal?	
6. How do you really motivate your staff?	
7. What does really motivate you?	

Table 3.1 Interview questions for managers and employees (cont.)

<p>8. What obstacles stop employees performing to best effect?</p> <p>9. Tell me about a time when you motivated another person on job.</p> <p>10. Would you say that it is usually nice to come to work here?</p> <p>11. How involved are employees in company development?</p> <p>12. What are the styles of motivation in your company?</p> <p>13. How do employees feel about the company?</p> <p>14. How do you feel about coming to work every day and performing at your best?</p> <p>15. How to make employees feel empowered?</p>	
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3.3 Data Source

In qualitative research, only a sample of a population is selected for any given study. The study's research objectives and characteristics of the study population determine which and how many people to select. Convenience samples are sometimes referred to as 'accidental samples' for the reason that elements may be drawn into the sample simply because they just happen to be situated near to where the researcher is conducting the data collection. A sample of convenience is the terminology used to describe a sample in which elements have been selected from the target population on the basis of their accessibility or convenience to the researcher.

Convenience sampling is a kind of non-probability or nonrandom sampling. (Ross, 2005). In this research, the researcher interviewed 10 out of 13 employees in the Marketing Department by using Convenience sampling.

3.4 Data Analysis

Research will use coding such as reflective, note taking and recording to analyze the data. Coding the data makes it easier to search the data, to make comparisons and to identify any patterns that require further investigation. As the researcher reads through their data set the number of codes they have will evolve and grow as more topics or themes become clear. The list of codes will help the researcher to detect the issues contained in the data set (Gibbs & Taylor, 2010).

Narrative analysis is used in this case. Narratives refer to stories that represent a sequence of events. They can be generated during the data collection process, such as through in-depth interviews or focus groups; The underlying principle of a narrative inquiry is that narratives are the source of data used, and their analysis opens a gateway to better understanding of a given research topic (Guest, Namey, E., & Mitchell, M., 2013).

CHAPTER IV

RESEARCH FINDINGS

4.1 Analysis from face-to-face interviews

The study found that the factors influences motivation and job satisfaction vary depends on position and experience as comparing managers and employees. The result was shown below;

Table 4.1 The ranking of important factors influencing on Managers' job satisfaction

	GM1	Manager 1	Manager 2	Manager 3	Average
1.Working condition	9	6	10	10	8.75
2.Co-worker Relation	6	9	7	9	7.75
3.Company Policy	10	10	9	8	9.25
4.Supervision	8	8	8	7	7.75
5.Pay	7	5	5	6	5.75
6.Achievement	1	2	3	2	2.00
7.Recognition	2	1	4	3	2.50
8.Work itself	3	3	1	4	2.75
9.Responsibility	5	7	6	5	5.75
10.Advancement	4	4	2	1	2.75

According to table 4.1 the managers ranked the number 1 to 10. Number 1 indicated the most concern factor influencing their satisfaction and number 10 is the least important factor influencing the satisfaction. The result is based on each manager point of views and experiences.

From the result, Achievement is the most significant factor for managers, which the average score is 2.00, following by recognition (2.50), Work itself (2.75)

and Advancement (2.75). Pay and benefit is ranked on the 5th which the average score is 5.75. It reveals that managers are more focus on Motivator factors as the top four ranking are intrinsic factors (Achievement, Recognition, Work itself and Advancement to lead to job satisfaction.

Table 4.2 The ranking of important factors influencing on employees' job satisfaction

	R1	R2	R3	R4	R5	R6	Mean
1.Working condition	10	3	4	5	5	5	5.33
2.Co-worker Relation	2	4	1	1	2	3	2.16
3.Company Policy	9	10	5	10	10	4	8.00
4.Supervision	3	5	3	3	3	1	3.00
5.Pay	1	1	2	2	1	2	1.50
6.Achievement	8	7	7	7	6	7	7.00
7.Recognition	4	6	8	6	4	6	5.60
8.Work itself	6	8	10	9	9	10	8.60
9.Responsibility	7	9	9	4	8	9	7.60
10.Advancement	5	2	6	8	7	8	6.00

According to table 4.2, the employees ranked the number 1 to 10. Number 1 indicated the most concern factor influencing their satisfaction and number 10 is the least important factor influencing the satisfaction. The result is based on each employee point of views and experiences.

