

**KEY FACTORS THAT EFFECT EMPLOYEE MOTIVATION
AND SATISFACTION IN TECH STARTUP COMPANY
(CASE STUDY OF IBG COMPANY)**



**A THEMATIC PAPER SUBMITTED IN PARTIAL
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Thematic paper
entitled
**KEY FACTORS THAT EFFECT EMPLOYEE MOTIVATION
AND SATISFACTION IN TECH STARTUP COMPANY
(CASE STUDY OF IBG COMPANY)**

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on
December 13, 2015



.....
Mr. Saroot Udomkarn
Candidate

.....
Asst. Prof. Nareerat Taechapiroontong,
Ph.D.
Advisor

.....
Asst. Prof. Kannika Leelapanyalert,
Ph.D.
Chairperson

.....
Assoc. Prof. Annop Tanlamai,
Ph.D.
Dean
College of Management
Mahidol University

.....
Asst. Prof. Parisa Rungruang,
Ph.D.
Committee member

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Saroot Udomkarn

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SAROOT UDOMKARN 5749082

M.M. (GENERAL MANAGEMENT)

THEMATIC PAPER ADVISORY COMMITTEE: ASST. PROF. NAREERAT
TAECHAPIROONTONG, Ph.D., ASST. PROF. KANNIKA LEELAPANYALERT,
Ph.D., ASST. PROF. PARISA RUNGRUANG, Ph.D.

ABSTRACT

According to the trends of tech startup business are increasing years by years including in Thailand, but not every tech startup will be successful and one of the main factors is the employees.

The purpose of this paper is to examine the factors effect employee motivation and satisfaction in tech startup company by the case study of IBG company. This research studies six factors which are based from the Herzberg's Motivation-Hygiene Theory. The methodology of this research designs to use qualitative approach by using the semi-structure interview (face-to-face) in collecting data and analyzed.

The results indicated key factors that most affect on job satisfaction and employee motivation in the tech startup company. Moreover, these key factors will help to improve productivity, efficiency and also loyalty of employee in the tech startup company.

KEY WORDS: TECH STARTUP / EMPLOYEE / MOTIVATION / SATISFACTION

28 pages

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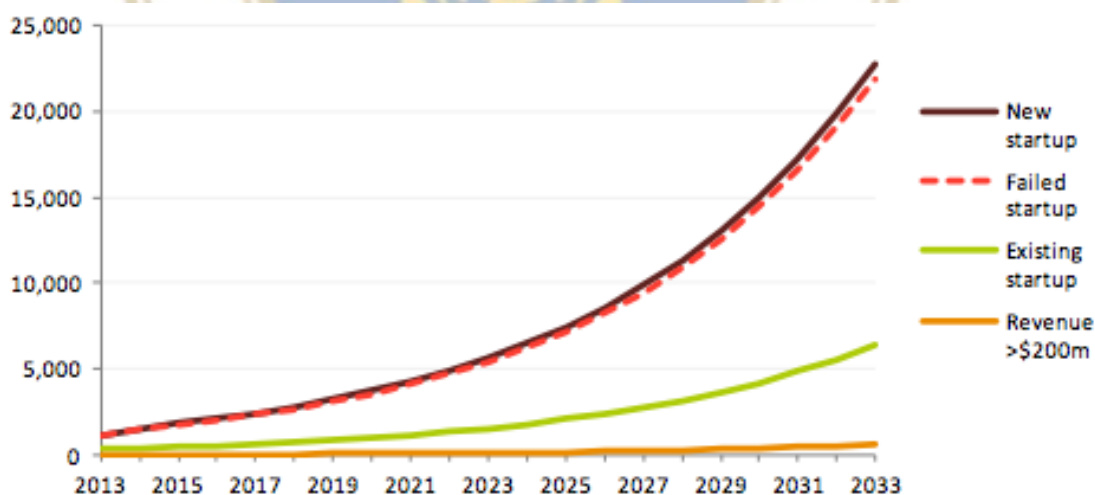


CHAPTER I

INTRODUCTION

1.1 Background

Currently, the trends of tech startup business are increasing years by years including in Thailand. A few big companies have many startup programs to support new tech startup. The first company was AIS which is known as a “AIS The Startup” project, and followed by DTAC as “DTAC Accelerate” project, and next is TRUE Corporation known as “TRUE Incube”, that helps to raise molding startup business in Thailand. There are many independent investors and venture capitals as well. Lastly, Khun Krating Poonpol who worked at Google, USA has founded the school to teach ones who want be entrepreneur of tech startup in Thailand called “Disrupt University”.



Source: PwC: The Startup Economy (April 2013)

Figure 1.1 Movements in the number of startups each year

Recently, a study by Allmand Law found that more than 90 percent of all tech startups failed. (Glen, 2013) It means that the tech startup is easy to be founded but hard to be success. The employees are the important assets to run business, especially in tech startup. Because in the starting up stage that starts from few employees and how to improve a job satisfaction and motivation is directly related to employee performance and more productivity. Then it is important to concern these factors that impact on job satisfaction and motivation of employees.

