

**MOTIVATIONAL FACTORS RELATING TO EMPLOYEES'  
LOYALTY: A CASE STUDY (SOMKIAT BUSINESS  
COMPANY LIMITED, 1982)**



**A THEMATIC PAPER SUBMITTED IN PARTIAL  
FULFILLMENT OF THE REQUIREMENTS FOR  
THE DEGREE OF MASTER OF MANAGEMENT  
COLLEGE OF MANAGEMENT  
MAHIDOL UNIVERSITY  
2017**

**COPYRIGHT OF MAHIDOL UNIVERSITY**

Thematic paper  
entitled  
**MOTIVATIONAL FACTORS RELATING TO EMPLOYEES'  
LOYALTY: A CASE STUDY (SOMKIAT BUSINESS  
COMPANY LIMITED, 1982)**

was submitted to the College of Management, Mahidol University  
for the degree of Master of Management

on  
April 29, 2017



.....  
Mr. Akaradesh Chotrakool  
Candidate

.....  
Asst. Prof. Astrid Kainzbauer,  
Ph.D.  
Advisor

.....  
Simon Zaby,  
Ph.D.  
Chairperson

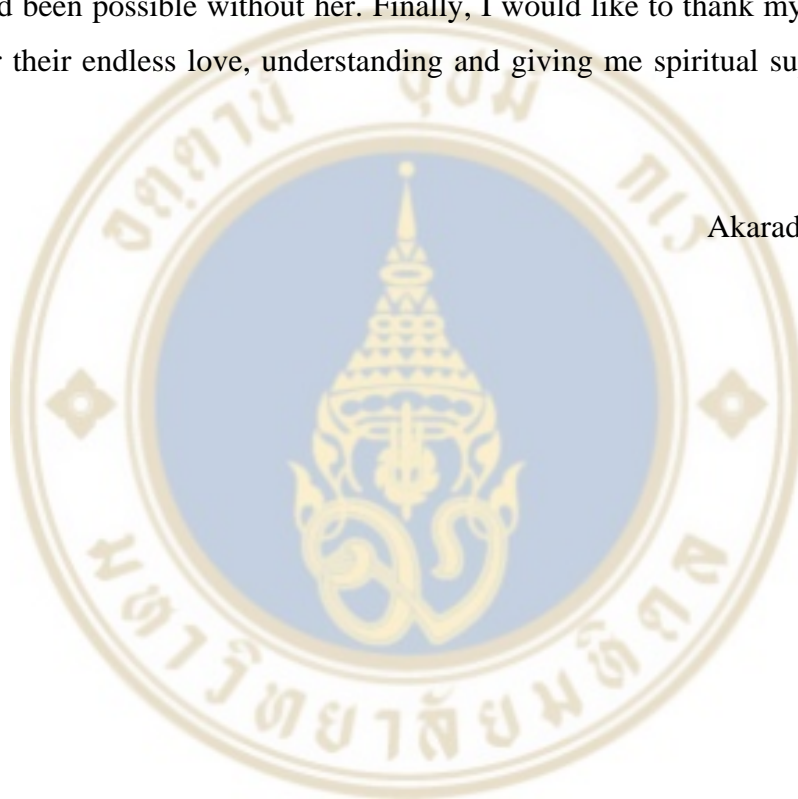
.....  
Duangporn Arbhasil,  
Ph.D.  
Dean  
College of Management  
Mahidol University

.....  
Asst. Prof. Pornkasem Kantamara,  
Ed.D.  
Committee member

## ACKNOWLEDGEMENTS

I am grateful to my supervisor, Asst. Prof. Dr. Astrid Kainzbauer, and would like to thank her for her excellent supervision, support, encouragement and patience. Her guidance and advice has proven to be invaluable. This thematic paper would not have had been possible without her. Finally, I would like to thank my parents and my wife for their endless love, understanding and giving me spiritual support during my studies.

Akaradesh Chootrakool



**MOTIVATIONAL FACTORS RELATING TO EMPLOYEES' LOYALTY: A CASE STUDY (SOMKIAT BUSINESS COMPANY LIMITED, 1982)**

AKARADESH CHOOTRAKOOL 5649060

M.M. (ENTREPRENEURSHIP MANAGEMENT)

THEMATIC PAPER ADVISORY COMMITTEE: ASST. PROF. ASTRID KAINZBAUER, Ph.D., SIMON ZABY, Ph.D., ASST. PROF. PORNKASEM KANTAMARA, Ed.D.

**ABSTRACT**

Businesses have been moving forward rapidly in the field of technological innovation. Business organizations need to adapt and innovate to survive in the business world. The focus of this study will be on motivation and satisfaction, and the impact these have on employee loyalty. The case study it will be based on is the Somkiat Business Company Limited (SKB) located in Kanchanaburi. The purpose of this study is to focus on motivation, satisfaction and the impact these have on the loyalty of employees to SKB. The objectives of the study are as follows: 1) To study the background and characteristics of work at SKB; 2) To identify motivation and satisfaction in work at SKB; 3) To identify dissatisfaction in work at SKB; 4) To determine motivational factors of related to employee loyalty at SKB and 5) To develop solutions to increase employee retention the at SKB. The qualitative approach has been applied to the study. Selected key informants were 10 employees in SKB. The study finding showed that 1) Employees have a positive attitude towards the company, and did not want to leave their job. This suggests they have loyalty to the SKB. 2) Employees were satisfied with SKB administrators as people rather than the administration system of the company. Employees would like SKB administrators to look after them to a greater degree. They would like to have a better welfare system. Employees are motivated to work and hope to be promoted in the future. 3) They were all satisfied with the current situation but would like the salary to be increased or a bonus added. This suggests they accept the company's objectives and believe in its administration. In this study, employees would like SKB to increase welfare and reward good employees to encourage them. Almost all agreed to stay in SKB as they are aware of the permanence of the job and the administrator's kindness.

**KEY WORDS:** Motivation/ Loyalty/ Satisfaction

35 pages

## CONTENTS

	<b>Page</b>
<b>ACKNOWLEDGEMENTS</b>	<b>ii</b>
<b>ABSTRACT</b>	<b>iii</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 Introduction	1
1.2 Statement of the Problem and Objectives	2
<b>CHAPTER II LITERATURE REVIEW</b>	<b>3</b>
2.1 Motivation	3
2.2 Job satisfaction	6
2.3 Loyalty	8
2.4 Conclusion	9
<b>CHAPTER III METHODOLOGY</b>	<b>10</b>
3.1 Qualitative Approach	10
3.2 Instrument of the study	11
3.2.1 Data Collection	11
3.2.2 Semi-structured interviews	12
<b>CHAPTER IV DATA ANALYSIS</b>	<b>14</b>
4.1 Background and characteristics of working in SKB	14
4.2 Motivational factors in working at SKB	17
4.3 Hygiene Factors Relating to Working at SKB	20
4.4 Motivational Factors Related to Employees' Loyalty Towards SKB	23
4.5 A good solution to retain the employees in SKB	26
<b>CHAPTER V CONCLUSION AND RECOMMENDATION</b>	<b>28</b>
5.1 Conclusion	28
5.2 Recommendations	30
5.3 Limitations of the study	30

