

**THE INFLUENCE OF ORGANISATION CULTURE AND
MOTIVATION ON EMPLOYEE RETENTION (CASE STUDY
OF TELECOMMUNICATIONS COMPANY IN THAILAND)**



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entitled
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MOTIVATION ON EMPLOYEE RETENTION (CASE STUDY
OF TELECOMMUNICATIONS COMPANY IN THAILAND)**

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COMPANY IN THAILAND)**

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ABSTRACT

Employees are the most valuable assets of an organization. The success or failure of organisations depends on the brilliance or excellence of the culture, their ability to attract, and retain talented and competent employees. This research aims to investigate the level of employee motivation and satisfaction based on Maslow's Hierarchy of Needs and analyze the factors which has positive and negative impact on employee contributing to their willingness to remain with the organization. The data was collected from employees in the telecommunications company by in-depth interviewing with 10 participants.

The results show the level of employee motivation and satisfaction in Sales and Marketing department is quite low. The company culture has impact on staff motivation and satisfaction both positive and negative aspects. Moreover, the company has not created employee satisfaction for all the five levels of needs, only with physiological and social needs have been met. Money and working relationship are main influential motivations on employees' decision to stay with the company. In addition, the managerial implication of the result for practice and future research will be discussed.

KEY WORDS: Organisational Culture/ Motivation/ Employee retention

66 pages

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CHAPTER I

INTRODUCTION

“People are an organisation’s most valuable assets and the only source of lasting competitive advantage for business today. Everything else can be replicated – products, services, infrastructure –but not people” (Efron et al., 2003, p. 1). Human resource is the most important asset of any organisation as it is the source of achieving competitive advantage. The success or failure of organisations depends on the brilliance or excellence of the culture, their ability to attract, and retain talented and competent employees. In order to gain competitive market advantage over their competitors, organisations should hire competent and talented employees. Retaining talented employees is highly important for the long-term growth as well as success of the business. Employers need to create an environment that supports the practices of retention in which employees are encouraged to stay. When employees are happy with their jobs, it increases commitment to their work and to the organisation and their intention to continue employment will be maximized. Retention is the process of keeping employees in an organization. This is one of the key fundamentals that is necessary for organizational success. In a globalized environment, retention and engagement of high prospective employees are a huge challenge to organizations, especially in times of high turnover rates (Benjamin et.al, 2012). Employee turnover generates huge negative impacts towards business, including loss of experienced and skilled employee, excessive cost, productivity drop and decreased service quality which eventually results in the loss of profitability. Keeping in perspective such impacts of employee turnover, the organisations have realized that it is important to retain employees.

The telecommunications sector is one of the most booming industries in Thailand and they help to increase the economic growth of the country. The country has entered the Full Broadband Era in 2017 due to the complete coverage of 3G and 4G networks. Also, the ownership of smartphone and tablet devices have become more prevalent. There is currently a moving shift towards a digital lifestyle among Thai residents,

which has led to an increased demand of quality data services, especially in urban areas with dense data usage. Telecom service providers have to place more emphasis on network expansion in order to serve this rapidly rising demand. Among high growing businesses, the competition among the industry is also relatively high. The industry is facing significant challenges in competition, technological revamps at very short frequencies and changing consumer demands (Nimbark, 2010). As a result, employees in the telecommunications industry are constantly under pressure to increase productivity with a stressful working environment that can cause the problem of employee turnover. Therefore, the prime challenge for the telecommunications company is retention of the employees, as a result of increased competition in the market and for the fact that engineer-background staff are ready to switch over whenever they are dissatisfied with anything on the job. There are certain reasons for the employees to leave or stay in an organisation which organizational culture and motivation are ones of them. Telecommunications companies are expected to have their own culture which has to be nurtured and sustained for the overall achievement of goals. In this regard, there needs to be an in depth understanding of the culture, employees' need and motivation to be able to harness them to bring about high level of job satisfaction and commitment from employees.

1.1 Organization Background

The researcher selected the most dominant company in the telecommunications business for the case study of employee retention. This company is a leading Chinese multinational networking and telecommunications equipment and services company. Since 1990 when it entered Thailand's market, the company has been growing with Thailand's telecommunications industry and gradually become a mainstream solution and equipment supplier in the market. Through continuous customer-oriented innovation, company has established end-to-end advantages in telecom network infrastructures, application & software, devices and professional services. The company provides customized network solutions for telecom carriers. Currently, there are over 3,300 staff working in Thailand regional office, among which about 80% are locally recruited. The vision of the company is to enrich people's lives through communication and the mission is to focus on customers' market challenges and needs by providing excellent communications

network solutions and services in order to consistently create maximum value for customers (Huawei Technologies Co., Ltd., 2017). By leveraging the experience and expertise in telecom sector, the company helps bridge the digital gap and give people the opportunity to join the information age, regardless of their geographic origin. The company is dedicated to helping operators address their challenges with the strategy on improving the average revenue of per user, enhancing the competence of bandwidth while reduce the cost at the same time (Huawei Technologies Co., Ltd., 2017). However, many employees were found to be complaining of their dissatisfaction and de-motivating emotional burst. The low level of employee satisfaction could be the reason that many employees resigned from the company, which led to rising turnover rate. This negatively impacts on company bottom line and overall productivity.

1.2 Research Question

How organizational culture and motivation have an impact on employee retention

1.3 Objective of the study

- To investigate the level of motivation and satisfaction
- To determine the factors which has positive and negative impact on employees
- To recommend possible strategies to retain employees

1.4 Expected Benefits

- Gain insight of the influential factors that impact on employee intention to leave or stay
- Know which factors need to be kept in consideration while formulating effective retention strategies for preventing the resignation of employees

- Can create the healthier culture in the company and increase the ability to create competitive advantages from the valuable human resources
- Help to identify a direction for the continued success of the organization by focusing on employees, rather than just successful product



CHAPTER II

LITERATURE REVIEW

Many employees at the selected company were found to be complaining of their dissatisfaction and de-motivating emotional burst. The low level of employee satisfaction could be the reason that many employees resigned from the company. The turnover rate in Sales and Marketing department is on the rise. This negatively impacts on productivity, service and costs. Therefore, I have conducted the literature review to find out concepts and theories that are relevant to solving the problem. The concepts and theories that I found are as follow;

2.1 Employee Retention

The ability of a company to keep its employees from leaving the organization is known as employee retention. It can be achieved through the efforts of the company to persuade staff to stay in employment with the company for long periods of time, or as a minimum until they have completed the specific projects for which they were hired. In the same way, Jackson (2013) reported that retention is those policies and practices which organisation implement aim to meet the needs of core employees, enhance their job satisfaction, encourage and motivate them. Thus, organisations take different steps to make employee stay for longer period.

In the opinion of Samuel et al. (2009), the most important purpose of retention is to prevent the drain of knowledge which occurs when employees leave their companies. This loss of knowledge could lead to the negative effect on productivity and profitability. Similarly, Iftikhar et al. (2015) mentioned that the purpose of employee retention is to gain long term benefits and competitive advantage when lead to achieve the desired goals. Employee may leave the organisation due to many reasons that the organisation cannot control, but there are various ways that organisation can do to keep employee to stay, to be satisfied and engaged as long as possible.

Retaining employees is a critical factor of organisation for approaching to more excellent management. It is the significant application of strategies and systems created for gaining organizations' productivity by developing and improving process of employee attraction, development and retention to reach requirement in forms of skills and competency for surviving in the future (Lookwood, 2006).

Reasons and Impacts of Employee Turnover

Many researchers have attempted to examine possibilities of employees' intention to resign. The cause of employees' resignation or stay with the company are similar reasons. In the study by Branham (2005) entitled "How to Recognize the Subtle Signs and Act Before It's Too Late", the author found that employee begin to dissatisfy and think about leaving because they did not meet with one or more human needs from the four fundamental as follow:

- Trust – the organization and management team should treat employees fairly and provide equal compensation in timely manner. Also, employee expect their organisation to deliver what have been promised, be honest and open for communication.
- Hope – employee expect that they will achieve higher position, develop their skills and have opportunity for advancement in their career path.
- Sense of worth – to be recognized and rewarded if they work hard, conduct best performance through commitment and make meaningful contribution.
- Competent/having the necessary skills or ability – they expect a match between their latent and ability with a job and the job should be challenging.

Branham (2005) added that the seven principal reasons for employees to leave their companies were as follows; the job did not fit the employee's skill set; the company did not match the employee's expectations; the employees felt unappreciated or undervalued; the employee did not trust senior managers; the employee did not receive adequate advice or guidance; the employee had no opportunity to learn and progress, and the employee felt high levels of stress and suffered a poor life-work balance. This idea also supported by Herzberg (1976) that lack of hygiene factors can produce unpleasant feeling, whereas motivation can produce pleasant feeling. The sources of motivation and satisfaction are success, acceptance, challenge, responsibility and opportunity to grow.

Employees are considered as valuable asset of the organisation and their replacement is problematic. The organisations who fail to retain employee might confront adverse situation. When employees leave, they could take knowledge and confidential information to competing companies, customer and client relationship is disturbed and considerable time is spent for hiring new employees (Kakara, Raziq, & Khan, 2015). Moreover, for each resignation, it would cost the company in many types of expenses such as recruitment expense, training expenses, administrative expense and also the opportunity cost from the loss of knowledge and expertise (Sutherland, 2002). This apparently would have an impact of the bottom line of the organization as the higher rate of resignation results in lesser profit of the company.