For more information, Internet-Based Business Group (IBG) Co., Ltd. which is provided digital marketing solution base on social listening tool called “Zanroo”. This company was founded in September 2013 with 4 founders. After 2 years, this firm has significant growth in the social listening industry and expanded team to more than 30 employees. Then the company changed the stage to be tech startup business. The vision of Internet-Based Business Group (IBG) Co., Ltd. Is “To be leader in digital marketing solutions and consultant in Southeast Asia”.

1.2 Objectives

1. To identify the significant factors that create job satisfaction or motivation to employees to work for a tech startup business.
2. To provide recommendations for entrepreneurs to provide the working environment that support employees and be able to draw talented and skilled employees to work for their tech startup business sustainably.

CHAPTER II

LITERATURE REVIEW

2.1 Definitions

2.1.1 Job Satisfaction

Job satisfaction is defined in many contexts because of various researchers and practitioners have provided their own definitions of what job satisfaction is.

“The positive orientation of an individual towards the work role which he is presently occupying”. This rather cumbersome phrase can be freely translated as: “an individual liking more aspects of his work than he dislikes”. (Enid, 1991)

“The feelings or a general attitude of the employees in relation with their jobs and the job components such as the working environment, working conditions, equitable rewards, and communication with the colleagues”. (Glisson and Durick, 1988; Kim et al., 2005)

Herzberg et al. (1959) defines the “theory of job satisfaction”. The two factors in the theory explain that employees have the mainly two types of needs that are hygiene factors and motivation factors. Hygiene factors are the needs that maybe satisfied by some conditions such as supervision, interpersonal relations, colleagues, physical working conditions, working environment, salary, benefits, etc.

According to Locke (1969, p. 317) defines the job satisfaction and dissatisfaction as “that job satisfaction is the pleasurable emotional state resulting from the appraisal of one’s job as achieving or facilitating one’s job values”. Similarly, job dissatisfaction is “the unpleasurable emotional state resulting from the appraisal of one’s job as frustrating or blocking the attainment of one’s values”. (Schwepker, 2001, p. 41)

Moreover, the theory suggests that job dissatisfaction is likely happened in the circumstances that hygiene factors do not exist in employee’s working environment. In contrast, when hygiene needs are supplied, however, it does not

necessarily result in full satisfaction for the employees. Only the dissatisfaction level is decreased. (Furnham et al., 2002)

2.1.2 Motivation

According to Slocum and Hellriegel (2007), they have described the motivation as “the forces acting on or within a person that causes the person to behave in a specific, goal-directed manner”. From the above definition, we could refer that because motives of employees affect their productivity and one important thing of management’s tasks is to encourage employee motivation effectively toward achieving the organizational goal.

Charles (2000, 427) defines motivation as psychological forces that influence the direction of a personal behavior, level of effort, and level of persistence when facing of obstacles.

David (1996: 297) defines motivation as “a need or desire that serves to energize behavior and to direct it towards a goal”.

Frank (1993: 132-133) defines motivation as the internal forces which influence and initiate a person to behave directs, sustains and terminates for important activities. It also influences the level of performance, the efficiency achieved and the time spent on the activity.

Finally, motivation is basically defined as the inner force that drives individual’s behaviors to accomplish personal and organizational goals. (Nnorom and Quadri, 2013)

2.1.3 Stages of a company

The company stages are separated into seven key stages in a typical business life cycle as described below.

2.1.3.1 Seed Stage Startup

At this point, the business is only an idea, concept, thought or prototype. The business must have a one key opportunity and work to gain market acceptance. In addition, it must consider on selection of a business ownership structure, business planning and locating professional advisors.

2.1.3.2 Early-Stage Startup

The business is now being a legally with the products and services and the company has its first customers. At this stage, the business must be careful on preserving and tracking cash flow. The business is funded by its owner, family, friends, grants, suppliers and customers. However, Venture capital (VC) financing is another option. VC is fiscal capital given to early stage, growth startup companies of high potential and holding equity in the companies invested in.

2.1.3.3 Growth-Stage Startup

At this stage, the business has the strong profits, customers and revenues, those are increasing with the coming of additional opportunities and problems including competition in the market. The company should be able to perform an effective management to support the growth of business activities. In addition, the growth-stage startup basically has funding more than \$10 million.

2.1.3.4 Established Stage (SME)

The business now becomes mature as a thriving company with a place in the market and loyal customers. There are more things to do in the company's working with manageable sales growth. The big challenges are the economy, competitive in the market and changing of customer needs. This stage might require more the business practices, outsourcing and automation to increase productivity.

2.1.3.5 Expansion Stage (Corporate)

This stage, business has grown up into new distribution channels and markets. SME owners prefer this stage to acquire a bigger market share and discover new channels for higher income and profits. They can either take their existing business to new markets or introduce new products and services to existing markets. Companies at this stage would concentrate on businesses that match their current abilities and experience rather than risking disaster by venturing into unrelated businesses. (Marc, 2014)

2.1.3.6 Decline Stage (Mature)

After a successful expansion, your business is on top of its industry and become mature. (Sheen, 2014) The businesses in the decline stage of the life cycle will be challenged with dropping sales, profits, and negative cash flow

because of changing of the economy, society, or market conditions. The company should focus on the new opportunities and business ventures and finding the ways to sustain cash flow.

