

**A STUDY ON EXTRINSIC AND INTRINSIC MOTIVATION
FACTORS INFLUENCING JOB SATISFACTION AMONG
EMPLOYEES WORKING IN A THAI RETAIL COMPANY**



**A THEMATIC PAPER SUBMITTED IN PARTIAL
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Thematic paper
entitled
**A STUDY ON EXTRINSIC AND INTRINSIC MOTIVATION
FACTORS INFLUENCING JOB SATISFACTION AMONG
EMPLOYEES WORKING IN A THAI RETAIL COMPANY**

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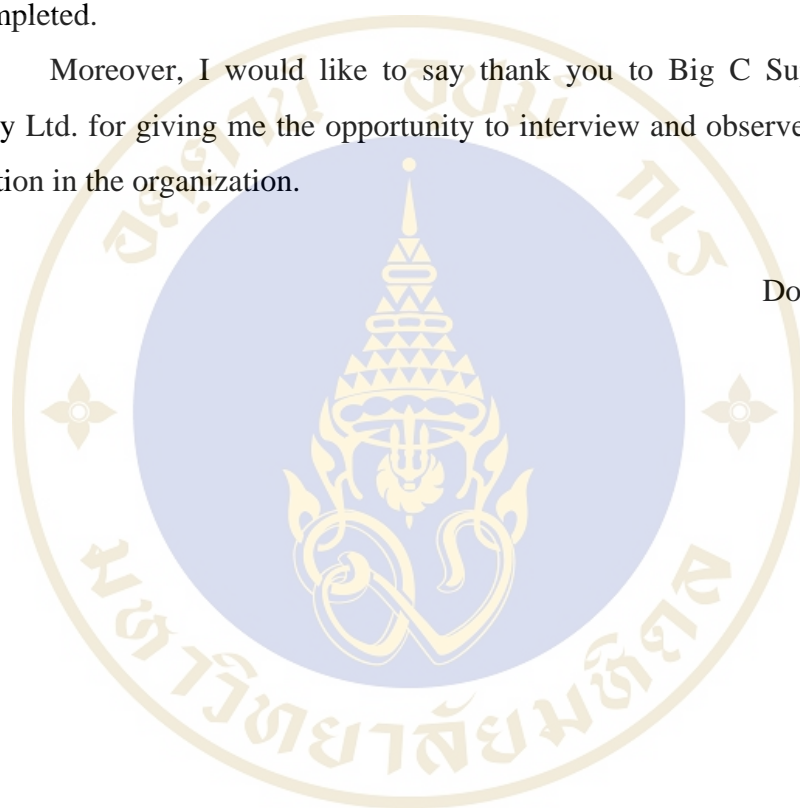
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Dootsasi Ponnawee



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ABSTRACT

The purpose of the paper is to explore (1) the determinant factors of work motivation of employees who work in retail sector, (2) the rank of the factors which employees see as influencing factors on their job satisfaction, and (3) the differences in the degree of work motivation between managerial and administrative level. 6 interviewees were selected as a sample of this study. They are employees in both managerial and administrative position level. I chose in-depth interview to ask them about their work environments. Also asking them to rank the factors which they think it the most to least influence on their job satisfactions. The factors are included extrinsic and intrinsic factor of Herzberg. The finding is shown that the factors are differences by individual preference in each stage of working life. Administrative employees are more influenced by the rate of pay, promotion opportunity, and opportunity for personal growth while managerial employees see most of extrinsic factors as important and can influence on their job satisfactions.

KEY WORDS: Job satisfaction, Motivation, Extrinsic, Intrinsic

40 pages

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CHAPTER I

INTRODUCTION

Nowadays, many things change continuously, for instant, technology, environment, the way people lives, and consumer behaviors. To respond to the change, many organizations try to adapt and develop their products or services to fit with the change in the real world. In a highly competitive market, the organizations try so hard in order to reach sales target especially for fast moving goods industry [FMCGs] and retail sectors.

There are many retail stores in Thailand in many types of format; hypermarket, supermarket, and convenience stores. The famous retail stores in Thailand are Tesco Lotus, Big C, Tops, Villa Market, Boots, 7-Eleven and so on. Each retail store has head office where has many employees operate and corporate with the staff at the stores. Furthermore, employees who work at head office have to face with high level of stress in doing many business projects and plans in order to retain current customers and gain new customers.

As I work for Big C Supercenter public company, I had chanced to work on many projects through the year. The timeline to implement the projects are closely to each other so many employees are unable to manage their work schedule; some are bored with the job they assigned and have complaint about their workloads. It seem like an employee have less work motivation and job satisfaction at work.

In current situation may affect to the performance and business success. Therefore, the organizations have to focus on the factors that move an individual into action and enhance job satisfaction among employees. As mention in Kressler (2003) “ Employee performance held the key to business success, there have been continuous efforts to understand the various desires that help to optimize the intensity, quality, efficiency and reliability of performance. It is just as necessary for employees to be motivated as it is for them to be qualified”.

To understand which factors can motivate and make employees satisfied with their job is so important because it led to business success.

The study focuses on the factors that influence on work motivation and job satisfaction among employees who work in retail sector in Thailand. The motivation and job satisfaction theories are reviewed in the chapter2. Moreover, the methodology used in the study including how to collect and analyze data is explained in Chapter 3. In the last chapter, the conclusion, discussion, and recommendation are stated in this chapter.



CHAPTER II

LITERATURE REVIEW

2.1 The Definition of Job Satisfaction

Job satisfaction can be considered as one of the main factors that lead to business organizations success. Many authors and researchers are defined different in job satisfaction definitions as follows:

The definition on job satisfaction by Vroom focuses on the role of the employee at the workplace. He defines job satisfaction as affective orientations on the part of individuals toward work roles that they are presently occupying (Vroom, 1964).

Job satisfaction represents a combination of feelings that workers have towards their work. Job satisfaction represents the extent to which expectations match the real awards. Job satisfaction is closely related to that individual's behavior in the work place.

Job satisfaction is related a worker's achievement on the job. It is generally perceived to be directly linked to the productivity as well as to personal well-being. Job satisfaction implies doing a job they like, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with work. Job satisfaction is the key component that leads to recognition, income, promotion and the achievement that lead to a feeling of fulfillment.

The term job satisfaction refers to an attitude and feelings which people have toward their jobs. Positive attitudes towards the job indicate job satisfaction. Negative attitudes towards the job indicate job dissatisfaction (Armstrong, 2006). Job satisfaction is the collection of feeling and beliefs that people have about their current job. The degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. People also can have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors and their rate of pay (George et al., 2008).

Job satisfaction is a complicated concept which can mean different things to different people. Job satisfaction is usually related with motivation but the nature of this relationship is not clear. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an internal state (Mullins, 2005).

The job satisfaction represents feeling that appears as a result of the perception that the job enables the material and psychological needs (Aziri, 2008).

2.2 Theories of Motivation and Job Satisfaction

Maslow's Hierarchy of Needs

The need hierarchy system devised by Abraham Maslow (1954), classifying human need into 5 levels. Maslow believed that all of the needs are play a major role in motivating behavior of people. A need in low-level on the bottom must be satisfied first, before fulfilling needs in high-level. Moreover, He argues that only unsatisfied needs are motivators (Motivate and Reward, 2003).

Five levels of need are as follows:

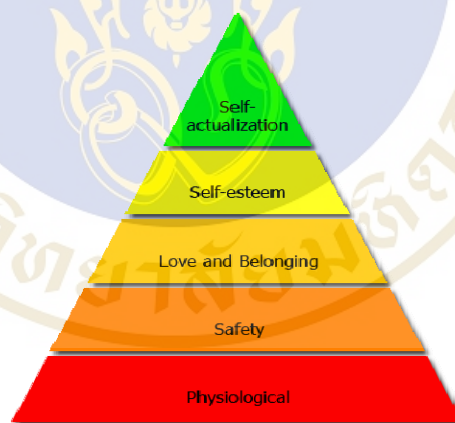


Figure 2.1 The Model of Maslow's Hierarchy of Needs

Physiological needs: a basic need such as food, air, rest, medicine, and shelter. But once the physical needs are met, the physiological needs are no longer motivate people (Motivate and Reward, 2003).