2.2 Organisational Culture

Culture plays a vital role within any large organization. Since it provides companies with a shared set of values which guide the behavior of the individuals who work for the company, setting out how they should act in variety of circumstances (Sokro, 2013). It sets the internal organisation's expectations and priorities which help staffs to understand the standardize and act in the same way. Hofstede (1997) describes organizational culture as the collective mindset which makes one company distinct from the others. It sets standards for working practices, behavior and communications styles. It also confirms how rewards and punishments will be administered. Organizational culture thus helps employees to understand how to behave in varying situations they face.

According to Denison (1990), there are four key components to an effective corporate cultures; involvement, consistency, adaptability and mission. Involvement entails staff taking responsibility for their actions, participating in decision making process and showing commitment to the company. Adaptability allows the company to alter its activities or systems when the operating environment makes this necessary. Consistency ensures that the values, expectation and behaviors which are encouraged will fir the aims of the company, while mission encompasses the notion of a shared purpose among workers and their organisation. Denison (1990) makes the point that all four of these elements must be in place to maximize the effectiveness of any organizational culture.

In contrast, Robbins (2006) explains that culture is a term which refers to the workers' perceptions of the organizational characteristics, of which they may or may not approve. Adding to the ideas of Hofstede (1997), he suggests that organisational culture covers the shared meanings which are understood by the members of any organization in a systematic format which can represent the organisation's values. It is thus possible to determine seven specific areas which comprise the elements of organizational culture (Kumar, 2001; Robbins, 2006):

- Innovation and risk taking: companies promote innovation and ensure staff do not fear taking risks for the company's benefit
 - Attention to detail: companies expect their staff to pay attention to details and to focus on accuracy in completing their tasks.
 - People orientation: companies consider the effects their actions will have upon their employees
 - Outcome orientation: companies focus on results or outcomes rather than on the techniques and processes used to achieve these outcomes.
 - Team orientation: companies organize their tasks to be completed by groups rather than individuals.
 - Aggressiveness: employees take an active and aggressive approach to completing their work rather than passively following orders at a minimal level.
 - Stability: companies ensure that activities ensure the status quo and do not always pursue growth.

This classification allows us to understand how organisations work. Every company has at least one cultural value which they seek to promote as part of their working practice. The organizational culture in each company can be differed by various determinants such as management style, company strategy, vision and/or norms. These determinants may have a strong impact on organizational behaviour, employees' motivation, the performance and quality of work experiences of its members. Kumar (2001) and Robbins (2006) observe that employees who do not commit themselves to the culture of an organisation are more likely to discontinue their employment in the company.

Furthermore, it has been noted that there is a relationship between a company's performance, voluntary staff turnover, and corporate culture (Sheridan, 1992). Employee intentions to leave an organization or remain employed are linked to the extent to

which individual values match those of the organization. Therefore, it is important that recruiters seek out individuals whose values fit the company's culture. In addition, the employees should not be misled on this issue, because employees who discover a mismatch at a later date are likely to leave. The value system of the employees will ultimately govern their performance and their level of job satisfaction, so alignment with organizational values is essential for long term success. Strong culture creates goal alignment, employee motivation as well as reduce employee turnover.

2.3 Motivation

Motivation describes as the internal or external influencer to an individual that energize, direct and maintain behavior. An employee's motivation influences their attitude and dedication towards their job. They will sustain this attitude in the long-term in order to achieve their goal, even when encountered with a difficult and challenging situation (Asiamah, 2011). A worker's inspiration to work includes all drives, forces and impacts that cause the employees need to accomplish certain objectives. Employee retention is closely associated with employee motivation (Asiamah, 2011). When employee is motivated, there is a high chance of them being satisfied, more productive and loyal to the company. Thus, a key issue to address when considering to retain employee is to motivate them. Managers should have an understanding of the influential factors in creating motivation in order to be able to encourage them to work harder, quicker, more efficiently and with greater enthusiasm. Motivation is vital if employees are to exhibit strong work performance and loyal to their organization.

Maslow (1943), as cited in Sandhya and Kumar (2011), suggests that individuals are motivated by five levels of human needs and those needs are arranged in hierarchical order which consisted of Physiological, Safety, Social, Self-esteem and Self-realization.

- **Physiological:** is the basic needs and it was the most powerful needs influenced on personal behaviors. The main physiological needs which must be met include the requirement for shelter, food, water and air. Their absence will result in poor performance, as a minimum.

- **Safety:** encompassing personal security, general well-being and health at work, financial security and protection from other threats.
- **Social:** it is the needs of people; family and/or relationship within the company. Staff must have a feeling of belonging and should identify with their colleagues. This can lead to lower levels of stress and can help staff to produce better work performance levels due to lower anxiety.
- **Esteem:** this is obtained through recognition of a staff member's contribution and provides status and prestige. Staff this feel valued and capable, giving them confidence, a sense of satisfaction with their working achievements, and the respect of others. Where self-esteem is absent, workers will feel disappointed, dissatisfied, and may perform at a lower level.
- **Self-actualization:** is the state of an individual achieving their true potential in their personal accomplishments and career. Employees usually wish to achieve their aims and reach the highest possible status in their careers. They also seek recognition for their skills and abilities in solving problems in their working field (Sandhya and Kumar, 2011).

Whenever one of the needs which is lower on the hierarchy is met, it ceases to serve as a motivating factor, and the worker will then focus upon the needs which lie higher within the system. The employee's motivation turned towards satisfying that higher need. Eventually, at the top of the hierarchy the individual will accomplish the need for self-actualization, with the desires getting stronger as more needs are met.

The importance of motivation in the workplace was also discussed by Herzberg (1976) in his Two-Factors Theory. He argues that employee motivation is directly related to job satisfaction. Based on his research in analysis on employees' feelings, there are good and bad feeling. The way employees react to good feelings can be linked to the content of their roles, known as motivating factors, while the bad feelings are linked with job context known as hygiene factor. Herzberg Theory differs from Maslow theory because the hygiene and motivation factors can be separated into two different aspects which will influence satisfaction. The work itself can lead to either satisfaction or dissatisfaction, but the motivation factors such as advancement, recognition, achievement, and responsibility will all lead to satisfaction and motivation if they are present. If they are not present, this does not automatically result in dissatisfaction.

The hygiene factors, in contrast, match the basic needs from Maslow's Hierarchy, and the factors which are not present will result in a lack of motivation. Therefore, a lack of income, security and compensation, coupled with poor management and colleagues will lead to staff being unmotivated.

2.4 Relationship between motivation and organizational culture

In the area of organizational culture, motivation is the critical element. People's feelings towards their work can be heavily influenced by organizational culture, and these feelings will ultimately determine commitment and motivation, leading to satisfaction. Since people are the main contributors to profits and competitiveness, organisations must use their corporate culture as a tool to motivate their staff to be their major strength. Organisations and employees thus depend upon each other for their mutual success. Meanwhile, Sokro (2013) added that motivation and satisfaction cannot be considered in isolation because of their independent nature. It is important to promote a company's culture so boost motivation levels since this can help to achieve the company's objectives. Motivated staff are more likely to feel driven to meet the aims because they feel responsible for achieving success for the organization.

There are five sources of motivation, according to Kanter (1989), and these serve to connect the ideas of motivation and culture. Workers are motivated in part by their mission, since they believe that their working output is significant. Where they also control their own agenda, they have control over their future working lives and thus feel motivated. Workers should take a share in value creation, so their work in this regard should be rewarded directly, and they should also be encouraged to learn through opportunities provided by their organisations. Finally, reputation is important when staff can be given the chance to earn recognition for their successes. Therefore, motivation and culture are closely linked, and a strong culture can inspire motivated employees.

2.5 Factors affecting Employee motivation

There are many researches and surveys identified factors that affect employees' motivation. The main reason behind motivation is that workers need to feel their jobs have meaning and they have a reason to work (Lin, 2007).

2.5.1 Compensation

When it is necessary to motivate workers in the industrial sector, the method recommended by Frederick Taylor and his scientific management associates is to offer more money (Tella, Ayeni, & Popoola, 2007). This is because the salary levels are one of the most important factors underpinning career choices. However, in isolation, monetary rewards can be insufficient to motivate a diverse workforce because individual motivations differ. Studies have been shown that knowledge workers do actively seek out higher compensation rates (Jayasingam & Govindasamy, 2016). Therefore, organisations seeking to retain knowledge workers should pay particular attention to salaries and bonuses as they use them to judge their relative importance to any other organisations.

2.5.2 Working Environment

Working environment is related to working conditions that affect employees' performance such as content of work, company policy, working time, supervisors' nature and also colleagues. Wells & Thelen (2002) mentioned that if organisation have good policies for HR management, they would have opportunity to retain and make their staffs more satisfied by giving them a suitable private level and creating working environment that can increase engagement between employees and organisation in long term. Also, work-life balance has become increasingly important for many knowledge workers because imbalance between work and non-work activities can be cause of reducing psychological and physical well-being (Jagun, 2015). The imbalance between work and non-work life can be a cause of dissatisfaction that can lead to turnover and absence in their work (Hughes & Bozionelos, 2007).