In contrast, from the result, Pays and benefits is the most significant factor for employees compare to the managers, given the average score of 1.50, following by Co-worker relation (2.16) and Quality of supervision (3.00). It reveals that employees are emphasizes more on hygiene factors as top four ranking are extrinsic factors (Pays, Co-worker relation, Supervision and Working condition) to lead to job satisfaction.

Table 4.3 The influencing factors contributed to job satisfaction of managers and employees in a retail company

Manager		Employees	
Factors	Mean	Factors	Mean
1. Achievement	2.00	1. Pay	1.50
2. Recognition	2.50	2. Co-worker Relation	2.16
3. Work itself	2.75	3. Supervision	3.00
4. Advancement	2.75	4. Working condition	5.33
5. Pay	5.75	5. Recognition	5.60
6. Responsibility	5.75	6. Advancement	6.00
7. Supervision	7.75	7. Achievement	7.00
8. Co-worker relation	7.75	8. Responsibility	7.60
9. Working condition	8.75	9. Company Policy	8.00
10. Company policy	9.25	10. Work itself	8.60

Table 4.3 above is used to compare the result between managers and employees in this organization. The result is totally opposite from the perspective of managers and employees. For manager, Achievement is the first factor that they concerned about. Pay ranked on 5th and the company policy is the least important factor. Comparing to employees, Pay is the highest factor for them and work itself is the least significant factor. This could imply that if the company pay them well with good colleagues and boss, even though the work is not attractive, they are still working for the company.

According to the face-to-face interview with four managers and six employees, there are some interesting findings divided into two section according to Herzberg's two factor Theory, which are Hygiene factors and Motivator factors.

Hygiene Factors (Extrinsic Factors)

Pays and benefits

Motivation is an important factor, which brings employees satisfaction. From the interview, all of managers and employees mentioned about pays and benefits. However, they mentioned in the different perspective. For managers, money is not the most important factor for them when I ask the question “What really motivated you to perform your best?”

“As I am a manager, the salary is fundamental, but for me, it is not as important as self-achievement.”

General Manager 1

“For me, I am satisfied with my salary, so I did not focus more on this issue.”

Manager 4

In contrast, I asked the same questions to the employees, and five of them mentioned that pays is the most important factor for them, as following examples;

“In my opinion, money is the first thing that I concerned.”

Respondent 1

“My work is quite stressful to deal with customers, so if the company pays me well, I think it will motivate me more.”

Respondent 5

Interpersonal Relation

Interpersonal Relations at work is a critical role in the development and maintaining of trust. Although the quality of interpersonal relationship alone is not enough to produce employees’ productivity, it can critically contribute to it. From the interview, all of managers and employees mentioned about the positive relationship between colleagues and supervisor. They are happy to work in a team as they consider a

team is their family when I asked them the question “How do you feel about the company?”.

“I feel like a family, so I treat my subordinates as a member in my family. In my team, we always have dinner together after the project was done.”

Manager 1

“I have many good friends to support me. If you stress, you can talk with your friends or boss and they are listen and willing to help you.”

Manager 3

“I am happy working here because I have good co-workers. They are very friendly and sincere and I respect my boss as my family member.”

Respondent 2

“My boss treats me like a family. In my team, we are really close.”

Respondent 3

“I’m lucky that I met my boss. She treats me well and cares about me and our team is unified.”

Respondent 6

Quality of supervision

A manager mentioned that they must supervise their subordinate without threatening them and evaluate them fairly as following examples:

“I treat my employees with empathy and fairly. I evaluate them based on their performance and outcome.”

Manager 1

All of employees talked about their boss that is kind, empathy and treat employees equally as following examples;

“My boss is really kind and smart. She also treats employees equally.”