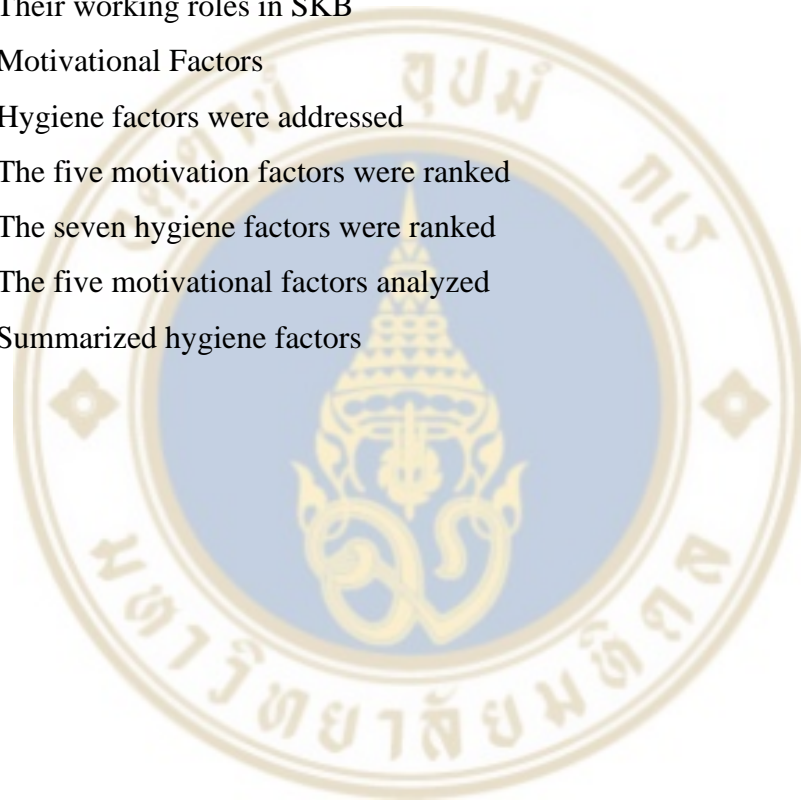
**CONTENTS (cont.)**

	<b>Page</b>
<b>REFERENCES</b>	<b>32</b>
<b>BIOGRAPHY</b>	<b>35</b>



## LIST OF TABLES

<b>Table</b>	<b>Page</b>
3.1 Interviewee list	11
3.2 Semi-structured interviews	12
4.1 Their working roles in SKB	15
4.2 Motivational Factors	18
4.3 Hygiene factors were addressed	20
4.4 The five motivation factors were ranked	23
4.5 The seven hygiene factors were ranked	24
5.1 The five motivational factors analyzed	29
5.2 Summarized hygiene factors	29



## LIST OF FIGURES

Figure	Page
2.1 Relationship between motivation factors, including hygiene factors and loyalty, and job satisfaction	9





# CHAPTER I

## INTRODUCTION

### 1.1 Introduction

Businesses have been moving forward rapidly in the field of technological innovation. Business organizations need to adapt and innovate to survive in the business world. Managers are, to some extent, responsible for the success of business companies, however the main drivers of success are the company employees. Their loyalty and working performance are significant keys to the success of any business organization. Without these it would be difficult for business organizations to achieve their mission, vision and goals. In addition, motivation is related to employees' level of job satisfaction. For example, if employees are motivated to do their job or task of work, they will feel satisfied with their work and perform well. The level of motivation and satisfaction exhibited towards an organization varies from employee to employee.

The focus of this study will be on motivation and satisfaction, and the impact these have on employee loyalty. The case study it will be based on is the Somkiat Business Company Limited (SKB) located in Kanchanaburi. SKB was established in 1982 by Mr Somkiat Chootrakool. The company started the transportation business using ten-wheeled trucks and trailers. SKB has used labor management which, since 2000, it has supplied mainly to the Siam Cement Public Company Limited (SCG) in Kanchanaburi and Ratchaburi. SCG is the largest cement company in Thailand and Southeast Asia. It has now expanded into three off-shoot businesses: SCG cement-building materials, SCG packaging, and SCG chemicals.

SCG packaging and SCG chemicals have been processed by factories in Bangpong of Ratchaburi and Wongsala of Kanchanaburi respectively. Some elements of these processes need to be managed through outsourcing. The main administrative role of SKB is to supply and manage the employees who work for SCG units in both the Bangpong factory and the Wongsala factory.

## 1.2 Statement of the Problem and Objectives

Workplace motivation is very important as it is key to increasing job satisfaction amongst employees. Consequently, they become more loyal and increase the energy they put into their work. The company has fewer problems if the turnover rate is low, as this shows that employees have a high level of loyalty towards the company. To prevent committed and talented employees from leaving the company, they need to be retained. Unfortunately, SKB has had a high turnover rate in recent years which has caused several problems for the company. For example, employee shortages have occurred in some working units and cover has had to be drafted in from other work units.

The purpose of this study is to focus on motivation, satisfaction and the impact these have on the loyalty of employees to SKB. The objectives of the study are as follows:

1. To study the background and characteristics of work at SKB;
2. To identify motivation and satisfaction in work at SKB;
3. To identify dissatisfaction in work at SKB
4. To determine motivational factors of related to employee loyalty at SKB;
5. To develop solutions to increase employee retention the at SKB

## **CHAPTER II**

### **LITERATURE REVIEW**

This chapter will review relevant research that will explain the context of the study. It will define and explain the concepts of motivation, job satisfaction and loyalty.. It will then explore various theories of motivation, focusing particularly on Herzberg's motivator-hygiene theory. This theory is relevant to the business world and addresses two main areas which are motivation factors and hygiene factors respectively. This review therefore has five sections. Section 2.1 and 2.2 introduce Herzberg's motivator-hygiene theory and the concept of job satisfaction. Section 2.3 describes and explains the concept of loyalty and offers a rationale for the research.

#### **2.1 Motivation**

Mitchell (1982) proposed that motivation was important because it was often recognized as "a psychological process that causes the arousal, direction, and persistence of voluntary actions that are goal directed" (p. 81). Wiley (1997) described motivation as encapsulating the following assumptions: (1) motivation was contingent upon a precise examination of personal, task, and environmental characteristics that have the ability to influence the behavior and job performance of an employee; (2) motivation was not a permanent attribute; it could change and be influenced by personal and situational factors, and (3) motivation affected behavior but not performance.

Snell (1999:8) argued that motivation was all encompassing. Everyone needs motivations to achieve their target objectives in life. Even the most talented people cannot reach their potential without motivation. With motivation, everyone can perform at a level that transcends their intelligence and academic ability. Snell also argued that company staff or employees in effect were the company. They project the image of the company that customers can see. Thus, they have the power to deliver a high-quality standard of

service to customers or business partnerships. The image of the company is therefore based on its employees, not its managers.

Similarly, Bateman and Snell (1999: 440) agreed that motivation referred to the forces that energize, direct and sustain a person's efforts. They argue that virtually all behaviors, except those which are involuntary, are motivated. People who are highly motivated will work hard to achieve their performance goals. In conjunction with adequate ability and an understanding of the job, an individual can be highly productive.

Sansone and Harackiewicz (2000:1) argued that motivation referred to two different forms of behavior: 1) basic biological needs or drives connected to survival and procreation, for example, hunger, thirst and sex, and 2) extrinsic rewards or punishments. Both are motivated by the need or desire to achieve specific outcomes in terms of promotion, recognition or avoidance of punishment. Therefore, motivation energizes and guides behavior towards a particular goal.

Gibson, Ivancevich and Donnelly (2000:127) defined motivation as the forces acting on or within an individual to initiate and direct behavior. Differences in the intensity of behavior are therefore a result of higher or lower levels of motivation directing behavior. For example, when we are tired or sleepy we direct our behavior towards going to bed and getting some sleep.