2.1.3.7 Exit Stage

This is the final stage of the business life cycle. It is the big opportunity for business owner either to cash out on all the effort and years of hardworking or to shut down the business. The challenge is to deal with the financial and psychological aspects of a business loss and to focus on the company valuation. Look at business operations, management and competitive barriers to make the company worth more to the buyer. (Thierry, 2013)

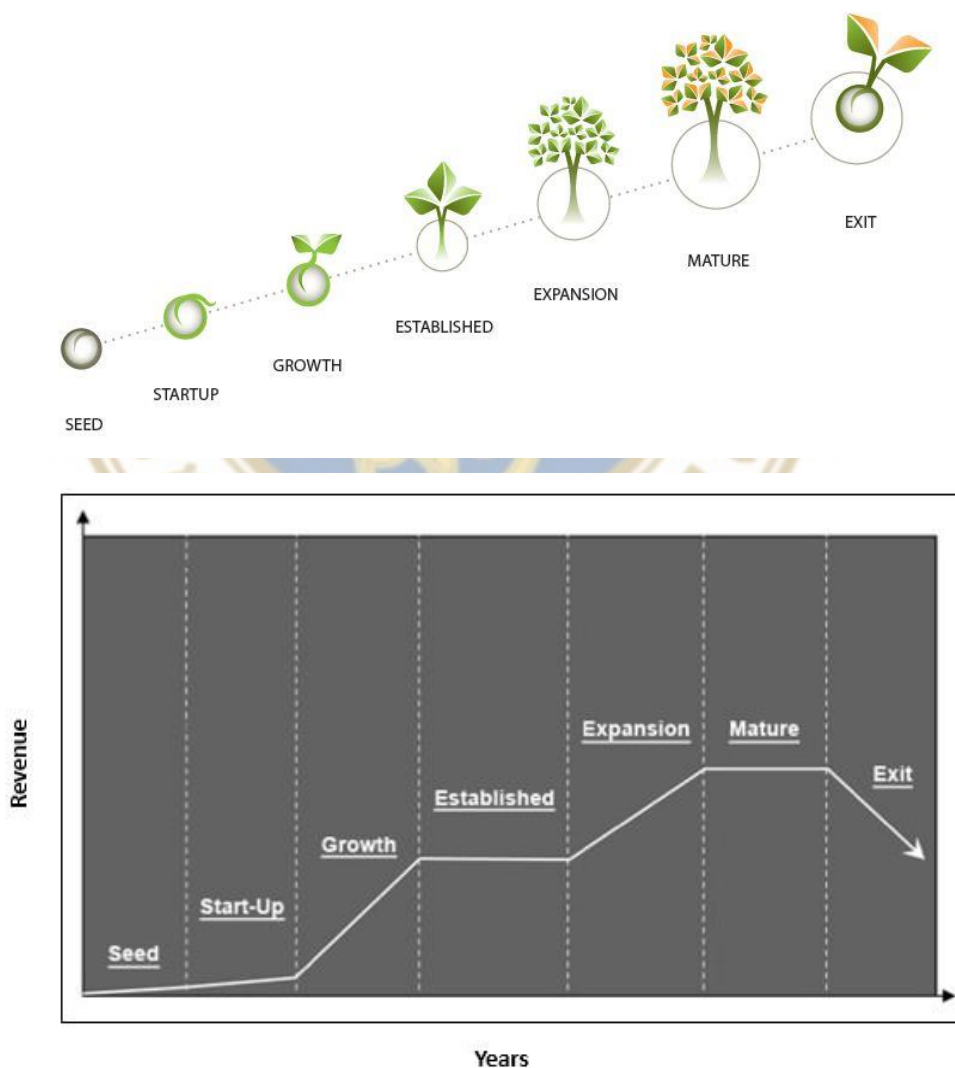


Figure 2.1 Seven stages of the business lifecycle model

2.1.4 Tech Startup

The startup part is easy but making it become a commercial business is a tough task. Otherwise, an idea will be only an idea. The startup business can be in any industries such as arts, marketing, agriculture, education but for tech startup that is short term of “Technology Startup” means that this business has the main core competency involving with the technology.