Safety: safety or security needs. After their physiological needs have met or satisfied, people will find for safety and security. Security needs include a desire for

stability of employment, financial stability, health care, and avoidance of feeling fear (Motive and Reward, 2003).

Love and Belonging or Social needs: this stage of need occurred after the physiological and safety needs are satisfied. Love and belonging is on the third level of the pyramid. People need for friendship or good relationship with friend, family, peers, and other people who interact with them. Love and belonging need can meet by being accepted by others; attaining social security (Motive and Reward, 2003).

Self-esteem: the need for respect from others, attaining knowledge, power, status, and dignity (Motive and Reward, 2003).

Self-actualization: refers to clarifying life's objective. The highest level of Maslow's pyramid is an individual's need to know and understand (Motive and Reward, 2003). This stage of need occurs when other needs in lower level are satisfied.

Clayton Alderfer's ERG Theory

According to Maslow's Hierarchy of needs, he proposes that the hierarchy of human needs in five levels of basic needs have to fulfill step by step (Maslow, 1954). Maslow's basic needs are developed by Alderfer. In Alderfer's ERG Theory, there are three set of needs: existence, relatedness, and growth needs (Alderfer, 1969). The theory was supported by further empirical study (Robbins and Judge, 2008 and Schneider and Alderfer, 1973).

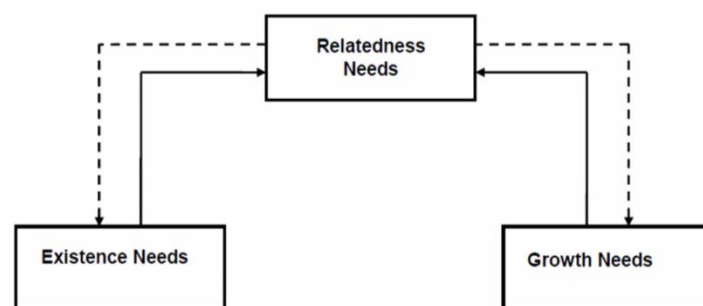


Figure 2.2 The Model of Clayton Alderfer's ERG Theory

The letters ERG represent three types of needs:

Existence needs: the needs refer to our basics need such as food, air, shelter, healthcare, safety and stability of work.

Relatedness needs: the needs refer to belonging to the group and getting respect from other people such as social status, how oneself important to others (Yang et al., 2011).

Growth needs: the needs refer to a desire for personal development. Growth needs include needs for self-esteem and self-actualization. Self-esteem refers to confidence, recognition, achievement, and respect from others. Self-actualization implies self- accomplishments such as achieving an individual's goal and abilities to support the growth of other people.

ERG theory improves upon Maslow's Needs Hierarchy (ELT Management, 1991, 19):

- Alderfers ERG theory demonstrates that more than one need may motivate at the same time. A lower need can be satisfied before higher need.
- In ERG Theory, the order of needs can be different in different people.
- The ERG theory acknowledges that if a higher-order need is frustrated, an individual may regress to increase the satisfaction of a lower-order need because it can be easily satisfied.

Herzberg's Two-Factor Theory

The Two-Factor Theory or the theory that we know as Herzberg's Motivation-Hygiene Theory and Dual-Factor Theory by Frederick Herzberg. The theory describes about two main independent factors that cause the job satisfaction and the factors that prevent the worker from job dissatisfaction. As Herzberg says, "A deprivation in hygiene factors can lead to job dissatisfaction, but their amelioration does not lead to job satisfaction."(Herzberg 1976, 61).

Hygiene factors can avoid people from job dissatisfaction and work restriction but it cannot lead people to job satisfaction especially in the long-run. "Hygiene factors provide a base which must be carefully considered if dissatisfaction is to be avoided. But, even if all of the maintenance needs are taken care of, the people

will still not necessarily be motivated to work harder.” (Mathis 1979, 55). The factors are included working condition, company policy, supervision, interpersonal relationship, and rate of pay (Kressler, 2003)

Motivation factors are indicated as intrinsic motivators. These factors can motivate the job satisfaction. The belief is different from traditional approach which view the job satisfaction and dissatisfaction as opposite end on the same continuum (Herzberg, 1966). The two factors are show as below:



Figure 2.3 Herzberg’s Two-Factor Theory

Source: “Recruiting, Motivating, and Keeping Quality Employees”, Kare Collins, 2007

Hygiene factors are perceived as extrinsic factors (Herzberg et al., 1959; Herzberg, 1966). There are the quality of supervision, rate of pay, company policies, physical working condition, relations with others, and job security.

Quality of supervision: refers to the perceptions or attitudes of employees toward their supervisors (Herzberg et al., 1959; Herzberg, 1966). Negative perception and relationship can influence on lower job satisfaction and commitment (Mardanov and Heischmidt, 2009; Mardanov, Sterrett, and Baker, 2007).

Pay: refers to all sequences of events in which compensation play role. The research has shown that the compensation does not have a long-term motivational effect on job satisfaction (Herzberg, 1992).

Company Policies: Herzberg identified this factor as employees' perception about communication, administrative practices, and overall benefits (Herzberg et al., 1959; Herzberg, 1966). If employees perceive the policies regarding to their well-being then the job satisfaction and commitment will be increased.

Physical Working Conditions: refer to the physical atmosphere such as office space, lighting, office equipment (Herzberg et al., 1959; Herzberg, 1966) and also the amount of work (Herzberg, 1992). Job satisfaction was found to be related to individual flexibility, personal control of the immediate work environment, social interaction, privacy, and few distractions in a study of industrial and office workers.

Relations with Others: the relationships with others or co-worker influence the positive feelings toward the job. The relationships include helping and coaching. A good relation can reduce stress that occurred in workplace (Shirey, 2004).

Job Security: the factor refers to personal job stability, organizational stability and on-going change (Cooper, 2012).

Promotion opportunities: promotion opportunities or advancement in career Herzberg found that this factor have some relationship with employees' attitude toward a change in position or status within an organization (Herzberg, 1992).

Opportunities for personal growth: growth is about the potential for advancement in the future (Herzberg et al., 1959; Herzberg, 1966).

Recognition: the factor refers to both positive and negative feedback on an accomplishment. (Herzberg, 1992). Recognition is supervisors' signal to employees that they are valued for their contributions.

Responsibility: the degree of freedom an employee has to make their own decisions and implement their own ideas on the job (Motivation in Theory, 2015).

Achievement: refers to the feelings of accomplishment such as completing an important task or solving issue. The term of achievement including failure and the absence of achievement (Herzberg, 1992).

The extrinsic factors influence job dissatisfaction are associated with the quality of supervision, rate of pay, company policies, physical working conditions, relations with others, and job security. On the other hand, the intrinsic factors are motivating employee toward job satisfaction. There are promotion opportunity, opportunities for personal growth, recognition, responsibility, and achievement.

One example of a study applying Herzberg's motivation-hygiene theory and job satisfaction in retail sector had done by Teck-Hong and Waheed (2011). The research is examined what motivates employees in the retail sector and their job satisfaction level by using Herzberg's two-factor theory. In the study, their target population is sales personnel from ladies cloth stores in the shopping mall of Bandar Sunway. Because of retailing is subject to various problems and challenges such as intense competition in price, modern retail format, consumers demands, and changing in shopping patterns so most retailers try to meet the challenge. Moreover, the expansion of retail industry comes into play the issue of how retailers are striving to capture and retain their best staffs. Therefore, the research has explored what factors motivates sales personnel in the retail industry in order to motivate them to high level of job satisfaction. The research result has shown that sales personnel are motivated by hygiene factors in term of job satisfaction more than motivation factors. The highest significant level on job satisfaction is the working condition of the ladies cloth store. Recognition in doing a job is the second factor, followed by the company policies, and the rate of pay.

In addition, job satisfaction can be varied by personal characteristics such as working experience, gender, and level of graduation (Athanasios D. Koustelios, 2001). The journal shows the significant of working experience and level of education toward job satisfaction. As working experience increased, satisfaction with supervision and promotion increased.

From all of the theories of work motivation and job satisfactions, it can be summarized as the model.