Nel et al. (2001: 326) described motivation as being either "intentional" or "directional". The word 'intentional' refers to personal choice and persistence of action while the word 'directional' indicates the presence of a driving force aimed at attaining a specific goal. Additionally, the authors claimed that people who are suitably motivated are always aware of the fact their specific goal must be achieved, and continuously direct their efforts to achieve that goal, even in the face of adversity. Motivation can be intrinsic, which occurs when people participate in an activity they find enjoyable and interesting, whilst extrinsic motivation occurs when individuals are engaged in activities for which they receive a reward or other incentives (Eccles & Wigfield, 2002).

Bernard, Mills, Swenson and Walsh (2005), on the other hand, have defined motivation as "a purposeful behavior that is ultimately directed toward the fundamental goal of inclusive fitness" (p. 129). They argued that, due to the randomness of behaviors and interests, an individual's behavioral differences are a result of being guided by motives. They found that employees used to motivate themselves and explored the impact

this may have had on the degree of loyalty shown to employers. Every employee was subject to differing motivational factors that could potentially impact their degree of loyalty.

Given the above definitions and explanations, it can be said that motivation is used to explain the behaviors or reasons for people's actions as a result of internal and/or external drivers at work in their lives. Herzberg's motivator-hygiene theory will be applied in the study and is explained as follows:

### **Herzberg's Motivator-Hygiene Theory**

Herzberg (1959), a behavioral scientist, proposed that two-factors influence people's motivation at work, these are; (1) hygiene factors which can discourage or demotivate people because they are off-putting or inappropriate and (2) motivators that sustain effort. Herzberg's theory is a content theory in that it explains the factors that motivate individuals through identifying and satisfying their individual needs, desires and the aims pursued to satisfy these desires. This motivation theory has become known as a two-factor theory or the motivator-hygiene theory. It is based upon the simple idea that motivation can be dichotomized into hygiene factors and motivation factors, and is referred to as a 'two need system'.

- Motivational factors-Motivational factors all lead to positive satisfaction and these factors can therefore be called satisfiers. Employees find these factors intrinsically rewarding, and are thus motivated to perform better at work. They also symbolize the psychological needs that were perceived as an additional benefit. These motivational factors are as follows:

1. Sense of achievement and the intrinsic value obtained from the job itself-employees must feel a sense of achievement depending on the job.

2. The level of recognition by both colleagues and management-employees should be praised and recognized for their accomplishments by both colleagues and managers.

3. Growth and promotional opportunities - There must be growth and advancement opportunities in an organization to motivate the employees to perform well.

4. The level of responsibility - The employees must hold themselves responsible for their work. The managers should give them ownership of the work. They should minimize control but retain accountability.

5. Meaningfulness of the work - The work itself should be meaningful, interesting and challenging for the employee to perform and be motivated.

- Hygiene factors-Hygiene factors are essential concerning the existence of motivation in the workplace. These factors do not lead to positive satisfaction in the long-term but if they are absent or non-existent this will lead to dissatisfaction. These factors are therefore extrinsic to work. Hygiene factors are also known as dissatisfiers or maintenance factors as they are required to avoid dissatisfaction. They symbolize the physiological needs that individuals want and expect to be fulfilled. Hygiene factors are as follows:

1. Pay - pay or salary should be reasonable and appropriate.
2. Company policies and administrative policies-company policies should not be too rigid. They should be fair and include flexible working hours, dress code, breaks, vacation, etc.
3. Supervision - the employees should be offered health care plans, benefits for the family members, employee help program, and so on
4. Physical working conditions - the working conditions should be safe, clean and hygienic. Work equipment should be updated and well-maintained.
5. Status - the employees' status within the organization should be familiar and retained.
6. Interpersonal relations - the relationship of the employees with his/her peers, superiors and subordinates should be acceptable and appropriate.
7. Job security - the organization must provide job security to the employees.

## **2.2 Job satisfaction**

Job satisfaction is extremely important for employees. It is an internal drive that enables them to perform in their work. In a company, some employees like to work every day and they perform well. This is because they are happy and satisfied with their work In contrast, some employees would not like to work every day, and try to avoid

work or find any reason they can not to come. They are therefore not happy in the work place and not satisfied with their job. This section will define job satisfaction and summarize relevant research.

Locke (1976) defined job satisfaction as an emotional state resulting from the evaluation or appraisal of one's job experience. Spector (1997:2) argued that job satisfaction was simply how people felt about their jobs and different aspects of it. Job satisfaction simply addressed the fact that employees either like (satisfaction) or dislike (dissatisfaction) their jobs. Furthermore, job satisfaction was an attitudinal variable and could be seen as either a global feeling about the job or as a related constellation of attitudes about various aspects or facets of the job.

Bateman and Snell (1999:458) claimed that if people felt fairly treated as a result of the outcomes they received they would be satisfied. They commented that satisfied workers were not necessarily more productive than dissatisfied ones; sometimes people were happy with their jobs because they did not have to work hard. Job dissatisfaction results in a workforce that was more likely to exhibit 1) higher turnover; 2) higher absenteeism; 3) lower corporate citizenship; 4) more grievances and lawsuits; 5) strikes; 6) stealing, sabotage, and vandalism; and 7) poorer mental and physical health.

According to Gibson et al. (2000:352-353), job satisfaction can be defined as an individual's expression of personal well-being associated with carrying out the job assigned, and is dependent on intrinsic and extrinsic outcomes and how the jobholder views those outcomes. Additionally, outcomes for different people have different value. Responsible and challenging work for some people may lead to neutral or even negative feelings depending on their education and work experience. Conversely, other people may feel more positively about the job. Thus, different job outcomes arise from different opinions, and these account for differing levels of job satisfaction.

Pepe (2010) stated that job satisfaction was not only a concept that communicated how an employee felt about their work, it was also directly related to an employee's willingness to leave their job. Gupta and Gokhale (2013) suggested that job satisfaction could be divided into two types, affective job satisfaction and cognitive job satisfaction, and these determine how well an employee fits with either the job or the organization.

Job satisfaction has therefore been defined in many ways. Some researchers believe that job satisfaction is simply a feeling people have about work that they like or dislike, or a related constellation of attitudes about various aspects or facets of the job such as the nature of work or supervision. Others suggest that job satisfaction is less simplistic than this and that multidimensional psychological responses to one's job are involved.

### **2.3 Loyalty**

Every business company needs to have employees who exhibit loyalty and commitment to their company because these employees determine its success and will not leave the company when there is a problem or crisis.

Pfeiffer (1992) argued that loyalty could be an action that stems from honest motives. Reichheld (2001), on the other hand, defined loyalty as the willingness to put aside the personal needs one has for the betterment of a relationship.

Loyalty, according to de Graaf (2011) however, was a concept that “has normative, symbolic, and emotional connotations” (p. 288). Antoncic and Antoncic (2011), in relation to the workplace, suggested that “the loyalty of employees exists in the company, when employees believe in the objectives of the company, accept the objectives as their own, work for the common welfare, and want to stay in the company” (p. 82).