2.5.3 Job Security

A study involving Japanese workers conducted by Abegglen (1958) revealed that the system of lifetime employment was able to create job satisfaction while motivating

staff to show high levels of commitment to their companies. The system of rewarding seniority and offering job security also helped in retaining staff. Job security is considered as tenure and company stability and a freedom from threats of layoffs. Bevendam (2002) added that when employees feel their jobs are secure, they are more likely to work innovatively and take risks which can benefit their companies. In contrast, when they feel insecure in their positions, they lose commitment and have lower job satisfaction. When there is no job security, an employee's needs for higher growth will be blocked (Dugguh & Dennis, 2014). In conclusion, employees will have more satisfaction in a stable and secure job and they can contribute their work consequently. For this reason, it will lead to job satisfaction.

2.5.4 Supervision

Supervision is a critical extrinsic factor of work and that positive observable supervisory behaviors, perceptions and interactions lead to exceptional feelings of employee job satisfaction that promotes relationships, motivation and organizational performance (Vann, 2017). As supervisors are agents of the organisation, measuring perceived supervisor support allows employers to take corrective action to ensure that employees view supervisors favorable and create stronger organizational connects (Vann, 2017). Research into the views of experts on the subject of employee retention reveals that among the most important factors are helpful support and guidance, and management which values the employees (George, 2015). In particular, the support of an immediate superior is considered more valuable than the support of the company, so positive perceptions of supervisors can result in employees being more likely to stay with their organisations.

2.5.5 Rewards and Recognition

Maurer (2001, cited in Manzoor, 2012) states that the most important motivational factors in the work environment are recognition and rewards. These can lead to heightened job satisfaction, and can channel worker motivations towards the achievement of company objectives. Individual workers are typically eager to have their working contributions recognized and their successes rewarded with sincere appreciation (Syptak, Marsland, & Ulmer, 1999). It is helpful to provide appreciative

feedback to staff immediately when they perform well, since this can persuade them to work harder to sustain this good performance because they believe their organisation recognizes their contribution and cares about their work (Lai, 2009). Rewards and recognition influence their impression to make them feel valuable, and lead to increase satisfaction and employee's motivation to stay.

2.5.6 Autonomy or Empowerment

Andrews and Wan (cited in George, 2015) make the point that providing workers with a degree of autonomy at work can improve retention rates, and in the IT sector has been shown to lower turnover. Ownership of one's own work is important for many employees and can increase motivation. Therefore, companies should be prepared to offer workers the freedom and authority to meet their objectives as they see fit. From doing this, staffs will feel ownership towards the specific result of the work they do (Syptak, Marsland, & Ulmer, 1999). Employees should have enough authority to do their jobs easily and efficiently. This is not only makes the organization efficient but it could convey to 'I trust you'. When employees have ability to choose how to do their work, they will feel themselves being a part of a job as well as take more responsibility and give high attention to the job. This leads to increase job satisfaction.

2.5.7 Career Advancement

Progression in an individual's career can be measured as the change in role or status which results from an internal promotion. The availability of promotion opportunities and advanced status can play a major role in generating employee satisfaction and thus commitment on the part of workers. In contrast, when performance management is poor and opportunities are not offered to those who perform well, employees become less satisfied and many will choose to seek opportunities with a different employer as a result (Jayasingam & Govindasamy, 2016). Employees will be satisfied and willing to stay with the organization which fulfills their career goals. Thus, the organization should provide an opportunity for career path to increase employee satisfaction, and further lead to loyalty.

2.5.8 Training and development

One further factor which can influence retention rates is that of whether or not the company offers further training for staff, and gives the chance to achieve personal growth and development. Job satisfaction can be enhanced through training, while training is a sign of organisational commitment to staff. If companies do not offer training, this can have an adverse effect of staff retention, leading to higher turnover rates, and ultimately causing problems in terms of product or service quality, which can cut profits (Poulston, 2008). It is not only improving employees' skill, knowledge and performance, but also keeps employees' interest at a high level. Training, development of skills, opportunities to grow, and the potential for promotion are all able to inspire workers to perform better through enhanced self-esteem and actualization (Lai, 2009). Costen and Salazar (2011) add that employees whose skills have the chance to develop via training report higher levels of job satisfaction and show increased loyalty to their organisations. Therefore it can be inferred that training can improve productivity and staff retention as workers become more capable and more satisfied with their employer. When the training and development needs of employees are met, they are more like to stay.

2.6 Propositions and conceptual framework

Based on the literature review, the propositions have developed as follows;

P1: The provision of basic needs affects staff motivation to stay through staff satisfaction

P2: The provision of security needs affects staff motivation to stay through their feeling of job security

P3: The provision of social bonding opportunities affects staff motivation to stay through their needs as a social animal.

P4: The provision of self-esteem affects staff motivation to stay through the staff's feeling of achievement.

P5: The provision of self-actualization opportunities affects staff motivation to stay through the staff's participation in setting own goals and achievement of the personal goals.

P6: The culture of organization affects motivation to stay through staff satisfaction and commitment to the organization.

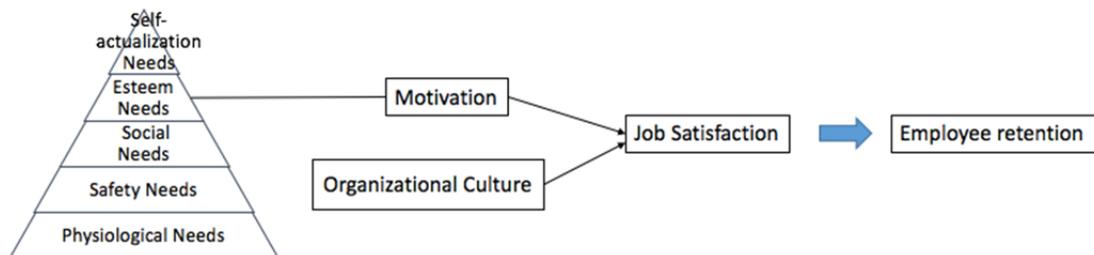


Figure 2.1 Figure Conceptual Framework

The next chapter will present the research methodology used to explore the proposition discussed earlier.

CHAPTER III

METHODOLOGY

The focus on this research was on the feelings, beliefs and attitude of employees who presently work at the selected Company. More specifically, the purpose was to gain knowledge and insight into factors that could influence individuals to remain with or intent to leave the organization. This chapter discusses the methodology adopted in conducting this research which include data collection method, population sampling, data analysis and data validity.

3.1 Data Collection Method

Beside the secondary data on literature review chapter which mostly represent in terms of theories. There was no precise research related to employee retention and factors affecting satisfaction of Thai employees in Chinese Telecommunication Company. The additional actual experience and details from primary data would allow analysis for answer on the research become more accurate since the qualitative method could be used for observing their attitude and feeling. A qualitative approach is more appropriated as these following reasons. Firstly, the knowledge is based on experiences and values. The qualitative approach will allow to collect data in uncontrolled environment from a cross-section of people. The information will be based on the participants' perceived realities.

In order to explore employee retention, one company in Thailand was selected. This company is one of the largest Chinese telecommunication company in Thailand, was chosen as a case study to explore the influence of organisation's culture and motivation on employee retention. This rest of the paper will represent this company as "Company A".

In qualitative research, a sample of a population is selected for any given study. The study's research objectives and characteristics of the study population determine which and how many people to select. Purposeful sampling is selected in a systematic

way. The sample size is usually small in qualitative work and is achieved through observation of reoccurrences of the same data whilst conducting the interviews. In other words, the sampling size will stop once the point of saturation is reached.

The researcher interviewed 10 employees who currently work in the Company A. The selected target respondents are at manager level. Moreover, the research questions tried to understand how organization culture and motivation impact on employee retention; therefore, the sample group should have work experiences more than 3 years to make sure that they have the right understanding on the company culture and motivation practices. To get a clearer picture in the next chapter of data analysis, the information of the chosen interviewees is summarized as shown in table 1 below;

Table 3.1 Interviewee list

No.1	Code	Position	Working Experience	Gender
1	Tong	Product Manager	6.5 years	Female
2	Arm	Product Manager	5.9 years	Male
3	Siri	Service Manager	3 years	Female
4	Pui	Product Manager	6.5 years	Female
5	Gor	Product Manager	13 years	Male
6	Hin	Account Manager	9 years	Male
7	Yuth	Service Manager	3 years	Male
8	Benz	Product Manager	4 years	Male
9	Sia	Product Manager	3 years	Male
10	Pop	Account Manager	5 years	Male

The researcher agreed to custom direct interviews with interviewees by using the open-ended questions to comfort any anxiety with the conversation between the researcher and respondents. Besides, it can also deliver precise and literal key answers about specific experience and knowledge in each interviewee and also encourage interviewees to freely elaborate their full opinion on the questions asked based on their own perception and true feeling. Moreover, this category of question lets interviewees express their own emotional and attitude responses. The lists of open ended questions are shown in the Table 2 below;

Table 3.2 Interview Questions

Topic	Interview Question
Organisational culture	1. Could you describe the organization's culture?
Motivation	2. How do you feel safe to come to work? 3. How is your relationship with colleagues? 4. Have you ever received recognition or rewards for doing good work? And are they effective or motivating in your opinion? How they motivate you? 5. How do your manager or your team give you opportunities to learn and grow? 6. What motivational factors or incentives have the most impact on your motivation to stay with the company? Why? 7. What do you like most about working in this company or enjoy most about this job? How it motivates you to work and stay with the company? 8. What do you like least about working this this company enjoy least about this job? How it discourages you to work and stay with the company?
Satisfaction	9. How satisfied are your current position? 10. Is there any scenario would tempt you to leave the job at this company?
Retention	11. If you could change or add one thing, what would it be?