There is an important difference between using the technology and creating technology. In order to be a technology startup the creation of technology is needed. Tech startup requires doing something new, unique and innovative in order to solve the problem or provide the better solution that has not done before. The solution can be produce in form of products or services. (Lance, 2009)

Table 2.1 Advantage and disadvantage of working for a large corporate business

The advantages of working for a large corporate business	The disadvantages of working for a large corporate business
<ol style="list-style-type: none"> 1. Providing access to many resources such as specialist training courses, corporate trips, well equipment, etc. 2. Large businesses have experts in each area of business and they will help and support you. 3. Having a well-known company on your CV 4. You can explore an area of business that really interests you such as finance, operations, sale or HR before choosing your career path. 5. Having a great job security 6. Having a steadier work pace and more established than a startup. 7. High compensation and welfare 	<ol style="list-style-type: none"> 1. High bureaucracy and slow process 2. Having clear job specification that let you learn only in small part of the full business in which you operate. 3. Organization’s diplomacy and politics need to be handled. 4. Decision making from the management team that is to please shareholders but it can be incredibly demotivating for subordinates or employees who involved. 5. Taking a longer time to get into higher position in the organization structure.

Table 2.2 Advantage and disadvantage of working at a start-up

The advantages of working at a start-up	The disadvantages of working at a start-up
<ol style="list-style-type: none"> 1. Personal fulfilment from doing something by yourself in a start-up business and feeling of ownership 2. Startup business has better opportunity to fast track of earning potential in knowledge and skills in aspect of business area. 3. Quick reaction or response in the process 4. Getting involved in all aspects in the business because of unified job role. This allows teamwork and knowledge to be greatly improved. 5. More casual and open communication in working atmosphere 6. Working in startup business has more fun. 	<ol style="list-style-type: none"> 1. Low in the job security according to uncertain future 2. Less support from other departments when you lack of knowledge 3. Low compensation and welfare 4. Uncertain or longer of working hours

Source: (Litchfield, 2012)

2.2 Theoretical Foundation

Motivation has been identified as an important component of job satisfaction. Herzberg's Motivation-Hygiene Theory is one of the content theories of motivation. Others in this category include Maslow's Hierarchy of Needs and Intrinsic & Extrinsic motivation. (Hansom, 1996, p. 205).

2.2.1 Herzberg's Motivation-Hygiene Theory

Herzberg's Motivation-Hygiene Theory, explains that there are elements within the job and job environment which lead to satisfaction or lack of satisfaction. Moreover, the employee's motivation and job satisfaction should be treated separately according to conclusion from a number of researchers (Heneman et al., 1988; Igalens and Roussel, 1999; Pool, 1997) about the relationship between an employee's motivation and job satisfaction.

It is the intrinsic components or achievement, recognition job content which lead to employee satisfaction and also there are extrinsic components or job environment which reduce employee satisfaction.

The hygiene factors which prevent from optimum performance are called dissatisfiers. The motivation factors are called satisfiers because they lead to higher levels of performance. (Herzberg, 1959, 1966)

The following items identify the Hygiene factors (dissatisfiers) and Motivation factors (satisfiers):



Figure 2.2 Herzberg Hygiene Motivation Theory

Significant job dissatisfiers were found to be personal life, supervision, relationships with superiors, relationships with subordinates, and relationships with peers. These studies were conducted by Gross and Napier (1967), Anton (1974) and Schmidt (1976).

2.2.2 Maslow's Hierarchy of Needs

In the Maslow's hierarchy of needs (Maslow, 1943) there are at least five sets of goals that we may call basic needs. These are physiological, safety, love, esteem, and self-actualization needs. Maslow believed that human beings aspire to become self-actualizing (Stephens, 2000).

2.2.2.1 Physiological needs: There are basic needs for sustain life such as air, food, drink, shelter, warmth, sex, and sleep.

2.2.2.2 Safety needs: Once physiological needs are fulfilled then they will become increasingly interested in finding safe circumstances, protection from elements, stability, security, order, law and limits.

2.2.2.3 Love / Belonging needs: When physiological needs and safety needs meet, they will find the love or sense of belonging, which is called Social needs, such as friendship, intimacy, affection and love, from work group, family, friends, romantic relationships.

2.2.2.4 Esteem needs: When the three layers below of needs are fulfilled, they will start looking for two versions of esteem needs, a lower one and a higher one. The lower one is the esteem need for the respect of others. There is self-esteem, achievement, mastery, independence, status, dominance, prestige and managerial responsibility.

2.2.2.5 Self-actualization needs: This is the higher one of esteem needs. There are realizing personal potential, self-fulfillment, seeking personal growth and peak experiences. It refers to the need for personal growth and discovery that is present throughout a person's life. (Maslow, 1962)