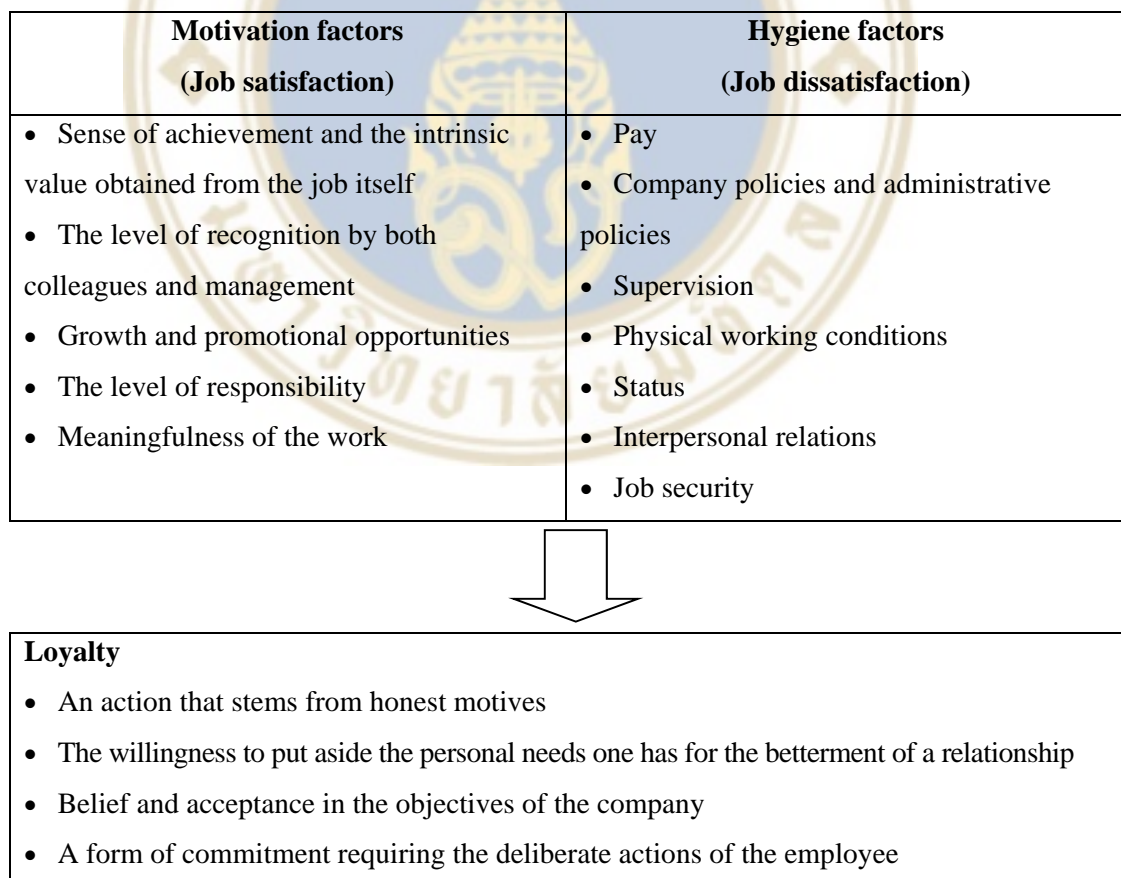
According to Elegido (2013, p.499), loyalty could also be seen as a form of commitment and requires the deliberate actions of the employee “to further the best interests of [their] employer, even when doing so may demand sacrificing some aspects of [their] self-interest beyond what would be required by one’s legal and other moral duties” (p. 496). Employees’ loyalty will therefore exist in the company if they believe in its objectives, accept them as their own, work for the common welfare of all, and want to remain with the company.



## 2.4 Conclusion

To sum up, the impact of motivation on the overall performance of employees is important for many different reasons, and organizations cannot afford to ignore employee motivation. This is an important aspect that has a tremendous impact on the intellectual capital and overall wellbeing of the organization.

As shown in Chapter 1, one of the objectives of this study is to explore motivational factors related to the loyalty of employees. According to the objectives laid out in this Chapter, Herzberg's Motivator-Hygiene theory will be used as the theoretical framework for the study. Motivational and Hygiene factors will be applied to the second and third objectives of the study respectively, as both aim to explore the relationship these factors have with job satisfaction amongst those working at SKB. On the basis of the research reviewed, the relationship between motivation factors, including hygiene factors and loyalty, and job satisfaction can be summarized thus:



**Figure 2.1 Relationship between motivation factors, including hygiene factors and loyalty, and job satisfaction**

## **CHAPTER III**

### **METHODOLOGY**

#### **3.1 Qualitative Approach**

We shall briefly clarify the qualitative approach as this will form the basis of the research carried out in this study. However, there have been many different definitions of this term.

Miles and Huberman (1994) described qualitative data as comprising rich descriptions, which are well grounded and yield explanations of processes occurring in local contexts. Denzin and Lincoln (1994) argued that qualitative research comprises studies of people engaging in natural settings, and attempts to make sense of phenomena in terms of its meaning. They argued that qualitative approach was both naturalistic and interpretive, and focused primarily on social phenomena. Riley and Love (2000) argued that, even though the quantitative approach had a place in business studies, many questioned whether it could explain issues in terms of understanding and deeper meaning. If researchers are concerned with exploring people's life histories or everyday behavior, then qualitative methods should be favored. Furthermore, qualitative research could be a way to avoid the mechanistic approach of quantitative methods (Silverman, 2000).

The qualitative approach is therefore useful and credible qualitative findings have been obtained through observation, interviewing, and content analysis; all require discipline, knowledge, training, practice, creativity and hard work (Patton, 2002). Creswell and Plano (2007) suggested there are five dimensions to the qualitative approach, which are: 1) The nature of reality (ontology); 2) How the researcher knows what he knows (epistemology); 3) The role of values in the research (axiology); 4) The language of research (rhetoric), and 5) The methods used in the process (methodology).

## 3.2 Instrument of the study

### 3.2.1 Data Collection

Data collection is an important part of the study as the quality of research is dependent on the quality of the data obtained from interviewees.

This study focuses on motivation and how it relates to employees' loyalty in the SKB. As described in Chapter 1, the main administrative of SKB is to supply and manage the employees who work for the SCG units of Bangpong factory and Wongsala factory. Therefore, the key participants in the study will be the employees who work for SKB in these two factories. Our selected key informants in the study comprise 10 employees as shown in Table 3.1.

**Table 3.1 Interviewee list**

Code	Position	Work Place	Department	Experience (years)	Gender
A	Coordinator	SCG-Wangsala SCG-Bangpong	Overall	12	Female
B	Accountant	Office	Office	2	Female
C	Accountant	Office	Office	2	Female
D	Safety officer	SCG-Wangsala	Raw material handling	7	Female
E	Supervisor	SCG-Wangsala	Raw material handling	15	Male
F	Truck driver	SCG-Wangsala	Raw material handling	30	Male
G	Supervisor	SCG-Wangsala	Raw material handling	8	Male
H	Supervisor	SCG-Banpong	Forming and die cut	1.5	Male
I	Supervisor	SCG-Banpong	Forming and die cut	1	Male
J	Office maid	Office	Office	2.5	Male

In-depth interviews are one of the main methods of data collection in qualitative research. Qualitative interviews are almost always conducted face-to-face and the interview is an intense experience. Qualitative research methods are often concerned with garnering an in-depth understanding of a phenomenon or are focused on meaning, thus they are often centered on the 'how' and 'why' of a particular issue, process, situation, subculture, scene or set of social interactions (Dworkin, 2012). When interviewing in

qualitative research, interviewers strive to enter the respondents' frames of reference and gain access to people's feelings, thoughts and intentions; consequently, they aim to understand people's opinions, in a way that is unlikely to be achieved by any other research method (Patton, 1990). Interviewers can also use non-verbal cues, such as posture, gestures, voice intonation, facial expressions and eye contact, all of which add important detail to the data obtained and can be analyzed (May, 1993).

Oppenheim (2000) suggested that every effort should be made to encourage interviewees to express their own ideas spontaneously and in their own words. A good in-depth interview appears naturalistic, and bears a resemblance to an everyday conversation (Legard et al., 2003).