The probing technique is used to confirm validity of the data and obtain greater details and interesting issues for collecting in-depth information. The probing technique is approached for expanding the answer of interviewees for pursuing more described, specific and complete information during the interview. The interview is conducted by two ways communication which are face to face interviewing and communicating via mobile phone. Also, some of the respondents were not talkative and gave short answers at the beginning, the researcher had to create an informal atmosphere

trying to seek for their insights and to use probe for encouraging the participants to elaborate on their answers.

The interview was conducted depending on interviewees' convenience time. Sometimes interviewees cannot interview in person, so mobile phone would be the second choice. The venue of interview is office meeting room for quiet place to stay away from any third parties who are not involve in retrieving data. Each interview session took approximately 30 minutes including introduction, questioning and probing.

3.2 Data Analysis

After finished all interviews the researcher used coding qualitative data process which is an important phase of filtering clarification and interpretation from the interview to analyze all information. Coding the data makes it easier to search the data, to make comparisons and to identify any patterns that required further investigation. The interviews' recording and reflective note were decoded into categories based on research framework as pre-set code. The researcher used a systematic way to code data by using the questions such as What is this saying?, what does it represent?, what is this example of? Or what kind of events are at issue here?. The researcher then assigns a word, expression, phase, number or symbol to each doing category. Final step is group them in categories such as response, consolation, positive or negative thought or beliefs. As reading through the data set the number of codes that researcher has will develop and grow as more topics and themes become clear.

CHAPTER IV

FINDING

The following chapter presents the main finding that were collected from primary research. In-depth interview was conducted and all interview transcripts can be found in Appendix 1. The results will be highlighted and critically discussed.

4.1 Data finding

Participants were asked to describe the organizational culture of the company A. The response from participants believe that Company A has a dedicated, result oriented and customer centric culture.

4.1.1 The influence of dedication culture on motivation

Most of participants believe that dedication is negatively influence on their motivation to work. Chinese managers often work overtime every day, thus subordinates have to follow his behavior in order to support them. The participants have noted that the Chinese staff does not well and this results in them having to work overtime. They spend more time than it needs to achieve the same result. Thus, from participants' point of view, it is an inefficient way of working. Tong said "Dedication in Chinese perspective is working late and work on the weekend or holidays, sacrificing personal time for work. But for me, I think work efficient in this eight working hours is a better thing to do." Siri said "Dedication is one of our company culture, they require us to work hard for them, 24 hours available and overtime working. Sometimes not working efficiently." Gor said "The company still giving us a feeling that you have to work hard, not work smart, or even though you work smart, you do still have to work hard". However, one participant disagreed with the rest of the group because dedication is one of the way to be proactive and achieve company targets. For example, Thai culture is quite laidback and Greng-jai, therefore, sometimes needs to be pushed each other to get things done.

However, many of employees feel uncomfortable doing this. In contrast, Chinese staff work longer hours which sets up the standard for the rest of employees, causing them to work equally as hard to match their outputs. With lower level of Greng-jai, they are able to push pending person for getting task accomplished very quickly. Hin said “Organizational culture has changed my working attitude to be more motivated and active. Instead of waiting for the target to come to us, we go to get it.”

In addition, the second reason that they disagree with dedicated life for work was because there is an imbalance between work and personal time. Chinese managers usually asked subordinates to work overtime or call for meeting to be held on the weekend where participants would like to spend their weekend with their family and friends. Pui strongly expressed that “Feeling depressed and frustrated because of do not have enough sleep. Everyone not born for work only, we still have life, family and friend. Work is important but it is not everything to me. Leave everything out and then dedicate for only work is not life.” Benz said “There is no work life balance which totally has affected on me. Whenever they want to follow up the work, they will call immediately regardless it is 10pm or 11pm. I had health problem related to stress and sleep deprivation.” This feedback similar with Jagun (2015) who said that work life-imbalance can be cause of reducing psychological and physical well-being.

4.1.2 The influence of result oriented culture

The company have a target driven sales environment and this often means employees’ well-being are sacrificed as a result. The management team do not consider about the employees’ well-being but it would always be only about performance result. Benz said “Organisation culture here is task oriented. They only concern only about work, and do not care about people.” Arm said “Work hard and work harder and only work. Just concern only for the project.” A few participants are demotivated because the company only focus on the result which puts tremendous pressure on the employees to find ways to achieve the target. Pop stated that “Sometimes I feel de-motivated because of too serious and pressure environment. Motivation here is not encouraging employees by move forward to achieve the goal together, but more on force and pressure to achieve the target.” Employee strongly dislike this high pressure environment.

4.1.3 The influence of customer centric culture

All participants stated that customer orientation is an aspect of the organisation's culture that motivate individual to remain with the company. Pui stated that the contact and personal relationship that she has with the customers is very satisfying. She enjoys helping others and this is very high on her list of things to accomplish. Many participants reported that customers are very important to their organisation and they are always willing to improve on every standard of service in order to meet customers' needs. Yuth said "Customer centric is the most critical because it is the only source of revenue and profit for business growth". Arm added that "what I like most about working in this company could be that company has many new technologies and innovations. I enjoy developing a new solution for customer to ensure they satisfy and use our equipment and services." Arm also added that what he like most about working in this company is "the company has invested in many new technologies and innovations, more weapons than the competitors, available to support me. It is fun to develop a new solution for competing with competitors or offering to customers".

4.1.4 The influences of Physiological Need on motivation

From the interview, 8 out of 10 participants said that money is one of the main motivational factors that have the most impact on their decision to stay with this company. Gor said "For me, my main reason to stay with this company is salary and compensation." Pui also shared the same thought by added "Everyone is here because of these." Hin mentioned that "In this organization it is hard to get to top management, but the income and benefits keep me to continue working here. In addition, participants agree that the company pay high salary and it is quite competitive rate in the market. Hin said "I think the rate of salary grow correlating to the company growth." Benz said "Overall income and return are appropriate regarding job description, workload and working time. My income is higher than my friend who is working in another company in the same industry." Yuth revealed that "I am very satisfied with my salary because it is double higher than last year, even though my job level remains the same." These findings are similar with workers were more likely to demonstrate high commitment if they perceived the compensation as competitive in literature (Jayasingam & Govindasamy,

2016). Regarding the currently incomes and returns, all participants are motivated to continue working with this company and have no intention to leave because of this factor.

Accordingly, physiological needs, the most common of responses stated that employees were satisfied with their salary. This suggests that the employees at Company A believed their physiological needs were met.

Although all participants satisfied with their salary and compensation, two participants argued that it was not the most influence factors. Siri told that compensation is not the main factor that she chose to stay with this company because she did not concern much about money. She enjoys the nature of the work itself and though other factors are more important such as colleagues. Moreover, Pop also mentioned that he was satisfied with compensation, and that it does not have an influence on his decision to stay with the company. What was more important to him was the positive relationships he has built with the customers for over five years. These responds aligned with Mocrasz, Zhao and Kay (2009) explained that compensation could be the critical factors for decreasing managerial turnover and increasing commitment; even though, it was not one of the top influence factors.

4.1.5 The influences of Safety Need on motivation

When asking participants about their job security, majority of them (seven out of 10) explained that they do not feel secure in their roles even though they are permanent employees. This is because the company have a strong focus on sales performance so there is always the possibility that an employee with a poor performance will be laid-off. Sia said “Not secure. If has a bad performance, they are ready to find someone else to replace your position or force you to resign by not increasing bonus or salary.” To illustrate, two participants had given example of possible scenarios on this. Pui said that “Not secure, there is a chance that the company will stop to employ me if I make mistake that have big impact on work.” The feeling of insecure was also supported by Pop who said that “Secure only in short term. The company does not retain employee up to retirement. I hardly ever seen employee aged 50 working here. Like once we are slow gearwheel, they will take off or change”. Additionally, some participants see job security as unstable especially in term of job position. Yuth said “I feel insecure even though I am a permanent staff. You know, everything can change all the time. Someone

worked as a project director, one day he was assigned to another position.” These reasons show uncertainty of jobs that make employee demotivated and can lead to the intention to resign. This supports with literature review that when there is no job security, an employee’s needs for higher growth will be blocked, they will seek to fulfill his needs elsewhere (Dugguh & Dennis, 2014).

In term of quality of supervision, more than half participants perceived that their supervisors are task oriented who lack of leadership skill, not assign the right people for the right job and do not know their real potentials. Sia said that “My supervisor assigns the task and let me swim to ashore by myself. When problem occur, he does not help. His only interest is that I have to complete the task successfully and deliver on time.” The supervisor provides insufficient detail or a lack of project background information when the information is needed in order to perform the task. Arm mentioned that “My supervisor is not assign the right people to the right job, and seem like he doesn’t know my real potential.” Moreover, these groups of participants further explained that they do not know the reason behind the certain grade they received due to the lack of clear and proper feedback on performance appraisal from supervisor. “They did not provide a proper feedback, only tell the result and reason that not more than this because someone else has performed better.” In conclusion, supervisors of these participants are just concern only on getting tasks completed. With this leadership style of supervisor, these participants are less satisfied and have less commitment to the organisation.

In looking at Maslow’s second need (safety), the common response are they feel not safe in term of job security and poor quality of supervision. This suggests that employees at the Company A believed their safety needs were not being met.