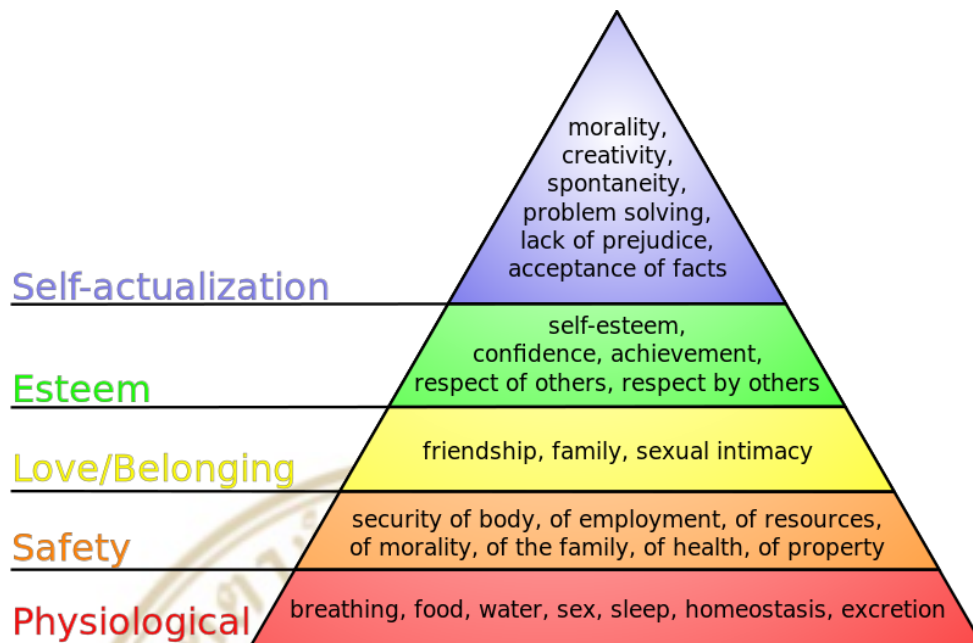


Figure 2.3 Maslow's Hierarchy of Needs

Everyone has ability and desire to climb up or move up the hierarchy toward the level of self-actualization. Unfortunately, the progress is often disrupted by failure to meet lower level needs. The example of this is a life experience, including divorce and losing a job may cause an individual to fluctuate between levels of the hierarchy. Maslow noted that only one in a hundred people become fully self-actualized because our society rewards motivation primarily based on esteem, love and other social needs. (Saul, 2007)

2.2.3 Extrinsic & Intrinsic Motivation

Extrinsic and intrinsic motivations are two opposing ways to motivate employees.

Extrinsic motivation deals with motivations that are outside of passions and personal self-esteem to perform a behavior, to engage in an activity to get a reward or to avoid punishment. The examples can be money, bonuses, sport cars, big houses, high grades in school, gold stars for athletics, etc. Extrinsic motivation is anything outside that they need to obtain or acquire to increase motivation. (Kendra, 2013)

Intrinsic motivation is the opposite side of extrinsic motivation. It reflects the desire to act or do something because it is enjoyable. When intrinsically motivated a person is moved to act or behave for the fun or challenge rather than because of external factors or rewards. This is a natural motivational and major element in cognitive, social and physical development because it is through acting on person's inherent interests and leading to grow in knowledge and skills. (Ryan & Deci, 2000)

2.3 Conceptual Framework

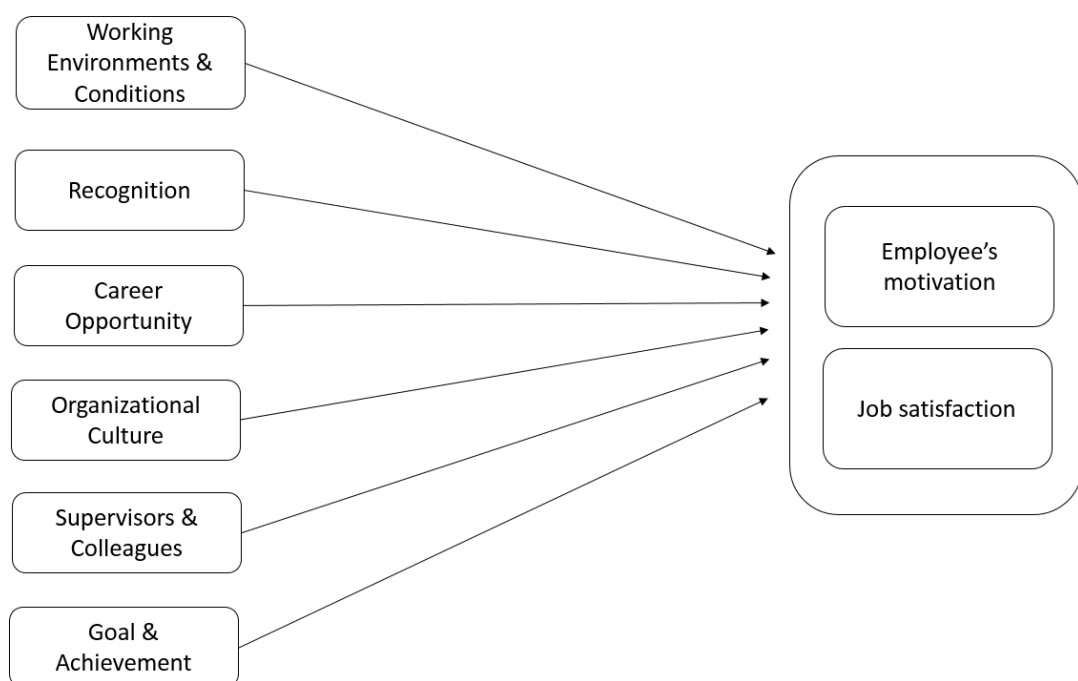


Figure 2.4 Conceptual Framework

According to the literature, the eight selected factors that effect on job satisfaction or motivation are working environment, working conditions, recognition, organization culture, career opportunity, relationship with supervisors, relationship with colleagues and achievement & goal.