### 3.2.2 Semi-structured interviews

An interview guide containing open-ended questions was prepared and used for the in-depth interviews. There were five main groups of open-ended questions which reflected the objectives of this research.

**Table 3.2 Semi-structured interviews**

Objective	Question
1	1.1 What type of workplace did you work before? 1.2 How long have you been in this job at SKB? 1.3 How do you know SKB? (From friends, job announcement etc.) 1.4 What is your working role at SKB? 1.5 How is your work going?
2	2.1 What do you satisfy in working at SKB and make you happy in working here? 2.2 Could you please explain about working here in following topics? - Sense of achievement - The level of recognition - Growth and promotional opportunities - The level of responsibility - Meaningfulness of the work

**Table 3.2 Semi-structured interviews (cont.)**

Objective	Question
3	3.1 What do you dissatisfy in working at SKB and make you unhappy in working here? 3.2 Could you please explain about working here in following topics? - Pay - Company policies and administrative policies - Supervision - Physical working conditions - Status - Interpersonal relations - Job security
4	4.1 Could you rank those five motivation factors (Q2.2) in order of importance? 4.2 Could you rank those seven hygiene factors (Q3.2) in order of importance?
5	5.1 What would you like the company do to improve your motivation? 5.2 How long do you expect to work at SKB? 5.3. What would you like to suggest SKB about administration?

## **CHAPTER IV**

### **DATA ANALYSIS**

After conducting the interview, the data were summarized and analyzed according to the objectives outlined in Chapter 1. The interview results and analysis will be provided in separate section. Section 4.1 focuses on the background and characteristics of working in SKB. Section 4.2 and 4.3 focus on motivation and satisfaction respectively, and also dissatisfaction with working at SKB. Section 4.4 focuses on motivational factors relating to employees' loyalty at SKB. The final section addresses the issue of employee retention at SKB.

#### **4.1 Background and characteristics of working in SKB**

Four questions addressed the first objective: the background to, and characteristics of working in, SKB. Such questions addressed previous workplaces, how long employees have been in their job, how they know SKB, what their working role is, and how their work is going. Their answers were summarized and analyzed as follows.

All employees worked elsewhere before working at SKB. There were three interviewees (C, D and E) who used to work in factories that were similar, involving 1) checking the quality of paper and returning paper to the warehouse, 2) controlling the production process and 3) supervising the production process for other companies. The remainder of the interviewees worked in different areas. A had worked in the training department of a company for 15 years whilst B had worked as a sale person in a motorcycle company for 7 years.

F said about their work in the past that

*“I worked in the sugar factory as a laborer who carried the sugar sacks to the lorry for a few years but the salary was not very good and also it was a tiring work. I decided to find a better work, then my friend told me that there is a well-paid driver work in Saudi Arabia, so I had moved to work there for 4 years and finally I came back to settle down my family in my home country.”*

G and I used to work in the warehouse while J used to work in a Vita food-fruit factory.

H used to be a laborer and a sales person, and interestingly stated that:

*“Actually, my previous work was very good but I had some problems with employees there so I decide to quit the job because I wanted to escape from those annoying problems”*

Interviewees have been working in SKB for the following amounts of time: 1-5 years (B, C, H, I and J), 6-10 years (D and G), 11-15 years (A and E), and more than 15 years (F).

Most (A, C, H, I and J) know SKB from friends or someone who works in, or used to work in, SKB. Two interviewees (D and G) worked in SCG along with the other sub-contracted company. Two interviewees (E and F) knew the administrators in SKB. There was only one interviewee who saw the job advertisement for the company.

Their working roles in SKB are shown below:

**Table 4.1 Their working roles in SKB**

Code	Position	Workplace	Working role
A	coordinator	SCG-Wangsala SCG-Bangpong	Coordinate the SKB administrators and work leaders in SCG
B	accountant	Office	Responsible for salary calculation
C	accountant	Office	Responsible for human resource
D	safety officer	SCG-Wangsala	Facilitate compliance with occupational health and safety guidelines

**Table 4.1 Their working roles in SKB (cont.)**

Code	Position	Workplace	Working role
E	supervisor	SCG-Wangsala	Keep employees focused on productive job activities in raw material handling department
F	Truck Driver	SCG-Wangsala	Drive vehicles to carry raw material from the outsource to the manufacturing plant.
G	supervisor	SCG-Wangsala	Keep employees focused on productive job activities in raw material handling department
H	supervisor	SCG-Banpong	Keeps employees focused on productive job activities in forming and die-cut department (morning shift)
I	supervisor	SCG-Banpong	Keeps employees focused on productive job activities in forming and die-cut department (evening shift)
J	Office Maid	Office	Office cleaning and lunch catering

Additionally, the final question asked how they felt their work was going.

Interview A responded by saying that:

*“I find the work is difficult as I have to deal with many people in the SKB and SCG. Some people in SCG is easy going but some people are very difficult to talk to and always misunderstand. Employees in SKB are not very difficult to deal with because I have known them for a long time and now I know how to control them or how to order them to work in specific tasks. As I have been working in SKB for a long time so I think I could adapt myself.”*

Three participant (D, F and J) felt the work was going smoothly and they did not have any problems, whilst all the supervisors (E, G, H and I) encountered various problems in the course of a working day.



Interviewee H, for example, felt that

*“The work is challenging and interesting but turbulent and the working in the department needs time to understand the working role”.*

Furthermore, the accountants (B and C) discussed the difficulty of work by saying:

*“Working as accountant needs plenty of time to learn the system in salary calculation and some time, some work system changed quickly, we have to adapt ourselves to work in the limited time. Some months, we have to work in overtime to make the salary calculation work in time”*

From the above summary, it is apparent all had worked for many years before joining SKB. Their work was not easy compared to work at SKB. Thus, they would find working in SKB not that difficult compared to previous work places. Half of the interviewees have worked in SKB for more than 5 years. They know the SKB administration very well. Most came to work in the company as a result of suggestions made by friends rather than seeing the job announcement. Their working role is different as they work as coordinators in each SCG factory and supervisors in different departments of the SCG factory. The most interesting point concerns the last question. There were only three interviewees who felt their work was going well while the rest described it as not that smooth and difficult. However, we found that, even though they had some problems, they still had a positive attitude. This suggests they have loyalty to SKB.

## **4.2 Motivational factors in working at SKB**

Two questions addressed the second objective: motivation and satisfaction when working at SKB. The first concerned what made them satisfied and happy at SKB. The second addressed five motivational factors: 1) sense of achievement, 2) the level of recognition, 3) growth and promotional opportunities, 4) the level of responsibility, and 5) meaningfulness of the work. Their responses can be summarized and analyzed as follows.

All gave different reasons as to what makes them satisfied and happy.