4.1.6 The influences of Social need on motivation

Good relationship among employees is a significant factor that participant thought it is the positive aspect of working in this company. Almost all the participants are satisfied with the relationship among their colleagues that create the satisfactory working environment. Pui said “One of the reasons that keep me continue working here is there is not stab back and attentively watched by others in working environment”. Tong said that the workplace feels more like a family, since the employees have developed close bonds with each other. “My colleagues are very nice. Everyone is friendly and

lovely. They are already passed the point where just called colleagues, they became more like friend and family.” Yuth noted that “I have excellent colleagues.” This positive interpersonal relationship or collaboration and support each other enhance them a sense of social bonding and motivate to work with positive energy. Through trust and respect in each other while working together, this leads them to enjoy with their jobs and stay with the company.

Reviewing Maslow’s third need (social), the common responses were associated with employees felt that they had positive relationship with co-workers. This suggests that many social needs of the employees at the company A were being met.

4.1.7 The influences of Esteem need on motivation

From the interview conversation, there is currently a lack of recognition which has negative impact on their motivation. Employees who work hard did not receive the compliment or praise, so they begin to feel underappreciated and undervalued. Pui simply stated that “They do not tell me thank you enough for doing a good job. I think if they did, I would work harder so that I could hear it again.” Another participant, Arm, confirmed this attitude asserting that “Many times I thought that I did excellent work and big contribution, but did not receive reward or recognition accordingly. They know how tell you when you are doing bad”. Obviously, these comments indicate dissatisfied, unmotivated employees. Moreover, the study found that the more importance of the project, the higher the bonus project owners receive. Siri said “I think that the reward is not fair, felt like they only give the importance to the big projects. The task or work that I do is not the project that they focus.” Hin also has a similar view to this as he said that “Sometime the benefit heavily relies on the output or result. For example, A achieved many projects, and win many projects. Consequently, A received a lot of bonus. Whereas, B work not different to A, but B win few projects. To me, it is not fair.” These statements also suggest that employees are perceived that the reward is unfair and they are feeling underappreciated. In addition, in every half year the company will give rewards for excellent employees. However, they noticed that the winning of award is changed every year which seem like to make sure that everyone receives it. There is a question among employees whether is It actually a symbol of best outstanding employees or just a tool to motivate employee. Pop told that “For shining star seems

like they distribute to everyone which I feel it is not truly based on the real achievement.” In summary, participants are dissatisfied with the amount of rewards and recognition the company provided. The company do not give enough applause to the employees when they did good things, so the participants did not proud and feeling worthy to do their task well. The lack of recognition and unfair bonus lead to lower level of employee motivation and commitment.

Moreover, there is a lack of empowerment which has negative impact on their motivation. 9 out of 10 participants explained that they do not have authority to make decision. Siri stated that she does not has control over her work and her circumstances as “it seems like I didn’t get to finalize about work. There is always other person who have a higher privilege finalize my job. There is no empowerment in making decision even its my own work.” Arm said “Empowerment or authority is on the Chinese hands. We barely have power to make a decision including the company strategies or marketing products. Chinese employees made and sum up the decision by themselves then let us know. This procedure made me like I was not a part of the team even though, in the bidding project, they cut me off in the final round.” In summary, participants are dissatisfied with the level of empowerment they have because they could not control over their work and did not get involvement in decision making. The finding was also consistent with those of Syptak, Marsland & Ulmer (1999) who explained the importance of employees being empowered to take ownership of their work. This indicates that individuals will less committed and dedicated to an organization as they are not in control of their job and that they lack of a feeling responsible for the work that they perform.

In reference to Maslow's fourth need (esteem), the response consisted of poor and rarely enforced reward and recognition with the low employee empowerment. This suggests that many esteem needs of the employees at the company A were not being met.

4.1.8 The influences of Self-actualization need on motivation

In terms of career advancement, there is inequality between Chinese and Non-Chinese staffs. Majority of participant lose their motivation to work as they realize that they have small chance to be promoted to higher position even if they are able to do their job well. Yuth said “It rarely see Thai employees get promotion to reach to

high position.” The high position is mostly filled in by Chinese staffs either from the regional office or headquarter. Arm mentioned that “There is no long term career path to grow. At some certain point cannot move or grow to anywhere, and cannot be promoted to be a director. The company brought in new Chinese staff or promote the ones that are currently working here. Thai people has small or little opportunities for getting promoted.” For these reasons, participants may have an intention to leave from this company for their growth and promotion.

Moreover, there is inadequate training provided and employees often have to learn on the job with little or no support. 8 out of 10 participants are dissatisfied with the training and development. Pui said that “There is no training. I required for the training many times. I have go to study or read from the slides or go to ask someone bit by bit which not gaining a comprehensive understanding in specific product solution. When customer ask about technical question and I cannot answer, I feel very awkward.” Arm expressed his dissatisfy that “The company provides training session by giving us the examination and some reading material for passing the exam. That’s all.” This indicates that there is little focus on employee development, especially on skills that are crucial to their role. The company wants their employees to work harder but overlook the lack of tools and support that the employees require to achieve their goals. Consequently, it creates frustration and harms mortality among employees.

With respect to the fifth need presented in Maslow’s model (self-actualization), the common responses were associated with no opportunities to learn, grow, and develop their skills. This suggests that employees’ needs of self-actualization at the company A were not being met.

4.2 Data analysis and discussion

The company firmly believes that their customers should always be the top priority, whose demands are the driving force behind their development. The company’s commitment to their customers have driven them to invest in innovation. Respondents mentioned that they did enjoy developing customized network solutions for their customers because the company has provided new technologies, therefore weapons to support their work. Moreover, the company is committed to creating long term value for customers

by being responsive to their needs and requirements. Based on the interviews, employees internalize the shared values supporting customer centric behaviors. They also believe that customer satisfaction is crucial to their organization's success as it is the only source of revenue. Without customers they would not have a job, so they are always willing to improve on every standard of service in order to meet customers' needs. They behave in a manner which is consistent with the concept of customer first attitude. Individual employees are more customer focused and less focused on their own specific needs; always prepared to resolve issues on short notice. When trade-offs have to be made, customers are always the number one priority. Thus, this congruity between the values and norms of the organization and employees result in high levels of organizational commitment and has a positive effect on job satisfaction. Where an organization has high levels of values and norms that support market orientation, sales representatives will identify with this, which generates higher levels of job satisfaction.

The second organisational culture is result oriented. The company have a target driven sales environment and this often means employees' well-being are sacrificed as a result. The management team do not show concern for employees' well-being but it would always be only about performance result. Because the company only focus on the result, this puts tremendous pressure on the employees to find ways to achieve the target. Humanistic concern for individual employees is not part of this corporate culture, and thus treat its employees as a means to maximize its profits.

Moreover, the company emphasizes that the only way to obtain opportunities is through hard work, and above all, a dedication to do the best in everything that you undertake. It is not unusual for employee of a Chinese company to work overtime even if they do not get paid for those hours. This is because they come from a culture where management tends to judge employees' performance based on the amount of hours they put into their job. So, people who longer hours are perceived to be dedicated and hard workers. Managers have a tendency to focus on the amount of hours worked and not the quality of an employee's output. It is inefficient working style in spending more time than it needs to achieve the same result. The company gives employees a feeling that they have to work hard, not work smart. Even if an employee work smart, they still have to put in the extra hours to prove their dedication to the company. This type of working culture harms the work-life balance. The respondents have stated that

they often work outside of the normal business and it has had a negative impact on their social life. It is clear that there is different expectation between the employees and managers regarding the working hours. The perception that the amount of overtime worked corresponds with your level of dedication to an organization is unhealthy, particularly when it causes stress and harms your mental health. The literature supports that this result due to the shift in quality of life issues; individuals value a balanced life where their family and outside interests are just as important as their jobs (Sturges, 2004).

Next, the Maslow's theory will be discussed in analyzing the level of employee motivation and satisfaction. Regarding Maslow's theory of hierarchy of needs, individuals are motivated by five levels of human needs and those needs are arranged in hierarchical order. Physiological needs are the lowest ordered and most basic needs of human beings. These involve satisfying fundamental biological drivers such as the need for food, air, water and shelter. These needs exert tremendous influence on human behavior. Employees are human being with physiological needs that must be met in order to survival. Most of participants were satisfied that their needs were being met. Salary and compensation are the major concerns employees had regarding their career. The priority of their jobs are to gain sales from their customers to achieve a set target. More than 50% of their income are incentive and bonus based. From the research, employees at Company A are motivated to work in the company because the economic rewards have met their basic needs. The competitive salary and suitable incentive scheme can motivate employees and increase job satisfaction.

A company that provides medical benefits, contributes to retirement plans and is financially solvent makes workers feel more secure about their jobs and the future. Job security will result in employee's decision to remain within the organization. According to Bevendam (2002) a lack of job security decrease employee satisfaction, commitment and involvement. Some of the interviewees did express their dissatisfaction with the current level of job security at Company A. For instance, because of sales performance driven environment, there is a little concern shown towards the employees. They feel that there is high possibility of laid-off if they were to make mistake or performance poorly. In conclusion, the unmet of security need does not affect staff motivation to stay. They are motivated to stay with the company because of other factors.