Figure 2.4 Summary of Motivation Theory

From three theories of need and motivation, the need can classify into two main group. Physiological, safety, and love and belonging in Maslow's hierarchy of need are group as lower-level or basic need that have to fulfilled first. Moreover, relatedness and existence need of Alderfer's ERG theory and Hygiene factors in Herzberg Two-Factor theory are grouped as lower level needs. On the other hand, Self-actualization and self-esteem in hierarchy of needs, growth in ERG theory, and motivator factors in two-factor theory are group as higher-level needs which people will need when the needs in lower level are fulfilled. However, all of ERG need is different from other need because more than one need may motivate at the same time.

Research Proposition

The job itself (intrinsic factors) and the factors surrounded the job (extrinsic factors) are likely to influence employees' job satisfaction. Moreover, employees can be influenced by intrinsic and extrinsic at the same time. The job satisfaction of employees at different job levels is likely to be influenced by different factors.

CHAPTER III

RESEARCH METHODOLOGY

Conceptual Framework

The conceptual framework for the research shown in Figure 3.1 was constructed from Two Factors Theory in “The Motivation to Work” by Herzberg et al, 1992.

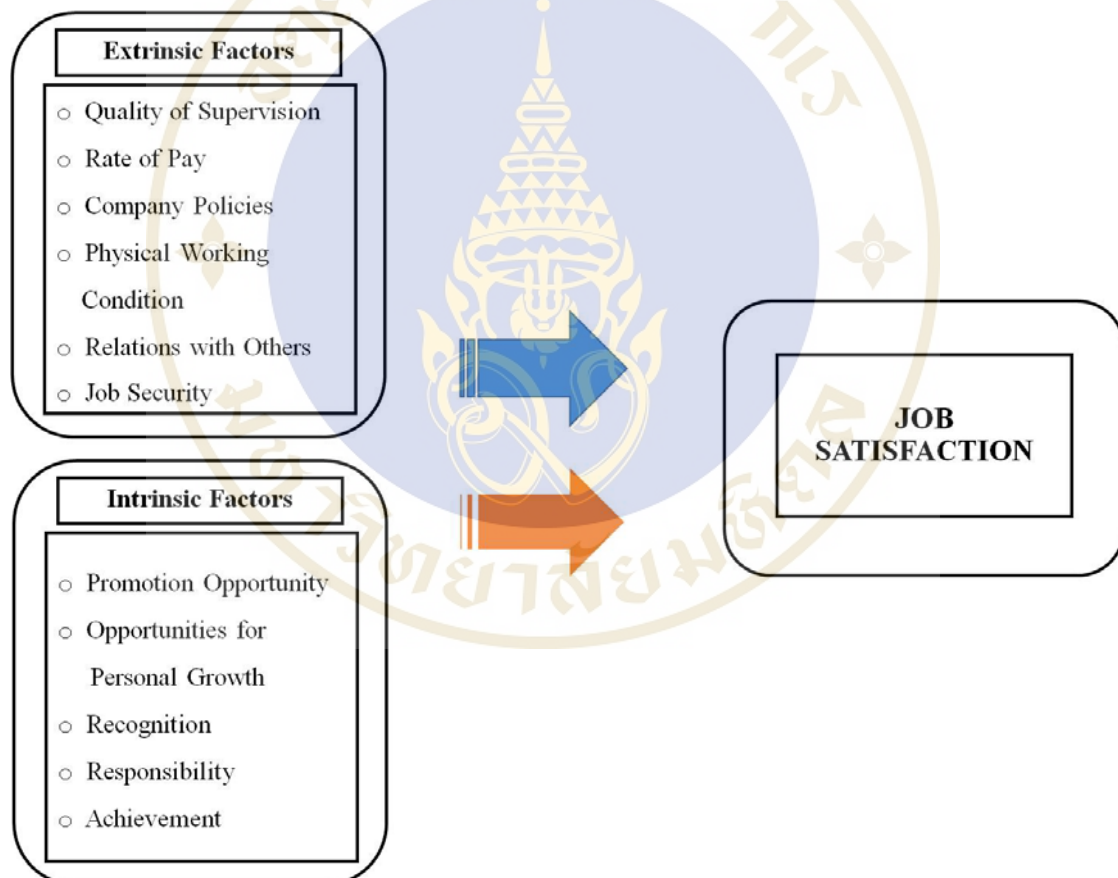


Figure 3.1 Conceptual Framework

A study focuses on Two Factors Theory of Herzberg et al., 1992. The theory is about the factors which influence on job satisfaction and dissatisfaction of

an employee at work place. The factors are divided into 2 main factors; extrinsic and intrinsic factors.

Extrinsic or hygiene factors focusing on work environment which can cause dissatisfaction among employees when unfulfilled. On the other hand, intrinsic or motivators factors can motivate employee and lead to job satisfaction if lack of motivators, employees may not be satisfied but not dissatisfied.

3.1 Questionnaire Design and Research Questions

To answer the research question, I have chosen a mix of qualitative and quantitative methodologies.

The qualitative research is increasingly accepted as a scientific tool in management research (Evert Gummesson, 2000). In the book also stated that “If you want an in-depth understanding of mechanisms of change, you need not to study a large number of cases”. The qualitative method such in-depth interview is used only to a limit degree but we can explore for more information if the answers are not clear. A wide range of information gathering techniques can be used in case studies. Many researches are required the researchers’ personal observations that result from their presence and participation in the real situation. Evert Gummesson, 2000 said “Participant observation constitutes the core anthropology and participation with active intervention is known as action research or action science”.

As the researcher work at Big C Supercenter, the organization where the study and research is conducted, the information will be gathered from in-depth interviewed and participant observation. For an in-depth interviewed, the researcher can gather more information because of the familiarity with interviewees.

In addition, the researcher can observe on the interviewees’ verbal and nonverbal gesture in the workplace. More over an in-depth interview help me investigate the insight of the interviewees during the information given on interview.

Using open-ended questions, the answer may be varieties and we can explore more information than questionnaire interview with closed-end question. After the interview, the researcher will cluster the answers into a group of factors that can be influence employees’ work motivation and job satisfaction.

For an interview session, I start with the in-depth interview questions. Asking the six interviewees about their working background at their current company and asking about work environment or physical setting in the first question. Then asking about what can make interviewees enjoy in doing their jobs in order to find out what factors can make them feel good about their job so it can be linked to job satisfaction factors.

In the next question, I have to explore more about which factors can influence on employees' job satisfaction and asking more for the reason to support the answers. I let the interviewees to tell the factors they think. I'm not tell them about Herzberg's Two-Factor Theory in order to make them feel relax in answering what they thinks and feels. In the fourth question, I ask more specific question about each factors by asking them to share the stories and attitude toward each factor of Herzberg's Two Factor Theory in order to explore more about their experiences and attitudes.

The data collected can use for analysis the relationship between the factors and job satisfaction of employees who have different work experiences and positions. In addition I want to explore more about what factors the interviewees see as barriers in their job. Lastly, I have asked a bit sensitive question about the main reason that interviewees still working for the company so the data can be linked with the factors that influence on their job satisfaction. The open-ended question as table 3.1 below:

Table 3.1 Open-ended question for gathering information from interviewees

Interview Questions	
1) What is the factor influence your job satisfaction, why?	
2) Please share your story about each factor and attitude about it:	<ul style="list-style-type: none"> - Promotion opportunities - Opportunities for personal growth - Recognition - Responsibility - Achievement - Job Security
<ul style="list-style-type: none"> - Quality of supervision - Rate of pay - Company policies - Physical working condition 	
3) What factors you see as barriers in your job?	