Therefore, the purpose is to identify the most significant factors that effect on job satisfaction or motivation of employees who work for a tech startup company.

CHAPTER III

RESEARCH METHODOLOGY

The purpose of this research is to study the factors that related to employee's motivation and satisfaction in tech startup business. The case study of this research is Internet-based Business Group (IBG) and the method that for collecting data is qualitative semi-structure interview (face-to-face).

3.1 Data Collection Methodology

Firstly, the semi-structure interview has an advantage of being reasonably objective during the interview; the interviewer can be more thorough understanding of the interviewee's opinions and the reason behind them than using the questionnaire. (Borg and Gall, 1983)

Secondly, the face-to-face interviewing or the person-to-person interview is best method for obtaining in-depth opinions from the interviewee. Supporting evidence from thousands of surveys over the years reveals that people are remarkably honest and frank when the interviewer asked their opinions within a context that is well structured — that is when the interviewee knows the clearly purpose of the interview, when the questions are using properly worded, and complete anonymity is guaranteed with respect to the interviewee's responses. These three conditions can best be met through personal contact". (Bugher, 1980)

Finally, Individual in-depth interviews are particularly appropriate for detailed probing of an individual's attitudes, behavior or needs, especially when the topic or subject is confidential or emotionally charged and where a highly detailed understanding of decision-making patterns is required in the interview. (Tull and Hawkins, 1990, p. 393) Moreover, this interviews have been found to generate more and higher quality ideas per interviewee basis, than either focus or mini groups. (Fern, 1982)

The interviewees whom will be interviewed by semi-structure interview are the current staff in IBG. The criteria for categorize the interviewees have 2 aspects which are staff who worked for another company before joining IBG and staff who have worked at IBG for more than a year.

The interviewed staff come from the customer service department, sale department and R&D department with different a supervisor and colleagues to work with and total number of the interviewees is thirteen. The data from the interview will be analyzed and categorized the major factors that are most effect of employee's motivation and satisfaction in IBG.

Table 3.1 Interviewees' profiles

No.	Position / Department	Working Experience before work at IBG	Experience at IBG
1	Sale Manager / Sale	Yes	5 months
2	Sale Person / Sale	Yes	1 year
3	Sale Person / Sale	No	3 months
4	Web Designer / R&D	Yes	8 months
5	Accountant / Accounting	No	1 year and 5 months
6	Customer Service / Operation	Yes	1 year and 3 months
7	Customer Service / Operation	Yes	11 months
8	Customer Service / Operation	Yes	7 months
9	Customer Service / Operation	Yes	4 months
10	Customer Service / Operation	No	1 year and 5 months
11	Customer Service / Operation	No	1 year and 3 months
12	Customer Service / Operation	No	10 months
13	Customer Service / Operation	No	7 months

3.2 Interview Questions

1. How long have you been working at IBG Company and how do you feel about working here?
2. If you would improve something, what do you want to improve and how do you want it to be improved?
3. What is your opinion about Tech Startup Company like IBG Company, compare to other enterprise companies?
4. Could you give me some examples of good experience that made you happy to work here?
5. What do you think about IBG Company's culture, in term of policy and working style?
6. What are factors that made you join IBG Company?
7. What are the things that you dislike or feel unhappy in IBG Company?
8. Do you compare your work experience with other company? What is your experience on it?
9. What is your general view on the job in IBG Company? Do you think that you are fit to working conditions or working environment?
10. Do you have a goal or achievement that you want to achieve at IBG Company?
11. What do you think about future of IBG Company?
12. Do you know your career path when working with IBG Company?
13. What motivates you the most to work in IBG Company? Could you please explain it?

CHAPTER IV

FINDINGS AND DISCUSSIONS

This chapter will describe the findings in details of factors that effect to job satisfaction and motivation based on the result of interviewing. The major factors can be categorized into topics that will be discussed further.

4.1 Findings and Discussions

Table 4.1 Summary of factors that significant impact on job satisfaction and motivation in tech startup

Ranking	Job satisfaction	Motivation
1	Organizational Culture	Career Opportunity
2	Relationship with colleagues	Growth of company
3	Relationship with supervisors	

4.1.1 Organizational culture

As result from the interview, everyone feels happy to work in family atmosphere. One of the interviewees said that she felt relax when she came to the office; everyone is friendly or brother/sister not worker or officer like other workplace. This feeling can create the satisfaction for the employee and not only this one but another one said this company is open-minded, a subordinate can talk to his/her supervisor directly when facing the problems or wanting to share their opinions. This make them feel good and feel like a part of the company. IBG can create this feeling because it is a flat hierarchy in the organization.