For example, Interviewee A said that

*“I think, my work is interesting because I have to learn every day, learn the working system and learn people. Furthermore, I could meet many people. When SKB has new working tasks in SCG, I could learn different working tasks. It is not boring and also it is challenging. So far I am happy with my position here and I am ok in coordinating between people in SKB and SCG.”*

Additionally, they addressed motivational factors in the following way:

**Table 4.2 Motivational Factors**

Motivation factors	Interview results
Sense of achievement	<p>They all feel they are proud to be in their position and would like to be accepted as SKB administrators.</p> <p>For example, Interview D stated that: <i>“I work hard and work in everything that SKB administrators ordered me. I am proud to be in my position but however I would like to be accepted for everyone in SKB”</i></p>
The level of recognition	<p>Two interviewees (A and C) feel that they are praised by administrators and have a high level of recognition while seven feel that they are praised by administrators with a medium level of recognition.</p> <p>However, Interviewee H stated that: <i>“I think I am the last one to be thinking about, I feel that I am not in favor like the others in SKB.”</i></p>
Growth and promotional opportunities	<p>Interviewee A is satisfied with her position as it is the highest in SKB after the administrators. The remainder believe they have an opportunity to be promoted to a higher level or that their salary would be increased year by year.</p>

**Table 4.2 Motivational Factors (cont.)**

Motivation factors	Interview results
	<p>Interviewee G stated that:</p> <p><i>“I am now a supervisor in raw material handling department, I still hope to be in the other position in SKB, and for example, I would like to be a coordinator between the company and SCG. If I stay here longer, I might have that chance”</i></p>
The level of responsibility	<p>Almost all think their level of responsibility is very high and their position is important in driving SKB forward.</p> <p>Interviewee B said that:</p> <p><i>“I think that I should concentrate on the work in front of me first and I would like to do on my best for my work.”</i></p>
Meaningfulness of the work	<p>They all think that their work is meaningful because it helps them to have a meaningful life. Furthermore, the work could improve their general employment skills.</p> <p>Interviewee F confirmed that:</p> <p><i>“I love my work; I like to drive everywhere depending on SKB and SCG. I felt hopeless when I do not have to drive if there is no carrying work in SCG or when SCG is closed.”</i></p>

From the above results, it appears that most are satisfied in their role as SKB administrators, rather than with the administration system of the company. They referred to the way the SKB administrators looked after them at work. Furthermore, working at SKB was convenient for them because it was not far from their houses. Only one interviewee commented on welfare. When asked about the motivational factors, they all felt motivated and hoped to be promoted in the future. This shows they have loyalty to the company. However, one participant felt left out by the company.

### 4.3 Hygiene Factors Relating to Working at SKB

Two questions addressed the third objective: dissatisfaction when working at SKB. The first asked what they felt dissatisfied about and what made them unhappy at work. The second addressed the seven hygiene factors: 1) pay, 2) company and administrative policies, 3) supervision, 4) physical working conditions, 5) status, 6) interpersonal relations and 7) job security. Their answers were summarized and analyzed as follows.

Four felt they were satisfied with their work. The remainder expressed some dissatisfaction for the following reasons: 1) Some employees performed well but did not receive suitable benefits. For example, they could not take days off for personal reasons; 2) The workplace was not suitably organized; it was therefore hard to concentrate; 3) Some employees took a day off without advance notice, making it difficult to manage the work and 4) Some employees created a bad atmosphere and workplaces overall were generally noisy.

Additionally, hygiene factors were addressed as follows:

**Table 4.3 Hygiene factors were addressed**

Hygiene factors	Interview results
Pay	<p>They all think their salary is appropriate to the work they do.</p> <p>Interviewee C stated that:</p> <p><i>“The salary is suitable for the work. We receive an extra wage if we work late or work on a holiday. We have got the bonus in every year”</i></p>
Company policies and administrative policies	<p>They all think that company and administrative policies are suitable and acceptable.</p> <p>Interviewee D mentioned welfare, stating that:</p> <p><i>“I like the welfare here, we receive three uniforms and a pair of safety shoes. Employees in other company have to pay for them”</i></p>

**Table 4.3 Hygiene factors were addressed (cont.)**

Hygiene factors	Interview results
	<p>Interviewee E also stated that:  <i>“The company has clear policies and safety, everyone has a training program before working”</i></p> <p>Interviewee H agreed, stating that  <i>“I am ok with the policies so far. In the past, there were unsuitable some policies, but they were already removed.”</i></p>
Supervision	<p>They think that administration is acceptable because they treat employees as a big family. Administrators are not fussy and look after the employees very well. Interviewees B, H and I agreed that they were satisfied working at SKB because they have a good colleague and a boss who can tell them they have made a mistake without bias.</p> <p>Interviewee C confirmed that:  <i>“I am happy to work here. I was a housewife before working here. My elder sister used to work here but she had to quit the job to look after her baby at home. So, she asked me to work instead of her. I did not hesitate long to work here because I knew that SKB work as a big family.”</i></p>
Physical working conditions	<p>The atmosphere and working environment is acceptable but some areas are very hot and it is difficult to concentrate on work. Interviewees B, C, E, F, G and J agreed that the work place is not far from their houses.</p> <p>Interviewee B said that:  <i>“The workplace is nearby but the working area is not spacious. It is lack of office equipments. It is very hot in summer”</i></p> <p>Interviewee C said that:  <i>“There is a lot of stuff in the office. It is difficult to tidy and put them in order.”</i></p>

**Table 4.3 Hygiene factors were addressed (cont.)**

Hygiene factors	Interview results
	<p>Interviewee D argued that:</p> <p><i>“The workplace is noisy, especially when there is a building area near the office.”</i></p>
Status	<p>They feel that their status is acceptable. Even though some employees have problems, they work as a big family and can sort these out quickly. Most problems are personal rather than working problems.</p> <p>Interviewee F agreed that:</p> <p><i>“I have been a driver for a long time here, so I have known almost everyone who works in SKB. Even though my status is not a very high level in the company but I feel acceptable here because every employee is respectful”</i></p>
Interpersonal relations	<p>There is no problem regarding relationships between colleagues because they work as a family. Sometimes there are personal problems between employees, however coordinators solve those problems by separating them into different work places.</p> <p>Interviewee H said that:</p> <p><i>“We have a good relationship in working here, when I need any help when I ask for, they would help me. Administrators always emphasize us about working as teamwork.”</i></p> <p>Interviewee J confirmed that:</p> <p><i>“I am satisfied in working here because everyone here is kind. Even though there is a lot of office work for some occasion but office staff in SKB help each other”</i></p>

**Table 4.3 Hygiene factors were addressed (cont.)**

Hygiene factors	Interview results
Job Security	They do not worry much about job security at SKB. Interviewee A confirmed that: <i>“I have been working for a long time, so I will try to do my best to keep working hard here. I think administrators would not leave me”</i>

From the above results, it is clear that dissatisfaction relates to physical working conditions rather than the administrative system of the company. For example, participants commented about the hot working environment, office related issues and noise.

#### 4.4 Motivational Factors Related to Employees' Loyalty Towards SKB

Two questions addressed the fourth objective: motivational factors of motivation related to employees' loyalty towards SKB. They were asked to rank the following five motivational factors: 1) sense of achievement, 2) the level of recognition, 3) growth and promotional opportunities, 4) the level of responsibility, and 5) meaningfulness of the work. They were also asked to rank seven hygiene factors: 1) pay, 2) company policies and administrative policies, 3) supervision, 4) physical working conditions, 5) status, 6) interpersonal relations and 7) job security.