Furthermore, I have conducted the short questionnaire asking the respondents to rank the number from 1 the most influence factors on their job satisfactions to number 11 the least influence on job satisfaction in order to see which factor they think as important factors for them in doing a job. In addition, I also ask the respondents to rate scale on each extrinsic and intrinsic factor which satisfied level they are in each factors. The data will be used to support the in-depth interview questions. In addition, I conducted the questionnaire to ask the respondents what level they agree or disagree with each factor influencing their job satisfactions. The total number of questionnaire is 44 questions. There are 5 level of likert scale as bellowed:

The evaluation of satisfaction level

- | | | |
|---|---|------------------------------------|
| 1 | = | Very Dissatisfied |
| 2 | = | Not Satisfied |
| 3 | = | Neither Satisfied nor Dissatisfied |
| 4 | = | Satisfied |
| 5 | = | Very Satisfied |

The evaluation of agreement level

- | | | |
|---|---|----------------------------|
| 1 | = | Strongly Disagree |
| 2 | = | Disagree |
| 3 | = | Neither Agree nor Disagree |
| 4 | = | Agree |
| 5 | = | Strongly Agree |

The evaluation criteria and result are divided into 5 levels as bellowed:

The evaluation criteria of satisfaction level

- | | | | |
|-------|-----------|---|-------------------------------|
| Score | 1.00-1.80 | = | Lowest level of satisfaction |
| | 1.81-2.60 | = | Lower level of satisfaction |
| | 2.61-3.40 | = | Average level of satisfaction |
| | 3.41-4.20 | = | Higher level of satisfaction |
| | 4.21-5.00 | = | Highest level of satisfaction |

The evaluation criteria of agreement level

Score	1.00-1.80	=	Lowest level of agreement
	1.81-2.60	=	Lower level of agreement
	2.61-3.40	=	Average level of agreement
	3.41-4.20	=	Higher level of agreement
	4.21-5.00	=	Highest level of agreement

Target Population

Let's start with the company background. Big C Supercenter operates business in the form of "Hypermarket" or "Supercenter", a modern retail business which is managed under the umbrella of Big C Supercenter Public Company Limited and its subsidiaries. Big C has Big C Jumbo, Big C Extra, Big C Hyper, Big C Market, and Mini Big C.

As Big C is in retail business, it has more competitive because of there are many retail stores in Thailand. We have to develop both assortment and store atmosphere including allocating space in order to match with sales contribution continuously. Currently, we have many projects to do and the implementation plans of most projects are duplicated. Many employees cannot manage their working time and feel bored about their current situation. Therefore, this study is to examine the factors which influence on job satisfaction in order to motivate them toward job satisfaction.

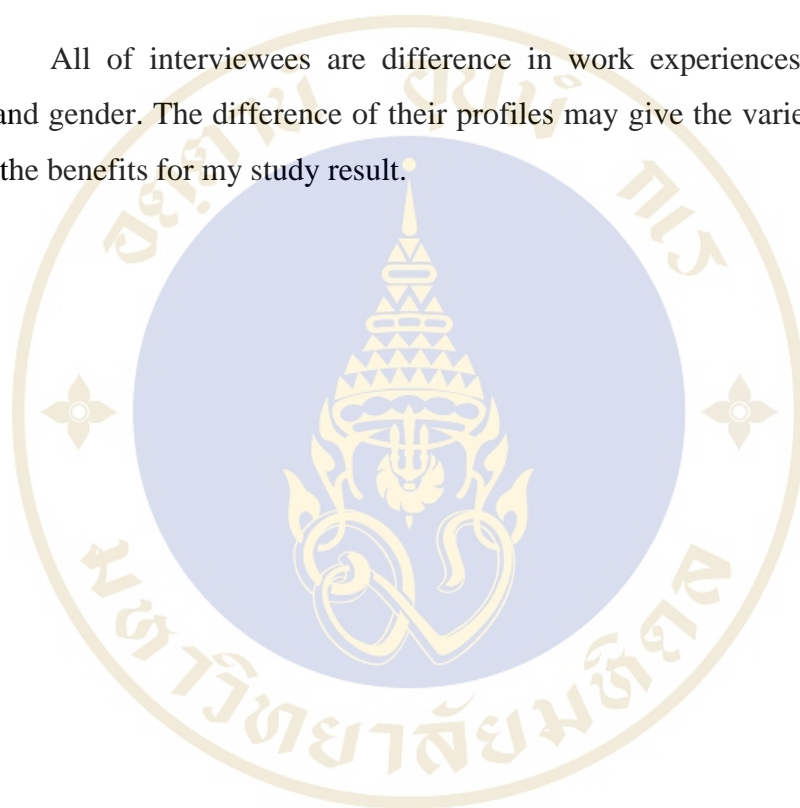
For the target population in this study covered employees who are working at Big C Supercenter where is a retailing company. The sample consists of 6 interviewees, 4 managers and 2 administrative employees. All of interviewees are working in Space, Range, and Display department. They are responsible for the merchandising display of dry grocery food and non-food products. There are 12 members in the team. Moreover, the group of interviewees is selected because it can be observed that they become bored with their works so the inspiration for me to do the research on what factors can motivate them to job satisfaction.

The list of interviewees as shown in table 3.2

Table 3.2 Interviewees List

Position	Gender	Experience	Work Place	Nationality
Senior Manager A	Female	3	Big C Supercenter[Head office]	Thai
Senior Manager B	Female	3	Big C Supercenter[Head office]	Thai
Manager A	Male	5	Big C Supercenter[Head office]	Thai
Manager B	Female	4	Big C Supercenter[Head office]	Thai
Assistant to Manager A	Female	3	Big C Supercenter[Head office]	Thai
Assistant to Manager B	Female	5	Big C Supercenter[Head office]	Thai

All of interviewees are difference in work experiences, position level, salary, and gender. The difference of their profiles may give the variety answer and it may be the benefits for my study result.



CHAPTER IV

RESEARCH FINDINGS & DATA ANALYSIS

In this chapter, I will discuss the results and the findings based on the analysis done on the data collected from respondents. This research focuses on the extrinsic and intrinsic factors affecting employees' job satisfaction.

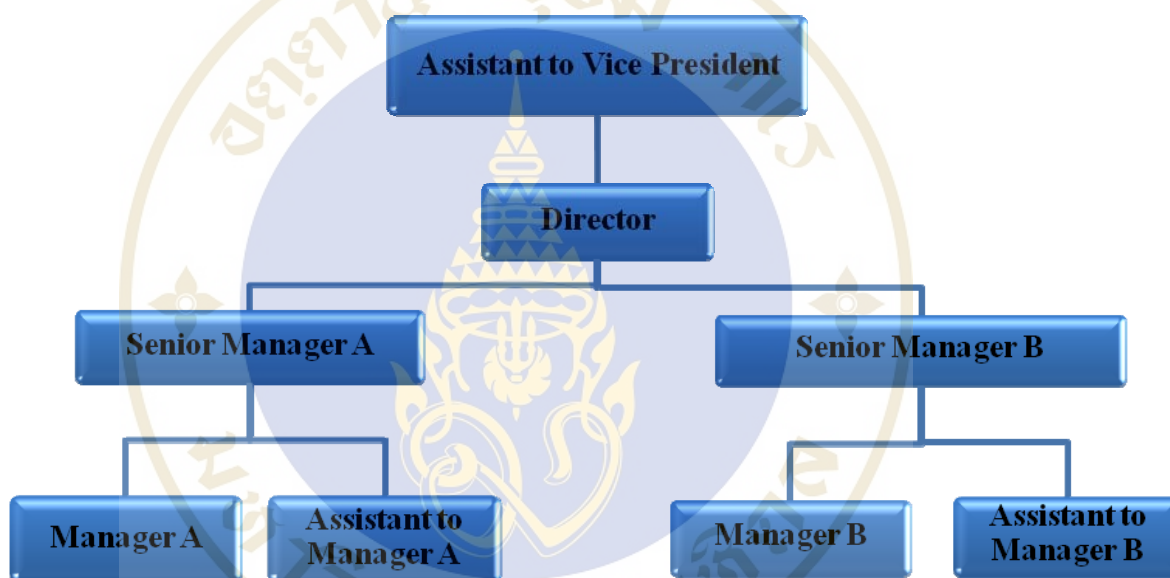


Figure 4.1 An organizational chart of interviewees

In figure 4.1 is an organization chart of interviewees in my study. There is Assistant to Vice President and Director is report directly to Assistant of Vice President. Senior Manager A and B are reporting to the Director, Manager A and Assistant to Manager A are report directly to Senior Manager A. In the department, Manager and Assistant to Manager are equally in terms of work and responsibility. They are in different position level, work experiences, education background, and salary. Therefore, the influence factors may be varied with different employees.