An individual is a social animal and seeks out companionship, acceptance and inclusion. Maslow identifies social needs as friendships, peer support and understanding by other fellow employees or groups within the organization. The interviewees' response indicates that they get along well with their colleagues. The relationship between colleagues have a significant influence on employee's decision to remain with the company because duties in sales and marketing departments are team oriented. For this reason, social needs are met before the safety need. Therefore, the research finding have confirmed forming a good working relationship with colleagues can motivate and decrease turnover intention from employees.

In terms of esteem needs, employees would like to receive recognition and appreciation for their demanding work and accomplishment. The fairness and consistency in the recognition process are critical. When employees see that their efforts are noticed by management, they take more pride in their work. However, employees at Company A did not receive such recognition. The supervisors do not give praise to employees when a project has been achieved or a target was met with exceedingly good results. Employees also noticed that the rewards and incentive given by the company is not linked with their real achievement. As a result, their self-esteem needs are unmet leading employees to feel undervalued and insecure, and thus de-motivated to do their duties well. The research finding prove that it is true when there is no provision of self-esteem, employees are de-motivated and dissatisfied due to no sense of achievement and they will look elsewhere to fulfill their esteem needs.

Lastly, self-actualization needs are the desires an individual has for self-fulfillment and developing to their full potential. It is "the desire to become more and more what one is, to become everything that one is capable of becoming". Company A did not provide their employees the opportunities to learn, grow and develop their skills. The high-ranked positions are mostly occupied by Chinese staffs, so the interviewees felt that they only had a small chance of being promoted even if they are doing their job well. Employees are also dissatisfied with the training because most of the time they have to learn on the job with little or no support. The company wants their employees to work harder but overlook the lack of support that employees require to achieve their jobs which creates frustration among employees. For these reasons, the company has

not satisfied employees up to this level of needs and they may have intentions to leave this company to seek for growth and development.

In conclusion, analysis of employee motivation and satisfaction based on Maslow's theory the company has not achieved employee satisfaction for all the five levels of needs. Only two needs were met, physiological and social needs. Employees seem to be discouraged and de-motivated to stay because the safety, esteem and self-actualization needs were not being met. However, employees have needs beyond money. They expect to advance their careers as well as have their own expectations for professional self-actualization. If these higher order needs remain unfulfilled, employees might resign from the company in order to seek fulfillment elsewhere.



CHAPTER V

CONCLUSION AND RECOMMENDATION

5.1 Summary

This research paper sought to understand the influences of organizational culture and motivation on employee retention. The qualitative research methodology was developed to investigate the current situation of the company. All the participants are currently employees of Company A. They are permanent staff at manager level with an average of three years of experience.

Based on the finding, Company A has a dedicated, result oriented and customer centric culture. This type of working culture have both positive and negative impacts on staff motivation. The company's focus on customers are approved by the employees who enjoy developing innovative solutions to meet their customers' needs and requirements. Also, employees enjoy developing a personal relationship with customers. These positive aspects have motivated them to work with the organisation and also increased job satisfaction among employees. On other hand, the negative influence occurs when company has the negative aspects. Negative aspects identified from the interview are derived from dedication and result oriented culture, which harms the work life balance. This resulted in low motivation and satisfaction of employees.

Regarding Maslow's theory of hierarchy of needs, individuals are motivated by five levels of human needs and those needs are arranged in hierarchical order. According to the data analysis, the company has not created employee satisfaction for all the five levels of needs, only with physiological and social needs have been met. Employees seem to be discouraged and de-motivated to stay because the dissatisfaction of safety, esteem and self-actualization needs. If these higher order needs continue to remain unfulfilled, employees might resign from the company to seek satisfaction elsewhere. The finding is contradictory with the order of needs specified by the model that the basic needs should be satisfied first before the next levels. For instance, the safety need was not being met, while the physiological need and belonging need of the pyramid were

fulfilled. This is because the duties in sales and marketing department are team oriented environment. Therefore, it shows that level of Maslow's needs does not have to fulfill in hierarchical order. Moreover, Money and working relationship are the main influential motivation on employees' decision to stay with the company.

Nevertheless, it should be noted that not every employee is driven by the same needs. At any time, people may be motivated by entirely varied factors. It is important to understand the needs being pursued by each employee to ensure that those needs are being fulfilled. Also, people may not necessarily be motivated by one specific factor, but a combination of things. To motivate employee, the company must firstly recognize the needs level at which a particular employee is operating, and use those needs as levers of motivation. The researcher has provided some recommendations in practical implication section.

5.2 Practical Implication

The study reveals employee needs have not yet been met by the company. Understanding how an organisation's culture and motivation affect employee's' decision to remain with the company in order to meet the needs of its employees and use it to plan for the development of good employees for the organisation to continue.

5.2.1 Goal setting and performance evaluation

Managers and employees should work together to identify common goals and objectives. Giving employees the chance to contribute to decision making and goal setting can be an effective means of inspiring them to meet their own performance targets which they have helped to set. When targets can be adjusted, and employees are involved in their selection, the staff usually feel that the targets are fair and achievable, which in turn leads to greater efforts on the part of those employees to reach the targets set and fulfill their potential.

Moreover, the 360degree feedback could also be added to make performance appraisal more accurate and effective as it provides the employees with information about their performance from multiple perspectives. It is less biased than evaluation provided by a single individual's immediate boss in the appraisal process. Also, the

performance evaluation system should be aligned with the rewards and the goals objectives of the organisation. Management should link reward to the performance, and the frequent and timely recognition should be given to employees for their contribution, so that employees will get a sense of real achievement and feel valued. In addition, the formal meetings between supervisors and employees should be held every quarter for discussing problems and identifying areas for improvement, but also for giving proper feedback. Management team must prove to employees that the evaluation is fair and standard, and have a clear policy on promotion.

5.2.2 Provide training session

One major cause of employee demotivation is not receiving adequate training. The lack of technical knowledge made them feel frustrated in performing the task. Thus, company could arrange training session by either knowledgeable employees or experts from research and development. This will improve the employee's performance by helping them gain a necessary level of knowledge and skill to work productively and effectively at their tasks.

5.2.3 Develop individuals' capabilities

Company should create development assessment and action plans, involve the employees in work assignments that would stretch their capabilities, bring clarity to the present work being done and clearly describe how it is linked to the success of the organisation. By developing capabilities, employee will be able to take on more responsibility. The ability to take on more responsibility, and having a clear picture of how this adds to the bottom line and aligns with the strategic plan. This will help illustrate that their work having meaning. Specific feedback, communication and acknowledgement on a continual basis would also support the the value an individual contribute to the organisation.

5.2.4 Career path development program

The company should be more concern about developing employees. The development of programs designed to offer employees a clear career path can help to retain staff and persuade talented employees to stay with the company. Clarity is important

so employees are able to visualize the path their futures may take. For example, the number of phase and what criteria are needs to be met in each of those phases. The company can use development plans to identify the needs of employee and their career aspirations by listening to their goals and values. Then use the information given in the process to create individual career development plan to identify training needed in order to support their career growth. Moreover, career path program also provides exposure working in different fields with job rotation. This allows employees to experience a different working environment and creates more opportunities. Where companies can persuade employees that they offer opportunities to develop their careers, the employees are more likely to trust the company as a long term career option.

5.3 Research Limitation

The study was designed to gather the information from people who are working only in the Company A. The in-depth interview also demonstrated from people who are working in related department could not reflect the whole population and decisions of all employees in the company. Thus, the factors in this research may not identify the employee's decisions accurately while it may have left some attribute that reflect intention to stay. Furthermore, the respondents for in-depth interview was selected by convenience sampling method. So, the sufficient outcome should explore from this study if more respondents were allowed to participate in. Last but not least, the respondents tried to avoid conflict with their organisation by not speaking against the company which means the answer might be incorrect. According to the interviews, some of interviewees avoid sharing the opinion about sensitive issue because it might affect the confidentiality of the organisation.

5.4 Recommendations for future research

For the future, quantitative research in questionnaire survey is suggested to be conducted first in order to get the result to cover a higher number of employees. Also, to make the research more efficient and useful, the researcher should interview employees from various departments in the organisation and larger samples to get the whole picture.

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Appendix A: INTERVIEW TRANSCRIPT

1. Participant: Tong

Q: Could you briefly describe your key roles and responsibilities?

A: Product Manager

Q: How long have you been working in this company?

A: Since 2012, 5 years

Q: Why did you choose to join this company?

A: I would like to work as any jobs that related to Chinese as I am graduated from this field at that time I thought only this. Previously, I was an interpreter and since this company called me for an interview, thus I just wanted to change to do some other works. This job is my second job.

Q: What were your expectation? And once you're working here, is there any differences between your expectation and reality?

A: When applying for the job, I knew that Huawei is the big company. I expected that will get the salary that asked for, have a clear rule in increasing salary or bonus. Most of my expectations is more about benefit. But in term of work, I want to continually self-improve.

Q: Could you describe the organization's culture?

A: I'm not sure if it is organizational culture or the belief of Chinese people in working, is have to be extremely dedicated (requires a lot of dedication). We defined dedication differently. Dedication in Chinese perspective is working late and work on the weekend or holidays, sacrificing personal time for work. But for me, I think work hard in this 8 working hours is a better thing to do.

Customer first. Even making some loss, the company firstly will still say yes to customer.