The five motivation factors were ranked as follows:

**Table 4.4 The five motivation factors were ranked**

Code	Sense of achievement,	The level of recognition	Growth and promotional opportunities	The level of responsibility	Meaningfulness of the work
A	5	2	1	3	4
B	5	2	1	3	4
C	2	5	3	4	1
D	4	3	5	2	1

**Table 4.4 The five motivation factors were ranked (cont.)**

Code	Sense of achievement,	The level of recognition	Growth and promotional opportunities	The level of responsibility	Meaningfulness of the work
E	3	1	4	2	5
F	1	2	3	5	4
G	4	1	2	5	3
H	1	5	2	4	3
I	1	3	2	4	5
J	2	3	1	4	5

From the table, the highest rank is represented by the number 1 and the lowest by the number 5. Thus, the highest rank of 1 gives a score of 5. The other ranks of 2, 3, 4 give scores of 4, 3 and 2 respectively. The lowest rank of 5 gives the lowest score of 1. The maximum score is 5. Therefore, the average score for each motivational factor is as follows:

1. Growth and promotional opportunities (average 3.6)
2. The level of recognition (average 3.3)
3. Sense of achievement (average 3.2)
4. Meaningfulness of the work (average 2.5)
5. The level of responsibility (average 2.4)

The seven hygiene factors were ranked as follows:

**Table 4.5 The seven hygiene factors were ranked**

Code	1 pay	2 company policies and administrative policies	3 Supervision	4 physical working conditions	5 status	6 interpersonal relations	7 job security
A	4	2	3	5	6	1	7
B	4	2	3	5	6	1	7
C	4	1	5	2	3	7	6
D	7	5	4	1	6	2	3
E	7	6	4	1	3	2	5



**Table 4.5 The seven hygiene factors were ranked (cont.)**

Code	1 pay	2 company policies and administrative policies	3 Supervision	4 physical working conditions	5 status	6 interpersonal relations	7 job security
F	4	5	6	1	2	7	3
G	6	3	4	1	2	5	7
H	6	4	1	2	3	5	7
I	5	4	7	6	3	1	2
J	3	4	5	1	6	2	7

From the table, the highest rank is represented by the number 1 and the lowest by the number 7. Therefore, the highest rank 1 gives the score 7. The other ranks of 2, 3 4, 5, 6 give scores of 6, 5, 4, 3 and 2 respectively. The lowest rank of 7 gives the lowest score of 1. The maximum score is 7. Therefore, the average score for each hygiene factors is as follows:

1. Physical working conditions (average 5.5)
2. Interpersonal relations (average 4.7)
3. Company policies and administrative policies (average 4.4)
4. Status (average 4.0)
5. Supervision (average 3.8)
6. Pay (average 3.0)
7. Job security (average 2.6)

From the above results, interviewees rated the three most important motivational factors as being: growth and promotional opportunities (average 3.6), the level of recognition (average 3.3) and sense of achievement (average 3.2). Note that the total score for motivational factors is 5. They would therefore like to be promoted. It also shows they see their future in SKB. However, they would also like to be recognized and accepted by colleagues and administrators. Regarding hygiene factors, interviewees rated the three most important factors as: physical working conditions (average 5.5), interpersonal relations (average 4.7), and company policies and administrative (average 4.0). Note that the total score for hygiene factors is 7.

#### 4.5 A good solution to retain the employees in SKB

Three questions addressed the final objective: finding a good solution that would help retain the employees in SKB. They were asked what they would like the company to do to improve their motivation, how long they expected to work at SKB, and what they would like to suggest to SKB about its administration. Their answers are summarized and analyzed as follows:

They all agreed that, if possible, the SKB administrators should increase their salary or bonus. Furthermore, SKB should increase welfare and offer an incentive to good employees to encourage them to stay.

Interviewee A, for example, commented that:

*“The company should increase extra money and a special welfare for some positions in the company, for example, accountants in the office.”*

Interviewee G agreed, stating that:

*“The company should have a special gift and increase the salary to encourage for hard working employees”*

Nine interviewees said they had no plans to work anywhere else. They were happy to remain with SKB.

Interviewee C confirmed this by saying that:

*“I will keep working here, if there is nothing change about my family”*

Interviewee F agreed:

*“I will work here until I am old and cannot drive anymore.”*

One interviewee was unsure as she had personal problems and may have to quit one day to look after her mother.

Four (D, E, F, G) thought that the SKB administration was suitable and acceptable while interviewee A suggested that:

*“Administrators should look for behaviors rather than words because some of them are not very good in speaking but they work well. Some employees could speak well but could not work well as they speak.”*

Two interviewees (B and C) would like to have better equipment in the office, for example printers and scanners, because there is not enough for everybody. The rest of the interviewees would like administrators to think about offering overtime as they need extra money to support their families. Moreover, SKB should provide an

extra bonus for travelling together as they would like to relax outside the factory but have no chance to go by themselves.

From the above results, participants were clearly satisfied with the SKB administration but would still like the company to look after them more, especially regarding extra money, bonuses or travelling. They felt the company should increase the level of welfare and offer gifts to good employees to encourage them.



## **CHAPTER V**

### **CONCLUSION AND RECOMMENDATION**

Based on the results, this chapter will present a conclusion and a number of appropriate recommendations.

#### **5.1 Conclusion**

Based on this research, and the literature reviewed, the following conclusions have been drawn.

1. Most of the employees have been working for many years. Some used to work in similar jobs,. Therefore, they have no problem working. They are mature enough and an easily adapt to a working environment. Overall, their work is going well, although a few problems have sometimes arisen. Even when this occurs, solutions are quickly found. Employees have a positive attitude towards the company, and did not want to leave their job. This suggests they have loyalty to the SKB, described by Elegido (2013) as a form of commitment requiring the deliberate actions of the employee.

2. Employees were satisfied were SKB administrators as people rather than the administration system of the company. Employees would like SKB administrators to look after them to a greater degree. Working at SKB was convenient for them because it is not far from their houses. However, they would like to have a better welfare system. Employees are motivated to work and hope to be promoted in the future. Thus, they have loyalty to the company, although one employee felt overlooked. Job satisfaction is an individual's expression of personal well-being associated with doing the job assigned, and is dependent on the level of intrinsic and extrinsic outcomes and how the jobholder views those outcomes. Outcomes for different people have different values. Responsible and challenging work for some people may have a neutral or even negative value depending on their education and work experience (Gibson et al. (2000). Furthermore, every employee has different motivational factors that could potentially impact their

degree of loyalty (Bernard et al., 2005). The five motivational factors in this instance were analyzed as follows:

**Table 5.1 The five motivational factors analyzed**

<b>Motivation factors</b>	<b>Interview results</b>
Sense of achievement	Proud to be in their position and need acceptance from SKB administrators.
The level of recognition	Needs to be a high level of recognition.
Growth and promotional opportunities	Have an opportunity to be promoted to a higher level.
The level of responsibility	Very high in the company and important to drive SKB forward.
Meaningfulness of the work	Have a meaningful life and improve their employment skills.

3. Hygiene factor related to physical working conditions rather than the administrative system of the company. The seven hygiene factors (Herzberg, 1959) in this instance can be summarized as follows:

**Table 5.2 Summarized hygiene factors**

<b>Hygiene factors</b>	<b>Interview results</b>
Pay	Suitable salary
Company policies and administrative policies	Suitable and acceptable administrative policies
Supervision	Having a good boss who can tell us when we make a mistake without bias
Physical working conditions	Workplace is hot and difficult to concentrate on work.
Status	Acceptable status in the company
Interpersonal relations	Having good colleague
Job security	They believe the company will not desert them.

4. Regarding aspects the employees would like SKB to improve, they were all satisfied with the current situation but would like the salary to be increased or a bonus added. This suggests they accept the company's objectives and believe in its administration. They therefore have loyalty to SKB, in accordance with Antoncic and Antoncic's (2011) contention that the loyalty of employees exists in the company when employees believe in its objectives, accept them as their own, work for the common good, and want to stay with the company. In this study, employees would like SKB to increase welfare and reward good employees to encourage them. Almost all agreed to stay in SKB as they are aware of the permanence of the job and the administrator's kindness.

## **5.2 Recommendations**

Although the results were good, in some areas the administrators did not look after employees so well. To ensure that SKB retains its employees in the long term they should consider the following:

1. SKB should consider gradually increasing the salary, especially for coordinators and supervisors as they work hard and have a high level of responsibility.
2. SKB should relax the vacation policy to allow employees to take some days off.
3. SKB should offer a special reward to employees who work hard and have a high degree of loyalty to the company.
4. SKB should utilize external training to support relationships between employees, and between employees and administrators.
5. SKB should ensure there is enough equipment in the office to support and comfort staff.