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

No.	Statement	Senior Manager A	Senior Manager B	Manager A	Manager B	Assistant to Manager A	Assistant to Manager B	Mean
1	Quality of Supervision	1	5	1	1	6	6	3.33
2	Rate of Pay	2	2	7	3	1	1	2.67
3	Company Policies	4	11	10	11	11	11	9.67
4	Physical Working Conditions	5	3	2	2	9	7	4.67
5	Relations with Others	3	6	3	9	8	9	6.33
6	Job Security	6	4	11	4	10	10	7.50
7	Promotion opportunities	8	9	4	7	3	2	5.50
8	Opportunities for personal growth	9	8	9	8	2	3	6.50
9	Recognition	10	10	5	10	7	4	7.67
10	Responsibility	7	1	6	5	4	8	5.17
11	Achievement	11	7	8	6	5	5	7.00

The results in table 4.1 which I ask them to rank the factors which they think it can be influenced on job satisfaction by 1 the most important for them to 11 the least important in influencing their job satisfactions. If the result is group by position level as Managerial position and Administrative position, we can see the factor influence their job satisfaction obviously in figure 4.2

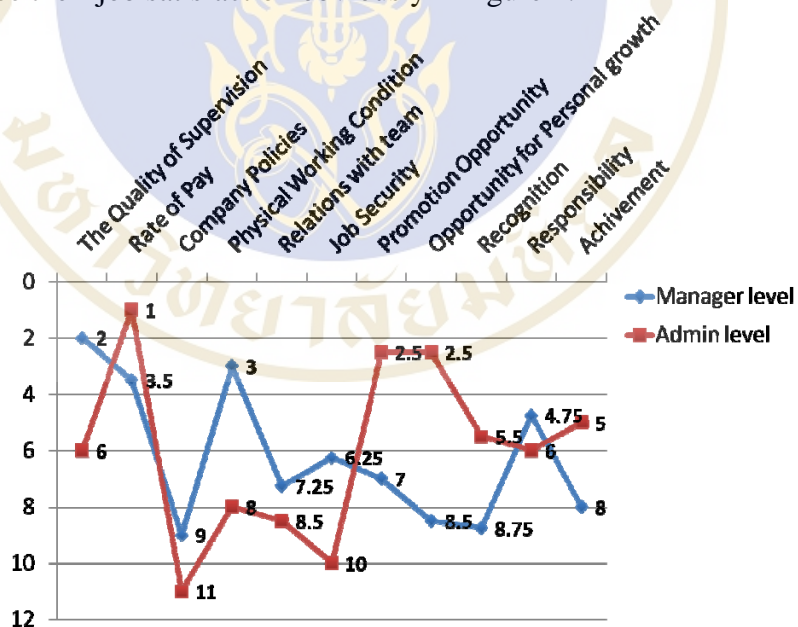


Figure 4.2 Manager and Administration level ranking on factor influencing job satisfaction

From the figure 4.2, the result shows the mean of important factor influencing job satisfaction, ranking by six interviewees. The least number is the most important one. There are 4 people in managerial position and 2 people in administrative position. The result shows that people in managerial level see most of extrinsic factors as important to influence their job satisfaction while administrative employees emphasis on most of intrinsic factors. The top 5 factors which Manager emphasis on are the quality of supervisor 2, physical working condition 3, rate of pay 3.5, responsibility 4.75, and job security 6.25. On the other hand, administrative employees emphasis on rate of pay 1, promotion opportunity 2.25, opportunity for personal growth 2.25, achievement 5, and recognition 5.5. They have only 1 common factor influencing their job satisfaction that is the rate of pay.

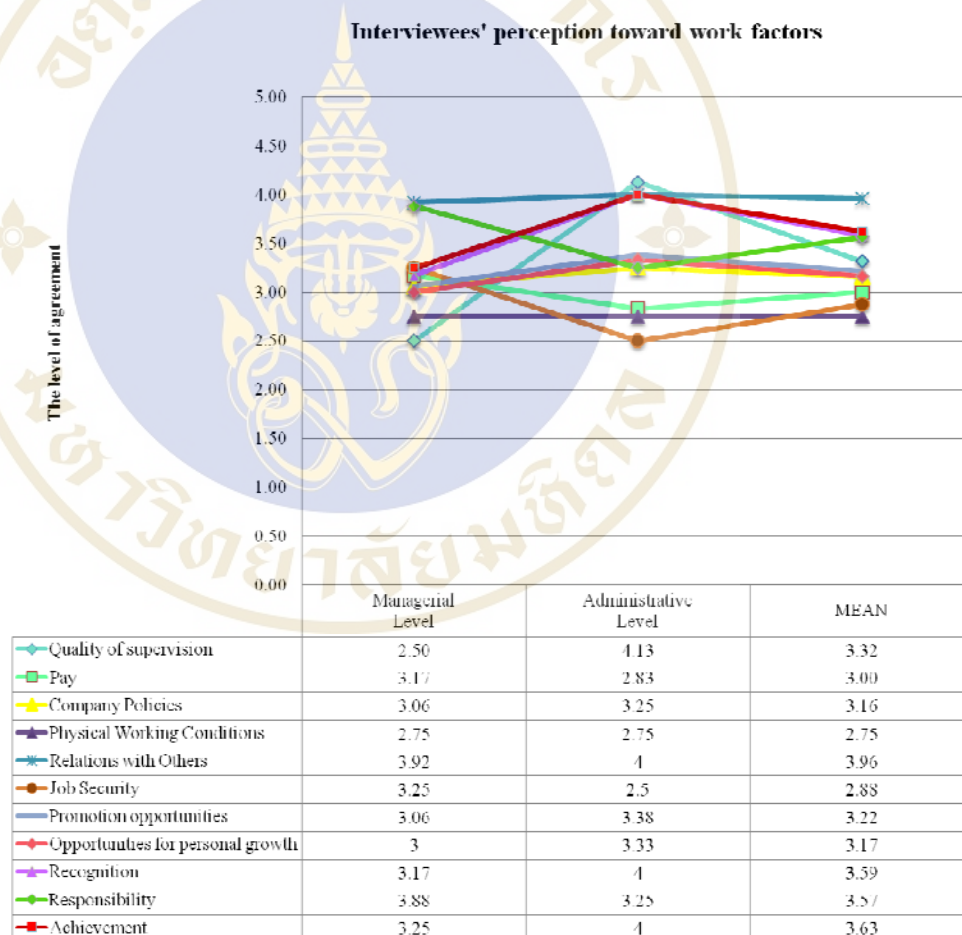


Figure 4.3 Manager and Administration level rating on factor influencing their current job satisfaction

For satisfaction of interviewees toward each factor is explained in figure 4.3. The interesting result is the high and low level of evaluation of Manager and Assistant to Manager. First, an evaluation of the quality of supervision between 2 position levels is totally different. The evaluation result of Assistant Manager to the quality of supervision is high level. Their supervisor considers their ideas and always gives them constructive feedback on their performances, managing people effectively, and making decision effectively. On the other hand, the finding from the evaluation made by Manager shows that their supervisor rarely consider their ideas, giving less feedback, and not effective in decision making.

Second, the relation with other is high evaluation result from both Manager and Assistant to Manager. They have high level of agreement on they work as a team, treated with respect by co-workers, and people care about each other in the department. Then, job security has low evaluation result among Assistant to Manager. They think there is a chance of becoming unemployed. In addition, recognition and achievement are high evaluation result among Assistant level. They get appropriate recognition when they have done something extraordinary, expression of thanks and appreciation are common in the department, and their contributions are valued by members of company. Moreover, they know their goals in doing job, setting achievable goal, and usually complete the job assigned. On the other hand, the responsibility has high evaluation result among Managerial position. They can control their work and have a say in decision that affect their works. The position may affect their evaluation on each factor.

4.1 An in-depth interview with 6 interviewees in Space, Range, and Display department

Extrinsic Factors | Not dissatisfied but not motivated

Extrinsic Factors are the Factors that avoid employees from job dissatisfaction but cannot motivate people to job satisfaction. Most of interviewees have mentioned about extrinsic factors when I'm asking the question "What are the influencing factors for your job satisfaction?" For example, Senior Manager A said

that the quality of her boss is the most important one because the supervisor has to manage subordinates effectively in order to get a job done with the quality and fairly workload provided to each employee. The Assistant to Manager A said “For me, the salary is the most important to me in doing a job”. Moreover, I’ve asked them to ranking the ranking the factors that most influence their job satisfaction to the least influencing factors.