And following by dedication & teamwork. My Boss always emphasize every time in the meeting. Also, it can be seen through the talk or various emails from HQ that about this area. Another example is in C&Q test for position level up, they will test about the solution knowledge and in the area of customer relation. For the teamwork, it can be seen from working in each day. What I value the

most is family. I would like to have my life spend time with my husband and children happily. I didn't hope to be in a high position or succeed, rather highly consider about mental health. Because if the work is very success, but inside I'm not happy, I don't want to live a life like that.

Q: How colleagues' perception toward the organization has effect on you?

A: Not at all. I am the kind of person who never be bothered by others people words. My colleagues are very nice. Everyone is friendly and lovely. They are already pass the point that called colleagues, became more like friend and family.

Q: Have you ever received recognition or rewards for doing good work? And are they effective or motivating in your opinion? How they motivate you?

A: Ever received. Yes, effective and motivated in short time. I was glad to receive it, but it last very shortly. It was just a reward. Actually I want more than this because I work for many projects, but reward I received was quite little comparing with the work I done.

Q: How do your manager or your team give you opportunities to learn and grow?

A: I was given many opportunities. My boss is like a father to me. He asked us to learn new solution, and reflect what we learnt by doing the presentation. There are many activities such as solution competition that give task to each of us to go learn and come back to present, and get the reward in return. This is very good for my team. My boss gives me freedom in doing work and can always ask for help if any support needed. Always supportive and good backup.

Q: What are the influential factors or incentives that affect your decision to stay with the company? Why? Salary and bonus. I didn't would like to work this hard, but this place is A: very hard working. However, there are many good things about this company, for example, time flexibility. No one keeps an eye on my arrival time or whether come to work yet. Have a full freedom to do whatever want to do as long as the work accomplished.

Q: What do you like most about working in this company or enjoy most about this job? How it motivates you to work and stay with the company?

A: Flexibility. Understanding boss that allow me to work at home or back home early. Just be available to answer the call or reply an email in office hours because he knew that I have family obligation. Like that boss understand.

Q: What do you like least about working this this company enjoy least about this job?
How it discourages you to work and stay with the company?

A: Too much dedication and I dislike when Chinese people always too much emphasize that we have to loyal and commit to the company, as well as tell a story of how the company is growing and very succeed. I am not that kind of institutionalism. I think that employment is a form of business that we work for them and then they pay us money in return, didn't just asking them for money. The company does not care much about the mental or health of employee.

Q: Are you satisfied in working for this company?

- Culture = Not satisfied, the culture of the organization is too much emphasize on Chinese culture especially in loyalty and dedication.
- Nature of work = Satisfied because I think its responsibility, we can't choose what we like.
- Supervision = Satisfied. My supervisor is quite flexible. He cares about his co-worker and always give useful advices, feel like he is one of my elder relative.
- Compensation = Satisfaction about salary, but not bonus & award. I work hard, award didn't accord to the work. The big proportion will be given to the account which I perceived it was not really fair.
- Working condition = Satisfied. I like to comfortable work environment and freedom. Got to meet good people.
- Security = Not secure because the direction goes in the way that is who strong can stay and think it will also in the future. Who strong can survive.
- Recognition = Satisfied because here we are close with each other. Boss can easily see who done or not done the work.
- Empowerment = fair satisfaction
- Promotion for Advancement = I didn't concern if I am still in the same position or grow up in the career path. But company has a good system in level up staff. To move to the higher level or position is depend on duration, achievement and test as well as grade received from performance appraisal. More importantly also depend on supervisor (if they promote)
- Learning environment = Learning materials and knowledge sharing system are very good

Q: Is there any scenario would tempt you to leave the job at this company? Why it encourages you to leave the company?

A: Often that I want to leave the company. Example scenario is when I got a call at late night and have to support. I dislike this. There is no work life balance. Another thing is I come to work early in the morning and stay cover the working hour, but none is working. Chinese staffs like to work after 6 or 7pm which made me wonder what they have been doing during the day. And don't like when they perceived that people who are not stay late is not dedicated.

Q: If you could change or add one thing, what would it be?

A: The regulation is quite nonsense. For example, for admins they have to scan ID card as a time in record and take a photo with it which is way too much. I wish the company has a welfare and health package for the family, especially for the children. Also, wish to have a beautiful and relax working environment.

2. Participant: Arm

Q: Could you briefly describe your key roles and responsibilities?

A: Product Manager

Q: How long have you been working in this company?

A: Since 2011 Oct, 5years 9 months

Q: Why did you choose to join this company?

This is the first time for the opportunity to work on vendor side. Before this job, I worked in the operator (or customer) side as a consultant. I have been worked in many counties. This company is the fifth place. Every companies I worked are in the same industry which is telecommunication and specialized for the solution expert in this field.

Q: What were your expectation? And once you're working here, is there any differences between your expectation and reality?

A: Expectations are the challenging to work in vendor side because this company is the place that I don't want to work the most. Before this about ten years ago I worked the opposite side, so I knew This company is tough. Thus, I want to challenge in what thing I can do in this company for the vendor side.

Q: Could you describe the organization's culture?

A: The organizational culture is totally Chinese which is the Chinese working style. Work hard and work harder and only work. Just concern only for the project. The project is possible or not. If not possible, the responsible then have to leave if the problem come from that person.

The main value is Customer first. Have to be able to serve the customer requirement Any requirement or issue have to be quickly resolved. Satisfying customer need before the competitor steal our place, and eliminating the direct competitor. There is a problem when we say about team work. Or I must have said it was a Chinese team work which the decision making was made by only Chinese employees. We are truly not part of the team.

Q: How colleagues' perception toward the organization has affect on you?

A: It has an effect. The perception of colleagues depends on each person. For Chinese employees, especially the new comers they always focus just only their works and ignore the others tasks in the team. They would like to achieve their target, the annual KPI, don't want to support other jobs. For Thai workers, the problem is they do not have much confident to have a one hundred percent controlling their own project.

Q: Have you ever received recognition or rewards for doing good work? And are they effective or motivating in your opinion? How they motivate you?

A: I've received, but didn't feel that it is effective or motivated. Many times I thought that I did excellent work and big contribution, but didn't receive reward accordingly. Reward in this is not an award or money, its more of appreciated and praise for doing good work like "this work you have done very excellent! But for me I didn't receive like that. They might secretly do it as I mentioned that I wasn't get involved to be part of the team.

Even though the company is trying to do 360 feedbacks in which supervisor would have a talk when will increase the salary or bonus, to me, I feel that they just called us to come and listen to the evaluation result. Actually, what they should do is having a talk before giving out the bonus. They didn't provide a proper feedback, only tell the amount and reason that not more than this because someone else has performed better. It is quite not useless, I think.

- Q: How do your manager or your team give you opportunities to learn and grow?
- A: Company has banished several managers, here I am staying with the forth. The second one was great, he gave me a chance to show my ability but the third and the current one has barely let me do that, seem like he doesn't know my truly potential and believe only their Chinese colleagues which it doesn't work for me.
- Q: What are the influential factors or incentives that affect your decision to stay with the company? Why?
- A: Money. However, money is part of it. Comparing with other companies, the wage is not competitive. The actual influential factor is new challenging and opportunities that allow me to excel my ability to the fullest. Employees in other companies are growing fast, but our company is slowly, which is quite weird for the bigger company like us. The reason could be most of high positions are preservation for Chinese employees. Unlike, others that promote employees regardless Thais or foreigners.
- Q: What do you like most about working in this company or enjoy most about this job? How it motivates you to work and stay with the company?
- A: What I like most about working in this company could be that the company is currently the market leader which has many new technologies and innovations, more weapons than the competitors, available to support me. They are ready to invest if they perceived the project is valuable, while other companies can't do because of its limited resources. It is enjoyable to develop a new solution for competing with competitors or offering to customer.
- Q: What do you like least about working this this company enjoy least about this job? How it discourages you to work and stay with the company?
- A: I dislike the way they treated Thai staffs. In my opinion it was suck, they should treat all staff the same way whether chinese or local. Not only the promotion opportunities, but all the benefit and welfare, the work discussion is different between Chinese manager and Thai manager
- Q: Are you satisfied in working for this company?
- Company policy: fair satisfaction. The company is Chinese. If you can speak Chinese, you will have more opportunity to grow in career, while if can't, the opportunity is little.

- Nature of work: at the beginning it was good I have a chance to take high value project and the operators which is interesting but until now my role has been changed which I cannot yet evaluated.
- Supervision: dissatisfied, my supervisor is not assign the right people to the right job. He doesn't have human management skills.
- Empowerment: dissatisfied because empowerment or authority is on the Chinese hands. We barely have power to make a decision including the company strategies or marketing products. Chinese employees made and sum up the decision by themselves then let us know. This procedure made me like I was not a part of the team even though, in the bidding project, they cut me off in the final round.
- Promotion for career Advancement: dissatisfied, there is no long term career path to grow. At some certain point can't move or grow to anywhere, and cannot be promoted to be a director. The company brought in new Chinese staff or promote the ones that are currently working here. Thai people has small or little opportunities for getting promoted.
- Training and development: dissatisfied, the company provides training session by giving us the examination and some reading material for passing the exam. That's all. I thought the real way of learning should be something like experience set up and story sharing session, volunteer teaching in every two weeks by our colleagues because each person has their own project which has different obstacles, It's the way that we can learn from their experiences, how they solve their problems and we can learn faster.

Q: Is there any scenario would tempt you to leave the job at this company? Why it encourages you to leave the company?