In part of policy of IBG, some of the interviewees feel happy in flexible working hours and fewer strict rules such as no uniform, those who study master degree can leave office earlier. But there is still someone who wants to have the fairness for the company and everyone by using the system to clock-in and clock-out

for working time. Currently, we let the employees write time in and out by themselves and let supervisor approve it. Unfortunately, they still have a hole, as there is someone cheats the timetable. From this policy issue who notices that flexible policy can create happiness for the employee but need to make sure that there is no flabbiness in some parts otherwise this can create the lack of fairness in workplace and makes them feel unhappy.

Every interviewee said one thing that make them happy and enjoy working at IBG is the company party. This is a kind of rewarding everyone in the company. At first we set the company party once a month, later on we have more of employees then we set it once per two months. A few of interviewees said that it is the one that makes them relax and enjoy being with colleagues after working hard for the company. It creates the job satisfaction for employees because they feel that the company takes care and gives them a return.

4.1.2 Relationship with colleagues

The result from interviewees indicated that it is the major factor with high impact on job satisfaction and motivation to work at IBG. All of them answer the questions with positive feeling to their colleagues. Some interviewees said that if they have bad colleagues or bad relationship in team, they prefer to quite the job or do not want to work with them or come to work. It also quite related to the employees who have to work with team like operation or R&D department. For sale department that can work alone, this factor has some impact but not so much.

Since this company is in the startup stage which have small group of employees around thirty people. So everyone in each department has rather close relationship. They count everyone as friends either at work or outside the work also. This can occur only in startup company because in cooperate company, there are hundreds of employees with strong policy and structure or hierarchy and from this reason it creates distance of relationship among the team. In this case, IBG has culture of family style and everyone will support each other. Someone said that they do not feel alone or isolate when facing tough task because their colleagues will always help and support them. During the urgent or crisis case, after anyone finished their work, they were willing to help others in the team and didn't think that it was more work for

them to do. Some with experience from previous workplace said that they do not have the close relationship like this company. Then they will prefer IBG to other companies.

The meaningful relationship or collaboration and supporting each other can enhance senses of unity and valuable. If they trust and respect each other while working together in the team, this leads them to well performance and enjoyment in their jobs.

4.1.3 Relationship with supervisors

After analyzing the opinion of interviewees, this also has impact on employee satisfaction and motivation. Everyone has positive feedback on his supervisor. Because their supervisor is open-minded, easy to talk with, acts like brother and sister more than boss and employee and takes care of both work and life. This creates a good relationship between supervisor and subordinate. Someone has a bad experience with his/her supervisor who orders the task and waits for result. If subordinate cannot get the good result, supervisor will blame him/her. Then subordinate does not feel respect and trust the supervisor. Lastly, it leads to reducing satisfaction and motivation to work in the company.

IBG has flat hierarchy and let the subordinate share their opinions to supervisor directly and every time that they have problems, the supervisor tries to find the solution or support with willingness, too. The subordinate feels comfortable, respect and trust his/her supervisor and feel happy to work under him.

4.1.4 Working condition

From opinions of some interviewees, there is dissatisfaction in the job because of the unclear scope of work and sometimes overwork load. Because IBG is tech Startup Company, then the process, procedure, structure and scope of work is not so clear. One employee has to be able to do many tasks. For example, for customer service position requires many skills in doing report, monitoring, analytical data, presentation and support customer. Sometimes someone is not familiar to all tasks but specialize in some tasks only. They would like to separate specific team like research team, operation team and support team. After the scope of work is clear, they can

focus and develop the skills on specific tasks. One of interviewees said that she is excited to do many tasks that are out of scope because it is challenging and she can improve herself. They would like to have a clear scope of work but they understand that the company is startup business and does not have enough people to handle the job.

In the long run, they expect to be separated into departments from the operation in order to have small divisions inside. Interviewee who is an accountant said the same things that she has to do everything from accounting to HR and general tasks in the office. She suggests that IBG should have the HR person to take care of all the employees in the office. This can help to make more benefit and reduce some work from her, too.

We notice that working condition is one factor that impacts to job satisfaction of employees. The tech startup company needs to concern and make it clear to the employees and that can make the employees feel like working for company longer.

4.1.5 Working environments

Regarding to working environment, all of the sale persons have no effect because they do not need to come and work in the office every day. But those who work in Operation and R&D department have some effect. Because the space in working is not enough, but they know that company has already planned to move to the new office with enough space and great design. But in the future, if the company does not move to the new office which has more space, they feel uncomfortable to work because it is too crowded and does not have any personal space. One of interviewees said that she would like to have a garden with green area for relaxing during the working time. For the food and drinks, company supports once a month and everyone enjoys it.

4.1.6 Recognition

For the recognition, four interviewees have strongly opinions that this factor increases motivation. When they do good things for the company, then company

or supervisor recognize and give them the complement or notice them. They feel proud of themselves and valuable for the company. It will make them enjoy working.

Moreover, it is easier to create recognition for the employees in the startup business than in the cooperate company. Because the number of employees make only outstanding or well performance employee be recognized.