However, some interviewees have mentioned some of intrinsic factors as the most influence factor. The influencing factors are varied in different employees.

Quality of Supervision: in doing a job, they work as a team. When someone has some issues or problems in their job, he/she will discuss with each other to find the best solution: However, employees need some helps or final decision from the supervisor in the big issue. For example, Senior Manager A said about her direct Supervisor [who is Director in the department] “I want my supervisor stronger and have clear decision making”. Senior Manager A also said that every time she tells her supervisor about the problem occurred, he always listen but not doing anything to help her and always ask her to find more information for him then he isn’t follow up the result. He’s only acknowledging when Senior Manager A is reporting to him. In addition, Senior Manager B would like her supervisor to consider her ideas. She said “Many times I propose my work and ideas, he always has many concerns on my ideas but not has a good recommendation to me.” As shown in table 4.1, Senior Manager A is more influenced by the quality of supervision than senior Manager B. If she isn’t satisfied with her supervisor, it can lead her job satisfaction level to dissatisfaction.

Rate of Pay: the rate of pay or salary paid for employees who have worked for a company. Many people work for money in order to survive their lives or some people spend the money on materialistic things to show their financial status in their societies. For example, Assistant to Manager A said “I work for money and I think everyone think so.” Moreover, I asked her more about her satisfaction on the salary. She mentioned that she think she is fairly paid for the work she do but the rate of pay or salary increases are not appropriate for her. On the other hand, Senior Manager B who has more working experience said that the rate of pay has less influence me on doing a job and satisfaction than responsibility.

I think Senior Manager B is fulfilled by rate of pay [extrinsic factors] so she can be motivated by other extrinsic and intrinsic factors.

Company Policies: a company policy can make employees disappointed with overall company if the policies are unclear or unnecessary. Although the company policies cannot create a sense of motivation or satisfaction, it can decrease the level of dissatisfaction among employees in a company. When I'm asking about the company policies, no-one mentioned something special about company policies. Some interviewees have a bit of complaint on disbursement of the company because it has many conditions when they use the company package. They see it as complicated and many steps on the company payment. However, the company policies are almost the last factors which most of the interviewees see it as an important factor which influences their job satisfactions. The reason may be everyone has known that what is the company do and don't thing so we have to accept and follow it.

Physical Working Conditions: the physical working condition includes components of the tangible workplace environment, work spaces, indoor air quality, including equipment in doing a job. The office building is stifling, no lighting from outside. Sometimes, employees feel uncomfortable. However, there are more important factors than this, For example, Assistant to Manager A,B and Manager A have mentioned about the stationary used in doing a job. Assistant to Manager A said "Why the company is not providing necessary stationery such as Post-it note, pen and pencil as other companies do."

Although the stationary is not expensive product, employees cannot find the reason why they pay for it. They think that it is a company responsibility to provide it for us. Moreover, most of interviewees mentioned to the company system which is a part of their works. In the company, employees have to work manual, difficult to generate the data and different data base in different department so the data we use is inconsistency to each other. Therefore, on the period that the company has many projects for us to do, we cannot work effectively because of the lack of company system. For this factor, it has the most effect on Manager A because she sees it as the second factor that influences her job satisfaction. It can lead her to be job dissatisfied if this factor is unfulfilled.

Relations with Others: in doing a job, especially in the department, relationship with members in team is so important. The interpersonal includes the relationship with supervisor, subordinates and peers. When I'm asking for the influencing factors for their job satisfaction, most of employees who are managerial position regard the relations with others as top three factors that influence their job satisfactions. For example, Senior Manager B said "The relationship is very important in working as a team, especially the relationship with subordinates." She's also tell me that the relationship make everything easy in teams of doing work together, her subordinates can understand her direction and working style easily so it led to good work performance. In contrast, all of Assistant Manager think the relations with others have less influence on their job satisfaction. For example, Assistant to Manager B said "I think the opportunity and growth are more important for me than the relationship." Although Senior Manager B said the factor is very important in working as a team, she has rank the factor as important in the sixth factor influencing on her job satisfaction so it might not be affected to her job satisfaction. However, it can say from the table 4.1 that people who are in the managerial level caring more on the relationship with others.

Job security: job security refers to the sense of job security within a position or organization. From the in-depth interview, there are no-one mentioned about job security factor. Then I ask interviewees to rank the number from 1 the most influencing factors to 11 the least influences on them, most of the interviewees rank this factor as less influence on them toward job satisfaction. I have noticed about the relationship between the age and ranking of job security factor. For example, interviewees who have age range between 36 to 40 and 41 to 45 years old see job security as important factor for them. For example, Senior Manager B always says that she is too old and it's not easy for her to find a new job. If she's bored and tired, she has to patient with it.

Intrinsic Factors | Satisfied and motivated

Intrinsic factors are the factors that less tangible and more emotional needs. The factors tend to inspire motivation when they are present while extrinsic factors tend to reduce motivation level when they are absent. In addition, the factors can be source of additional motivation. If the management wants to increase employees' job satisfaction level, they should concern with the intrinsic or motivators as below:

Promotion Opportunities: the factor refers to an opportunity for advancement or promotion existing in the company. Most employees who can be influenced by this factor are administrative level. For example, Assistant to Manager B told me that in doing a job the rate of pay, promotion opportunities and personal growth are very important for her. Both Assistant to Manager A and B have common think that there are some relationship between three factors. Their job satisfaction can be influenced by both extrinsic [Hygiene factors] and Intrinsic [Motivator factors] because they see those as the important factors for them in doing a job.

Opportunity for personal growth: the growth is about the potential for advancement in the future. Normally, the company has short training course for employees twice a year. The training course is about the skill in doing a job but it has limited quota for each course. Most of interviewees said that most of the contents in training course are the basic things they are already know and use it in daily work. For example, Assistant to Manager B said "I'm not find much benefits on training course, most of thing they train are things we already know." Moreover, most of them said that they want the training which really necessary and benefits for their growth. Assistant to Manager A and B job satisfaction level can be influence by the opportunity for personal growth. If the company provides the training courses which related to their interests or the skills they need to improve, it can encourage more on their satisfaction level.

Recognition: the recognition refers to public acknowledgement of person's status, achievement, and the thing that a person to contribute. Only an expression of thanks and appreciation can make people feel proud of things they have done. From in-depth interview with all of interviews, I've found that all of them see the recognition as not important thing for them. For example, Manager B said "I don't

need other people recognize the thing I have done. I have contributed to each work and I know what I have done, so I feel proud of it". Then, I asking for more insight about this and found that her supervisor or Director is always giving negative feedback on her work because he counts only on his idea and having less level of expression of thanks to her while other team member or people in other department have recognize her work." Therefore, if lack of recognition Manager B won't be dissatisfy with their jobs.

Responsibility: the responsibility refers to the degree of freedom an employee has to make their own decision, being given responsibility is something that employee enjoy or respond to being given responsibility. For example, Senior Manager B told that the responsibility is one of the top three factors that influence her toward job satisfaction. Moreover, she have mentioned to the worth feeling as more responsibilities are given imply that she has ability to do many thing and can manage work effectively in others' perception. Therefore, the management should give her a responsibility in doing a job and let her make her own decision, also get involved in making decision on an important job in order to motivate her toward job satisfaction.

Achievement: the word "achievement" implies the feelings of accomplishment such as completing an important task, solutions to problems, and seeing the results of what we do. The satisfaction level may increase if an employee completes a task before the deadline and having well on the result. For the goal setting, there are different key performance index for each position level. Each index score are reasonable weight. Moreover, an effective gold should achievable. For example, Assistant to Manager A "I'm honestly speaking that some of key performance index I've set follow my boss but I know that I cannot achieve it so there is no motivation for me at all." In order to motivate Assistant to Manager A, the management should allow her to involve in KPI setting because she is the one who better known her performance and capability what should be and which is proper KPI for her that can be measure and achievable.