Respondent 3

“My boss pays attention to every employee in the team, she is also a rational person (not bias).”

Respondent 6

Working condition

Both managers and employees satisfied with the working condition in their office supported by following examples:

“The company provides us good facilities such as computers, printers and working space. The room has enough natural light and air-condition work well.”

Manager 3

“I am satisfied with working environment here. The company renovated the office few years ago. The desk and computer are new and the layout of the office is well planned. Also, the new design is to use low-paneled workspace between each employee to enhance communication.

Manager 1

“I think the company provides all the necessary facilities to employees. Such as proper chair and desk with personal computer. Also, provide office key card for employees for security issue.

Respondent 4

Company Policy

Managers who work in this company for several years mentioned that they know the company policies well as one of the manager said “I have been working here for 6 years, so I know the policy well, and I think the top management has a vision, so I trust this organization.”

However, respondent 2 and respondent 6, who have been working here for a few months said “Sometime, I’m frustrated with the policies. It seems like each department treat employees differently because it depends on the supervisors, I think the company should provide policy manual for employees.”

Motivator Factors (Intrinsic Factors)

Recognition (Motivator factor)

Employee recognition is the timely, informal or formal acknowledgement of a person's or team's behavior, effort or business result that supports the organization's goals and values, and which has clearly been beyond normal expectations. From the interview, both managers and employees are satisfied with the recognition from their bosses as following example:

“No matter how hard of work, boss will treat us well. If I do good job, I will get promoted from my boss. Recognition is important for me to make me feel that the effort I dedicate to this job is valuable.”

Manager 2

“As I'm a manager, I have to support employees and appreciate them when they did a great job.”

Manager 1

“I am very happy when I can speak at work and my efforts are seen, which make job easier and make me work harder as my efforts are recognized by my boss. I think this issue is really important for me to be motivated”

Respondent 6

“I think I dedicated to my work a lot, so every task I did, I appreciate that my boss recognizes my efforts and care about me and my performance.”

Respondent 2

Achievement (Motivator factor)

Most Managers think that Achievement is what they are looking for in this career. For example,

“I love to Challenge with myself (Self-achievement). I want to have a good profile, good reputation and respected by others.”

Manager 1

“I’m a perfectionist and high expectation. I always push myself to the goal and set the goal and plan on everything I do.”

Manager 2

However, employees did not mentioned much about Achievement as they think it is not the most important factor for them at this time because they are concerning about hygiene factors more.

Work itself

Managers are getting used to the job they do because they have been working here for a long time, but they still confirm that this job is interesting and challenging as mentioned by general manager 1 that she still enjoys her work every day and she want to work in this company as long as she can.

Two of respondents are also enjoy with their work as they said “I feel fun with the work I do. I’m socializing person, and this job give me the opportunity to meet new people.” And “My Objective is to find the work that can develop many skills and this job is the right one. I can learn to solve problem, dealing with people and be able to improve and develop myself.”

Responsibility

All managers and employees have the authority to make their own decision, as respondent 2 said “My boss allows me to make my own decision and the power to carry out my own result.” Manager 4 also said “As the manager, I try to give power to my employees, let them make their own decision and responsible for their project, so they can feel empowered.”

Advancement

All managers and employees mentioned the positive feedback about Advancement as following examples:

“I have been working here for 5 years. Now, I become a general manager. I think I have good opportunity to grow in this company and I’m satisfied.”

Manager 1

“I think this company provide a good career path for employees and I want to do my best in order to get promoted to be in the higher position soon.”

Manager 2

“I choose to work here because I expect the company to provide good career path and advancement.”

Respondent 1

“I am a management trainee; the company offers me a good career path that I can become a manager after two years of working.”

Respondent 3

4.2 Recommendation from interviewees

Due to the big organization, three of respondents suggest that they want to company to make connection between each department to get to know each other more, which they think it will help coordinating their work in the future as following examples:

“I am happy with the relationship in my team. However, I want the company to organize activities after working hours such as playing sports together and attending English class to make employees get to know each other more than their team and build relationships among different departments.”