4.1.7 Career opportunity

According to career opportunity, two employees from sale department said it has no effect on them; four employees said that it is very influenced to get a higher position; and another said it had some effect to motivate them to improve themselves. In their opinions when get promoted, it will come with more responsibility in the job, more variety tasks to do, more improvement in themselves and lastly more salary to get.

The startup business like IBG has problem about this issue because it does not have the clear structure of position and career path for the employees. It comes from having less policy and management experience than the corporate company that has strong policy, plan of management and clear career path in the organization. This is one key factor that influences the employee's motivation, the unclear career path can create the lack of interest to work in the company.

4.1.8 Achievement and goal

This factor motivates the interviewees the most. It can drive them. Some person said that they want to improve themselves in skills, knowledge and performance in work and get higher position when the company grows up in the future. One of the interviewees aims to help their family because her family has issue about money, then this goal leads her to more motivation to work here. Another one sets his goal to be a project manager. He sees the opportunity of IBG that will expand to other countries not only in Thailand. Then he tries to improve himself in skills, knowledge and language to be able to do that position for the better future in this company.

Everyone in this company knows the vision, mission and goal of the IBG. When employees set their personal goal that relied on the company's goal. That will make them have more motivation to work for the company.

4.1.9 Growth of company

This factor has been found during the interview. The growth of the company can influence employees to get more motivation, especially in the startup business like IBG. Some of interviewees said that the factors that made them join the company are the company is in the startup stage and trend of IT in social network is growing.

Firstly, the company is in the startup stage is good because some interviewees who concern to be grown up side by side with company. If they work in the cooperate company, they will be only a small part but for startup business they can be a big part of the firm.

Secondly, IBG is tech startup in the social network industry which is growing trend. Everyone in the company notices that company can grow further more in the future as long as trend of social network does not die. This factor creates the sense of job security in safety level of Maslow need. When they compare job security between tech startup business and corporate company, they feel more unsecure. But after they believe in the vision and mission of the company and see the growth of company. It can create a guarantee in job security for them and make them enjoy working in a small company rather than in a big company. Two interviewees said that they do not want to change a job frequently and want to work as long as the company has a growth. Not every tech startup business has the future growth like this, then it will be the important factor that related to motivate and turnover rate of employees.

CHAPTER V

CONCLUSION & RECOMMANDECTIONS

5.1 Conclusion

According to result, major finding in the employee's satisfaction and motivation are influenced by my factors that related to Maslow's Hierarchy of Needs and Herzberg's Motivation-Hygiene Theory that supports in the literature review. The tech startup business has the factors with the significant impact on job satisfaction, organizational culture and the relationship between colleagues and supervisors. For the factor that significant impact on employee's motivation has influenced from career opportunity growth of the company. And because tech startup business has a risk on job security more than corporate company, if the tech startup creates the trust in growth and future of company for the employees, it will be one factor that reduces turnover rates.

5.2 Recommendations

The tech startup business has an advantage on easiness to create a good relationship between colleagues and supervisors more than the corporate company. Then tech startup business should focus on this factor and improve them because this key factor has a high impact on job satisfaction and motivation for employees in the organization. The strategy is setting the open-minded culture that everyone can share their opinions to supervisors directly and also use the flat hierarchy structure which is created the low distance between supervisor and subordinate.

For the good relationship between colleagues, it can be started from the core values in the organization that is "Teamwork". Case study from IBG has a good result from setting "Teamwork" as one of the core values because everyone in the organization will be willing to support each other more than think of themselves first. And another indirectly way that helps to improve is creating some fun activities such

as company party, outing trip or sport days which will build a better relationship among employees with the personal life compare to working issue.

Lastly, before we try to improve employee's satisfaction and motivation. The recruitment process should filter out the one who does not fit in the working style of tech startup business, for example, a candidate who likes routine work and needs clear scope of work and strong organization structure. That person will not fit in the organization and it will be difficult to improve his satisfaction and motivation. If a candidate likes to have new challenges, do various kinds of work, flat structure, then they will fit to organization culture and be easy to improve his satisfaction and motivation. Because organization can select the right people and it is difficult to change for some people.

5.3 Limitations

There are some limitations in the research. The first limitation is the employees who mostly are from the single department in the organization. The second limitation is personal interviews on employees' attitude which are usually subject to some bias. The third one is generation of the interviewees are mostly in Y-Generation. The opinion for tech startup from the different generation could be different. The last limitation is the interviewer who is the supervisor of interviewees; some people may not share or say their real opinions or experiences.

5.4 Future Research

To make the research more efficient and useful, the future research should interview the employee from all departments in the organization and larger samples to get the whole picture. Further, on in the sample pool it should focus more on who has been working in the company for a long period. They have been considered as the most experiences in the startup business. The generation of the interviewee should be more various such as X-Generation and Y-Generation. It will help to get more opinion and information about the tech startup company.

Moreover, the interviewer should be the one who is not working at the same company; the interviewee will not share all of their opinions because they concern that their answers will affect their jobs.



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