4.2 Interesting aspects of the findings

- Most of Managerial interviewees see extrinsic factors as the factors which influence on their job satisfactions while Administrative emphasis on intrinsic factors.
- Most interviewees who are in managerial level see the quality of supervision as the most influence on their satisfaction toward their jobs.
- Most of interviewees don't concerned more on the relationship with others. I'm surprised of it because I have learnt and always think that for Thais are collectivism; the claims of group and associations. In this case, most of interviewees are less concerned on this factor, especially administrative level interviewees.
- I think the differences in position level have the effect on the factors influencing their job satisfactions. Most of interviewees in Managerial level see most of extrinsic factors are important while the interviewees in administrative level emphasis on intrinsic factors. The reason may be the employees in administrative level are unfulfilled in those factors so they still see it as important for them.

4.3 Comparing with previous study: “Job satisfaction in the Malaysian retail sector”

From the previous study, the employees in Malaysia place greater emphasis on hygiene or extrinsic factors than motivators; working condition, the rate of pay, and company policy. In my study, the result is grouped by the position level of employee as Managerial and Administrative level. Employee in Managerial level greater emphasis on hygiene or extrinsic factors namely; the quality of supervisor, physical working condition, rate of pay, responsibility, and job security. While administrative employees are emphasis on rate of pay, promotion opportunity, opportunity for personal growth, achievement, and recognition which are most of intrinsic or motivator factors.

CHAPTER V

DISCUSSION AND RECOMMENDATION

The purpose of the paper is to explore (1) the determinant factors of work motivation of employees who work in retail sector, (2) the rank of the factors which employees see as influencing factors on their job satisfaction, and (3) the differences in the degree of work motivation between managerial and administrative level. The researcher has applied motivation theory theories (Herzberg Two-Factors theory; Extrinsic & Intrinsic motivation factors) to deeply understand about the factors that influence on employees toward each job satisfaction level.

5.1 Recommendations

The recommendations I will propose are on the first to sixth key factors which most interviewees ranking it as important factors influencing their job satisfactions.

Extrinsic Factors | Not dissatisfied but not motivated

Extrinsic factors need to be fulfilled in order to avoid job dissatisfaction.

Quality of Supervision: supervisor should be strong, making decision effectively, managing people effectively, considering subordinates' ideas, and giving a constructive feedback on employees' performance. People often say that they find it hard to making a decision. As Senior Manager A mentioned that many times her supervisor cannot help her in making a decision in a big topic or issue. Moreover, asking Senior Manager A to find more information and asking information from many people then he will consider on it again. Many times the information he ask Senior Manager A to gather isn't use or irrelevant with the issue so the time wasted. In the business, many things cannot wait so it cannot put off making decisions by endless searching for more information or getting other people to offer their recommendations.

My suggestion is Supervisor should plan decision making to meet deadlines if the time is too tight, gathering the necessary data to support the decision and prioritize the information by identifying which information will be most important. Moreover, Supervisor should understand a nature of each work that his subordinates responsible for in order to manage them effectively and giving a constructive feedback on their performances. To avoid job dissatisfaction of most employees, this factor should be fulfilled.

Rate of Pay: rate of pay refers to all sequences of events in which compensation play role. The research has shown that the compensation does not have a long-term motivational effect on job satisfaction. The result from asking the interviewees to rank from the most influence factor toward their job satisfaction, rate of pay is the most important factor which influencing their job satisfactions, especially administrative employees. As Assistant to Manager A said she work for money and she think everybody think so. When I ask for more information about how she satisfied with this factor, she said the salary paid is fairly for her but the salary increase is not appropriate for her.

My suggestion is the management should consider the rate of increasing salary appropriately by using KPI to calculate the grade rather than using emotional or the personal preference in grading employees' scores. If employees have a question, the management can explain KPI grading to them step by step. The purpose is to decrease job satisfactions among employees.

Company Policies: the management of each department should share company value and policy, explaining to their subordinate in order to understand and share common policy and value. Therefore, all of employees have the same value and work toward the same goal and direction.

Physical Working Conditions: the physical working conditions refer to the physical atmosphere such as office space, lighting, office equipment. The mean score of the factor is fall into the third factor which interviewees see as important factor influencing them toward job satisfaction. From in-depth interview and observation, most of interviewees are a bit dissatisfied about this factor because lacking of necessary equipment and effective system in doing job. For example, Assistant to Manager A, B, and Manager A said they want the company provides

necessary stationary such as Post-it note, pen, and pencil for them in doing a job. Moreover, the system and company database should be more support to employees in order to get effective work result.

My suggestion is the company should supporting employees on the equipment and working system in order to make them work more effective. If each department use the same database when they see on the data it will be the same then the data and their works will be consistent.

Relations with Others: a relation with team member is so important in the workplace. From the interview, all of them have a good relationship with team member. People should care about each other and treat other with respect because the relationship can affect the quality of work when we help each other and brainstorming is better than sole thinking.

Job Security: the company should build the trust and allow employees to know the company situation such as sales and profit in order to make them feel secure to work with the company.

Intrinsic Factors | Satisfied and motivated

Promotion Opportunities and Opportunity for Personal Growth: the company should have the announcement of internal job vacancy regularly or the supervisor should tell the subordinates about the opportunity to get a promotion, setting career path in order to know subordinate career goal. Moreover, the supervisor should tell them about the qualification of skill required to get a promotion and help them improve their skill to meet the requirement of promotion. Moreover, the company should provide the training course for skill needed in doing job in order to develop employees' skills to meet the requirement when they have an opportunity to get a promotion.

Recognition: the recognition is very important in doing a job, especially for the administrative employees in the interview. The supervisor should recognize or give an expression of thanks to subordinates when they have done an important job in order to boost up their mind after their hard contribution to work. In addition, the management or company should have employee of the month or year, voting by team member or by KPIs criteria in order to encourage not only employees who work hard

to maintain their quality of work but also other employees who need to be recognized or get a reward. Therefore, it will motivate employees to work harder and once they achieve the recognition and reward, they will be proud of themselves and lead to job satisfaction.

Responsibility: the management should set clear responsibility to each job and position in order to let them know their workload. When they know their responsibility and allow them to manage and decision on some works.

Achievement: the company or management should help employees in setting specific measurable and achievable KPIs of each employee. When employees know their goal, they can get into the right direction to achieve the goal so it can be the motivator that influences their job satisfaction.

5.2 Limitation

Firstly, the study was focusing only on retail industry. Moreover, the number of the interviewee is a small group in one department. It cannot be represented all of employees who work in the retail industry. The study is only focus on Herzberg's two-factor theory.

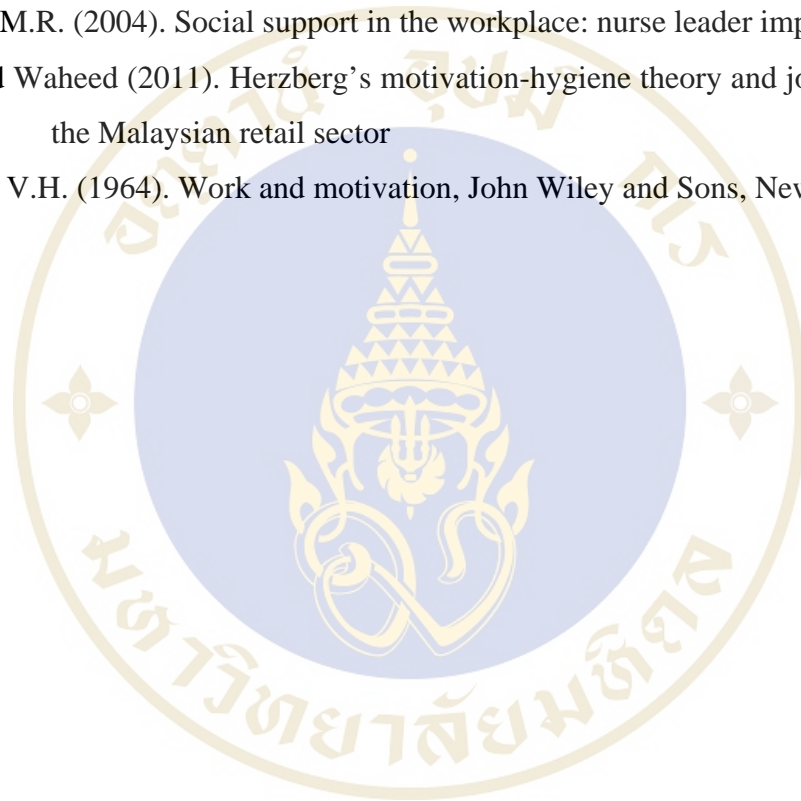
5.3 Further research

As shown on limitations, the future study should be conducted on some different retail company. Moreover, the study should be conducted along with the large number of interviewees in order to see different perception of each employee. Then compare and contrast the factors which influencing their job satisfaction in working for retail company. The new findings of the study will definitely be really useful for the management or HR departments of the organizations in the future. The study is only focus on Herzberg's two-factor theory, the recommend for future research to explore other factors which motivate employees toward job satisfaction.