Respondent 3

“I want to suggest that I used to work in a company that employees can choose the theme for the party. It is a good chance to gather together. It's cool to make people think that the company doing this for us, and we want to work harder. Different departments should join and it's so much easier to get to know each other because when work, relationship is important.”

Respondent 6

CHAPTER V

DISCUSSION AND RECOMMENDATION

This chapter is the summary of the factors that affect the employee satisfaction in a retail company. Hopefully, this paper will be beneficiary for the executive of this organization to understand the employees and motivate employees through organized collective action and monitoring correctly, which leads to employees' satisfaction. Organization of choice is the hopeful of employees which desire to work by head, hand, hard, and happiness.

5.1 Discussion

Employees' motivation as related to employees' satisfaction is fundamentally significant and it goes beyond a happy work force because there is a definite link between satisfied, motivate employees and satisfied customers. In other words, the manager focus on creating employees' satisfaction, focus on what's motivate employees and those motivated/satisfied employees will take care of your customers well.

The result reveals that managers and employees agreed on the importance of motivation on employees' performance, however, managers and employees focus on different factors.

From the finding according to Herzberg (1996), the analysis shows that hygiene factors seem to be significant factors in motivating employees in this paper. It is seen that the hygiene factors dominate the motivators in terms of job satisfaction among employees in a retail company in Thailand.

This finding is also supported by Tan Teck Hong (2003), which claimed that Malaysian workers are generally much concerned about hygiene factors (working condition and pay) in Malaysian retail sector rather than motivator. Also, according to Mohammed Wasay Malik, hygiene factors such as pay and benefits play a key role in

motivation employees in an airline industry in Pakistan. According to Ahmed Sadat Kamal, the similar finding is also found in a retail industry in the United Kingdom (Sainsbury's). Regarding to Herzberg's two factor theory, the summary of the factor that influence job satisfaction of employees in Company A are following;

Hygiene factors (Extrinsic Factor)

From the findings, the researcher found out that most of employees in Company A mentioned about Pays and benefits is the factor that they concern in order to lead to job satisfaction. It could say that job satisfaction cannot be occurred if there is no hygiene factor. However, Herzberg mentioned that "hygiene" in the sense that they are considered maintenance factors that are necessary to avoid dissatisfaction, but hygiene factors by themselves do not provide satisfaction to employees. It quite contrasts to what Herzberg mentioned as from the employees' findings, money is the motivator that can lead to job satisfaction. Also, without hygiene factors, it could lead to job dissatisfaction.

Motivator factors (Intrinsic factors)

The finding of employees in company A, the researcher concluded that motivator factors are also important. Recognition and Advancement seems to be significant factors that can lead to job satisfaction for employees as four of employees wants managers to recognize their performance in order to lead to job satisfaction. Herzberg furthered that full supply of Hygiene Factors will not necessary result in employees' job satisfaction. In order to increase employees' performance or productivity, motivation factors must be addressed. It is true and related to the theory as theory encourage managers not to be one-sided in considering factors to motivate employees, but rather consider all the two factors in order to optimally motivate and satisfy employees (Herzberg, 1959).

5.2 Recommendation

The main implication of this study is that managers need to keep their employees happy and they must take care and understand their needs and concerns. Satisfied employees will have positive thought about their work and perform their job better, which can help retailer make a better profit through customers' satisfaction. The suggestions to improve both hygiene factors and motivator factors in order to enhance the job satisfaction among employees in a retail company as the issues are mentioned below:

The study reveals that the organization should start a list of initiative to influence job satisfaction by the top management to determine the clear company policy. The main concern would focus on communication to the managers and employees to understand the same direction and realize what's happening in the organization. Another issue is the managers have to design the right structure and working process including putting the right man into the right job as well. The key issues combine with three packages as following;

1. The reward package has to cover both the monetary rewards and non-monetary rewards to offer for employees. Link the performance of employees with the appropriate monetary reward and incentives. Make sure that the company has clear policies related to salaries, raises and bonuses.