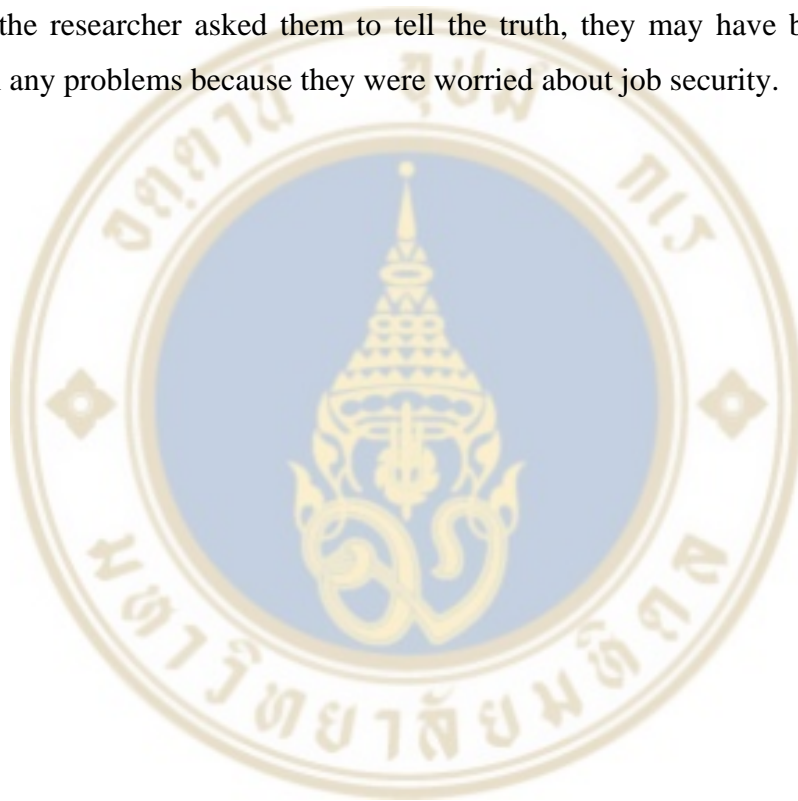
## **5.3 Limitations of the study**

The qualitative method was useful and produced credible qualitative findings throughout the observation. The in-depth interview was the main method used to collect

data from all interviewees in the company. These were conducted face-to-face in the meeting room of the company. However, the limitations of the study were that:

1. All interviewees have a different attitude towards working. Some work to a high standard and are responsible. Others have a suitable level of working and take responsibility only for what is placed in front of them. They may therefore employ different levels of thinking and decision making.

2. The study was conducted using face-to-face in-depth interviews. The company administrator interviewed them in the meeting room of the company. Even though the researcher asked them to tell the truth, they may have been reluctant to mention any problems because they were worried about job security.



## REFERENCES

- Antonicic, J. A. , & Antonicic, B. (2011). Employee loyalty and its impact on firm growth. *International Journal of Management and Information Systems*, 15(1), 81-87.
- Bateman, T. S. , & Snell, S. A. (1999). *Management – Building Competitive Advantage*. (4th ed). Boston: McGraw-Hill.
- Bernard, L. C., Mills, M., Swenson, L., & Walsh, R. (2005). An evolutionary theory of human motivation. *Genetic, Social & General Psychology Monographs*, 131(2), 129-184.
- Creswell,J.,& Plano, C. V. (2007). *Designing and Conducting Mixed Methods Research*. Thousand Oaks , CA:Sage Publications.
- De Graaf, G. (2011). The loyalties of top public administrators. *Journal Of Public Administration Research & Theory*, 21(2), 285-306.
- Denzin, N. & Lincoln, Y. (1994). *Handbook of Qualitative Research*. Thousand Oaks , CA:Sage Publications.
- Dworkin, S.L. (2012). *Sample Size Policy for Qualitative Studies Using In-Depth Interviews*. Archives of Sexual,41,1319. doi:10.1007/s10508-012-0016-6
- Eccles, J. S., & Wigfield, A. (2002). Motivational beliefs, values, and goals. *Annual Review of Psychology*, 53, 109-32.
- Elegido, J. M. (2013). Does it make sense to be a loyal employee? *Journal of Business Ethics*, 116(3), 495-511. doi: <http://dx.doi.org/10.1007/s10551-012-1482-4>
- Gibson, J. L., Ivancevich, J. M., Donnelly, Jr., James, H. (2000). *Organizations – Behavior – Structure – Processes*. (10th ed). Boston :McGraw-Hill.
- Gupta, R., & Gokhale, H. V. (2013). An exploratory study on job satisfaction of employees in newspaper industry with special reference to Nagpur region. *Srusti Management Review*, 6(1), 17-29.
- Herzberg, F., Mauser, B., & Snyderman, G. (1959).*The motivation to work*. New York: John Wiley.



- Legard, R., Keegan, J., & Ward, K. (2003). *In-depth interviews: In Qualitative research practice – a guide for social science students and researchers*. London: Sage Publications.
- Locke, E. A. (1976). *Handbook of industrial and organizational psychology*. Chicago: Rand McNally.
- May, T. (1993). *Social Research: Issues, Methods & Process*. Buckingham: Open University Press.
- Miles, M.B. & Hunerman, A.M. (1994). *Qualitative Data Analysis*. London: Sage.
- newspaper industry with special reference to Nagpur region. *Srusti Management Review*, 6(1), 17-29.
- Mitchell, T. R. (1982). Motivation: New directions for theory, research, and practice. *Academy Of Management Review*, 7(1), 80-88.
- Nel, P.S., Gerber, P.D., Van Dyk, P.S., Haasbroek, G.D., Schultz, H.B., Sono, T. & Werner, A. (2001). *Human Resources Management. 5th Edition*. Cape Town: Oxford University Press.
- Oppenheim, A. N. (2000). *Questionnaire Design, Interviewing and Attitude Measurement*. London: Pinter Pub Ltd.
- Patton, M.Q. (1990). *Qualitative evaluation and research methods*. (2nd ed.). Newbury Park, CA: Sage.
- Patton, M.Q. (2002). *Qualitative Research & Evaluation Method*. Thousand Oaks, California: Sage.
- Pepe, M. (2010). The impact of extrinsic motivational dissatisfiers on employee level of job satisfaction and commitment resulting in the intent to turnover. *Journal of Business & Economics Research*, 8(9), 99-107.
- Pfeiffer, R. S. (1992). Owing loyalty to one's employer. *Journal of Business Ethics*, 11(7), 535.
- Riley, R.W. & Love, L.L. (2000). The State of Qualitative Tourism Research, *Annals of Tourism Research*, 27(1), 164-187.
- Sansone, C. & Harackiewicz, J. M. (2000). *Intrinsic and Extrinsic Motivation – the search for optimal Motivation and Performance*. California: Academic Press.

- Silverman, D. (2000) *Doing Qualitative Research: A Practical Handbook*. London: Sage Publications.
- Snell, S. (1999). *Motivate Your Staff :self study workbook*. (2nd ed). Britain:Kogan Page Limited.
- Spector, P. E. (1997). *Job satisfaction: application, assessment, cause and consequences*. Thousand Oaks, CA: Sage Publications.
- Wiley, C. (1997). What motivates employees according to over 40 years of motivation surveys. *International Journal of Manpower*, 18(3), 263-28