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APPENDIX A: Questionnaires

A study on Intrinsic and Extrinsic Motivation Factors Influencing Work Motivation and Job Satisfaction in Retailing Sector

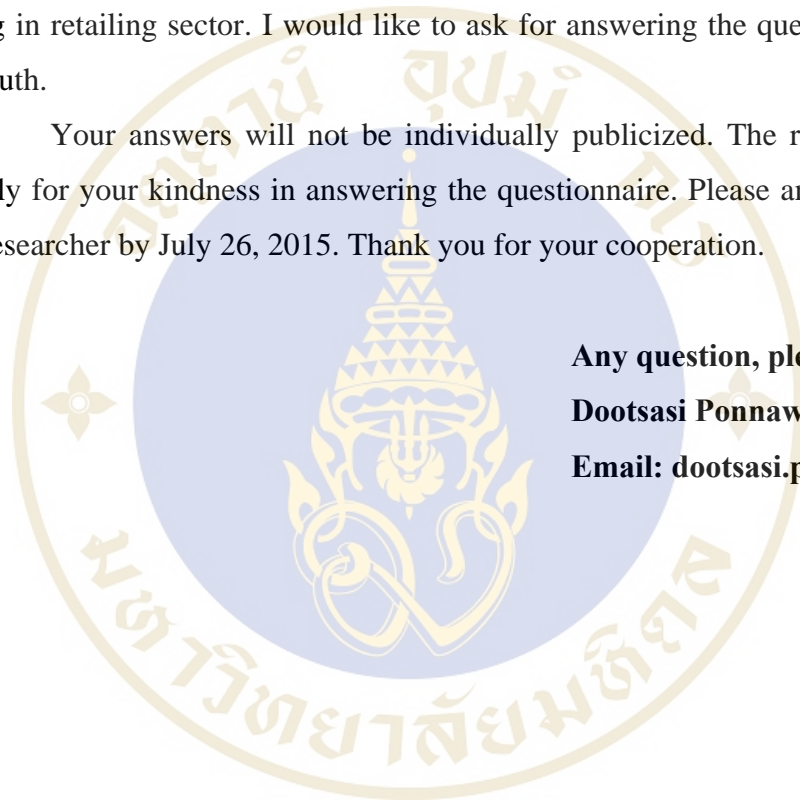
This questionnaire is a part of the study on MGMG697 Thematic Paper, Master of Marketing Management, International Program, College of Management, Mahidol University. The objectives are to study the intrinsic and extrinsic motivating factors influencing Work Motivation and Job Satisfaction among employees who are working in retailing sector. I would like to ask for answering the questions according to the truth.

Your answers will not be individually publicized. The researcher would hopefully for your kindness in answering the questionnaire. Please answer and return to the researcher by July 26, 2015. Thank you for your cooperation.

Any question, please contact:

Dootsasi Ponnawee

Email: dootsasi.p@hotmail.com



Questionnaire

This questionnaire includes main parts as follows:

Part 1: General Questions

Part 2: Extrinsic and Intrinsic Motivation factors influencing work motivation and job satisfaction among employees who work in retailing sector

Part 3: Personal Questions

Part 1: General Questions

Instruction: Please mark (√) for your answer

1. How long have you been working here

<input type="checkbox"/> Less than 2 year	<input type="checkbox"/> 3 to 4 years
<input type="checkbox"/> 2 to 3 years	<input type="checkbox"/> Above 5 year

2. Hierarchy level in job

<input type="checkbox"/> Section Chief	<input type="checkbox"/> Manager
<input type="checkbox"/> Assistant to Manager	<input type="checkbox"/> Senior Manager
<input type="checkbox"/> Director	<input type="checkbox"/> Others, please specify.....

3. Average working hours per day.....

4. How long do you plan on staying with this company

<input type="checkbox"/> less than 2 years	<input type="checkbox"/> Above 5 years
<input type="checkbox"/> 2 to 4 years	

5. The factors influencing your job satisfaction
 [Please ranking from 1 the most influence to 11 the least influence]

<input type="checkbox"/> Quality of Supervision	<input type="checkbox"/> Promotion opportunities
<input type="checkbox"/> Rate of Pay	<input type="checkbox"/> Opportunities for personal growth
<input type="checkbox"/> Company Policies	<input type="checkbox"/> Recognition
<input type="checkbox"/> Physical Working Conditions	<input type="checkbox"/> Responsibility
<input type="checkbox"/> Relations with Others	<input type="checkbox"/> Achievement
<input type="checkbox"/> Job Security	

Part 2:**Extrinsic and Intrinsic Motivation factors influencing work motivation and job satisfaction among employees who work in retailing sector****Instructions: Please mark ✓ in the most correct answer**

No.	Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
	Quality of Supervision					
1.	My supervisor considers my ideas					
2.	My supervisor gives me constructive feedback on my performance					
3.	My supervisor manages people effectively					
4.	My supervisor is an effective decision-maker					
	Rate of Pay					
5.	I am fairly paid for the work I do					
6.	My salary/pay rate is competitive when compared to similar jobs at other organizations					
7.	Salary increases are appropriate					
	Company Policies					
8.	The company's benefits package meets my needs					
9.	All departments of business & operations share common values					
10.	The company's benefits package has been adequately explained to me					
11.	Ignoring business & operations core values at work will get you in trouble					
	Physical Working Conditions					
13.	My company has clean indoor air					
14.	The company have provided necessary equipment to me in doing a job					

No.	Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
	Relations with Others					
15.	My co-workers and I work as part of a team					
16.	I am consistently treated with respect by my co-workers					
17.	People care about each other in my department					
	Job Security					
18.	I think I have a small chance of becoming unemployed					
	Promotion opportunities					
19.	Opportunities for advancement or promotion exist within the company					
20.	Internal candidates receive fair consideration for open positions					
21.	I know what is required of me to get a promotion within the company					
22.	I am satisfied with current job position					
	Opportunities for personal growth					
23.	I have received the necessary training to do my job well					
24.	My department offers the training that I need to grow in my job					
25.	I have had opportunities at work to learn and grow in the past year					
	Recognition					
26.	I get appropriate recognition when I have done something extraordinary					
27.	Expressions of thanks and appreciation are common in my department					

No.	Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
28.	My contributions are valued by members of the company					
	Responsibility					
29.	I have control over how I do my work					
30.	I have a say in decisions that affect my work					
	Achievement					
31.	I set clear goal and standard for my job					
32.	I set achievable goals and standards for my job					
33.	I usually complete the important job assigned					

Part 2.1: How satisfied are you?

Instructions: Please mark √ in the most correct answer

No.	Statement	Very Dissatisfied (1)	Not Satisfied (2)	Neutral (3)	Satisfied (4)	Very Satisfied (5)
1.	The quality of your supervisor					
2.	Rate of Pay					
3.	Company Policies					
4.	Physical Working Conditions					
5.	Relations with team					
6.	Job Security					
7.	Promotion opportunities					
8.	Opportunities for personal growth					
9.	Recognition					
10.	Responsibility					
11.	Achievement					

Part 3: Personal Questions**1. Gender**

- Male
 Female

2. Age range

- 21 to 25 years old 36 to 40 years old
 26 to 30 years old 41 to 45 years old
 31 to 35 years old 46 to 50 years old

3. Highest level of education

- Bachelor Degree Doctoral Degree
 Master Degree Others, please specify.....

4. Marital Status

- Single
 Married
 Divorced

5. Income level

- less than 20,000 baht 25,001 to 30,000 baht
 20,001 to 25,000 baht 30,001 to 35,000 baht
 35,001 to 40,000 baht 40,001 to 45,000 baht
 45,001 to 50,000 baht Above 50,000 baht

Thank you for your kind cooperation in answering the questionnaire