2. The comfortable package is the significant element for the satisfaction in work and organization, which can related to both tangible environment and intangible environment. Also, build the working environment that could enhance creativity and relationship (Team building) of employees.

3. The secure package in the future to improve intrinsic factors, which combined the clear career path and development. The development shall be emphasize on training and help employees to believe that what they are doing are meaningful, showing that their contribution can have positive impact to the company. Put the right man to the right job with clear goal and standard to each position. If an individual finds his/her job interesting and challenging then this person can perform very well in comparison to the person who does not find his/her job interesting.

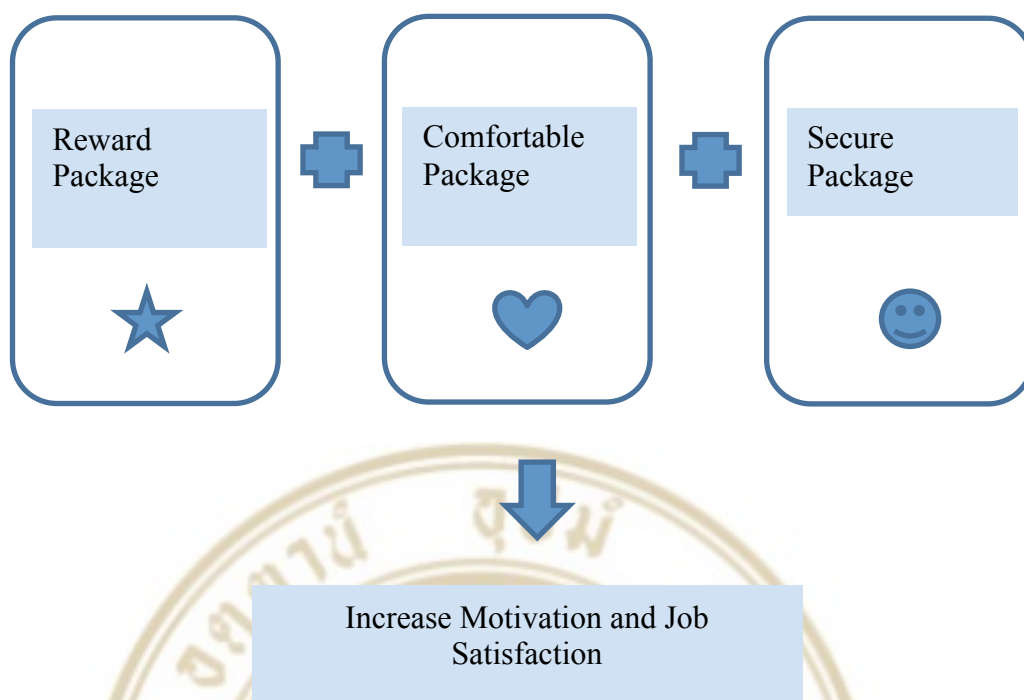


Figure 5.1 Three packages combined to enhance motivation and job satisfaction

All in all, every leader has the responsibility to ensure that their employee's hygiene factors are attended to and that proper motivators are implemented to increase job satisfaction.

5.3 Limitation

The study was focusing only on retail industry with specific department and company. Also, the number of interviewees was only a small group of employees and managers in only one department. Therefore, it cannot represent as a whole and all employees and managers who work in retail industry. In addition, the study only focused on one theory which was Herzberg's Two-Factors Theory.

5.4 Future research

Regarding to limitation, the future study can be conducted at other organization and different departments. Moreover, the numbers of interviewees should

be increased in order to gain more information and to understand different perspectives of each employee and manager in other departments. The future research should apply further motivation factors and theories due to this research only used Herzberg Two-Factor Theory as the examination tool to find what factors were influencing on job satisfaction Moreover, the new finding on future research would be very useful in order to create practical recommendation to their study and organization such as management team involving HR department.



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