A: Yes, things that made me felt undervalued by the company. The question is why stay here. The reason to stay is not just getting pay for the wage. When they didn't assign me the work that I want to do or assign the work that is no value. Or the result of the work made me feel like Hoo!, why the company reward me this little. The point is they should do or reward equally to what they said or promised. Otherwise, I feel that the work I have done is no value. This is one of the moment that influence my decision to resign.

Q: If you could change or add one thing, what would it be?

A: Give more promotion opportunities to local Thai employees than this, or have more rooms for Thai employees in higher positions. To provide them with higher career growth. Having an opportunity to show my true ability, own the project and have a permission to make a decision by myself. Then I will feel appreciate and growing.

3. Participant: Siri

Q: Could you briefly describe your key roles and responsibilities?

A: Service Manager

Q: How long have you been working in this company?

A: 2years 10months. This place is 5th

Q: Why did you choose to join this company?

A: In the telecommunication industry, this company is the number one and also because of position and compensation. I have the expectation in my scope of work and also my position that would have proper standard and easy to perform the task.

Q: Could you describe the organization's culture?

A: Work hard, play hard. Chinese culture eg. work as teamwork. The organizational culture is result oriented.

Q: What kind of values does the corporate culture stand for and how are they promote?

A: I don't really know what corporate value of the company are, but I knew that they emphasize on customer and dedication. Our company strategy is holding on too much on customer satisfaction even though we have the rules but we still tried to break the rules to meet with customer requirement. Moreover, dedication is one of our company culture, they require us to work hard for them, 24 hours available and overtime working.

Q: What is your personal value?

A: Work life balance

Q: How does corporate culture and work environment affect your motivation and satisfaction?

A: Culture quite affect my life. I have to sacrifice my time for working. Sometimes it was over my limitation. Once I asked myself, didn't I work hard enough, Am I

good with my current position. They like flexible people but I also have my own conditions.

Q: Do you think that you fit with organization?

A: I love working here that I can do a real job but I don't like about the company culture which specially highlight in the dedication, and if I wasn't show up when they need me that mean I am not a working person. Sometimes there is unbalance.

Q: How colleagues' perception toward the organization has effect on you?

A: The surrounding people is like a reflection of the organizational culture. I can learn about work from the colleague. It positively affected. Thing I relax but others don't, it means I have to do it.

Q: Have you ever received recognition or rewards for doing good work? And are they effective or motivating in your opinion? How they motivate you?

A: Yes. Neutral, it does not motivate. It might make me happy, but didn't make me want to do it again. I think that the reward is not fair, felt like they only give the importance to the big projects. The task or work that I do is not the project that they focus.

Q: How do your manager or your team give you opportunities to learn and grow?

A: Yes, I was given a big project to do, the project that is interesting. Providing a learning session about new solutions with expert.

Q: What are the influential factors or incentives that affect your decision to stay with the company? Why?

A: Salary or bonus is not really the main influential factors for me, because I'm not really award hunter Flexible in working and the work still under my control. Good colleagues and positive working environment.

Q: What do you like most about working in this company or enjoy most about this job? How it motivates you to work and stay with the company?

A: Hard to answer. I think the nature of the work

- What do you like least about working this this company enjoy least about this job?

How it discourages you to work and stay with the company?

Not like the culture that it is too much of dedication. I cannot really have my own life.

Sometimes not working efficiently eg. call for a group meeting and which there is no agenda and then end up get nothing out of it. They like us to show up even though there are technologies available to do this kind of meeting such as video conference.

Q: Are you satisfied in working for this company?

- Company policy: not satisfied because more striction eg. clock time. Other companies not do it anymore. Some policies are not really understanding and pretty much nonsense such as the pro-late on holidays leave which we cannot take leave continuously for 10 days. The policy here is also unstable, there are always changing.
- Supervision Not satisfied; Supervisor not really take leadership role.
- Compensation satisfied
- Security: satisfied, quite secure because I am the only service manager for key account
- Recognition: not satisfied
- Empowerment it seems like I didn't get to finalize about work. There is always other person who have a higher privilege finalize my job. There is no authorize in making decision even its my own work.

Q: Is there any scenario would tempt you to leave the job at this company? Why it encourage you to leave the company?

A: Get a new job offering and felt that its not better than here, so it is the reason why I am still working here. Apart from this I am ok.

Q: If you could change or add one thing, what would it be?

A: Policy have to be more flexible and stable. For example, holidays, salary and compensation should be provided as promise.

4. Participant: Pui

Q: Could you briefly describe your key roles and responsibilities?

A: Product Manager

Q: How long have you been working in this company?

6.5 years

A: Why did you choose to join this company? What were your expectation? And once you're working here, is there any differences between your expectation and reality?

Applied through PRTR because of the job position and scope of work. Better than expectation.

Q: Could you describe the organization's culture?

A: System that have to do based on supervisor's instruction, which is similar to communist that having to perform the task that supervisor order. Weird logic culture; unprofessional work (don't have process & Don't know how to be professional which hard to change), Task oriented. Their work is always carelessly and not well organized. This place is work hard, but not working smart. Many things I seen is if they have a logic for organize or a good plan that is better than this, they will not spend time this long. They need to have a smart plan with a good logic thinking. Focus on the result, not the staff mental. You have to work hard for me, does matter weekday or weekend. Need to have output for them. if you can't cope with this work hard culture, you have to resign. Do not consider whether staff happy, mental sick or not. if your body get worst or not, does not care.

Q: What kind of values does the corporate culture stand for and how are they promote?

A: Value in term of succeed in business model. Achieve the target and customer satisfaction.

Hardworking, Dedication, Customer centric. Only key staffs will get involve in the discussion.

Q: How does corporate culture and work environment affect your motivation and satisfaction?

A: Feeling depressed and frustrated because of do not have enough sleep. Have to work until 10pm or 11pm and expect to work at 9am. Everyone not born for work only, we still have life, family and friend. Also, life balance for other things that have to take care of. Work is not everything in life. To me, work is not come as a first priority. Family is first thing that I have to give an importance. Second is my life, private time. Third is anything, is work important? Yes, it is but its not everything to me. Cut everything out and then dedicate for only work is not life.

Q: How do you feel safe to come to work?

A: Not secure, there is a chance that the company will stop to employ me if I make mistake that have big impact on work.

Q: How colleagues' perception toward the organization has affect on you?

A: One of the reasons that keep me continue working here is there is not stab back and attentively watched by others in working environment

Q: Have you ever received recognition or rewards for doing good work?

A: They do not tell me thank you enough for doing a good job. I think if they did, I would work harder so that I could hear it again."

Q: How do your manager or your team give you opportunities to learn and grow?

A: My direct supervisor doesn't really act as a leader. I think he should have taken more leadership function than this. Learn from working to survive. Gain knowledge based on self-learning. The high positions are mostly for Chinese staffs.

Q: What are the influential factors or incentives that affect your decision to stay with the company? Why?

A: Money and Bonus. Everyone is here because of bonus, we work hard, they pay hard.

Q: What do you like most about working in this company or enjoy most about this job? How it motivates you to work and stay with the company?

A: Even though, we had a rough fight but they never took it personally, there is no further issue. All are reset at the end of the day. Also, I have a good personal relationship with the customers. I enjoy helping others.

Q: What do you like least about working this this company enjoy least about this job? How it discourages you to work and stay with the company?

A: Working style eg. no history record and bad handover. They want me to assist their jobs but there is no background provided.

Q: Are you satisfied in working for this company?

A: I am ok, though It was not good enough, reasonable income according to my task. But if get a better job offering, I will eventually leave the company.

Not satisfied in position because my friend who has joined the company same time with me, he already got promotion to the higher position than where I am now. I didn't get to work in the things that I expected to do.

- Training and development: There is no training. I required for the training many times. It is more of on the job training. I have go to study or read from the slides or go to ask someone bit by bit which not gaining a comprehensive understanding in specific product solution. When I cannot answer customer about technical question, I feel very awkward.”

Q: Is there any scenario would tempt you to leave the job at this company? Why it encourages you to leave the company?

A: Hard working that cause imbalance between work and non-work activities.

I really don't get used to with Chinese, there is always nonsense problems, small thing, but created big issue. I don't want to be an aggressive person, unstable mood because of this nonsense stuff.

Q: If you could change or add one thing, what would it be?

A: They should pay more attention about mental sick, provide the psychology to talk with the employee. The good mindset about work life balance should be introduced, relax is relax no need to organize any meeting.

5. Participant: Gor

Q: Could you briefly describe your key roles and responsibilities?

A: Product Manager

Q: How long have you been working in this company?

A: 13years

Q: Why did you choose to join this company? What was your expectation? And once you're working here, is there any differences between your expectation and reality?

A: I graduated from Telecom engineer and the company is in this field. I like to be on the vendor side, because working as vendor will get to know various technologies. And I also like to work in multinational company to use English.

Q: Could you describe the organization's culture?

Customer and result oriented with emphasize on being active.

A: What kind of values does the corporate culture stand for and how are they promoted?

Customer centric and sales oriented. Since I worked here, in every training session they will emphasize about creating customer centric. They said if you can't

remember all the values; please keep this value in mind. In daily working day we get a feeling of things we do is all about helping customer.

Q: What is your personal value?

A: Telecom Industry is my favorite field that I want to grow my career path

Q: How colleagues' perception toward the organization has affected on you?

A: It affected. Firstly, once if you are supervisor, the perception of staff under your supervision will have the impact on work.

Q: Have you ever received recognition or rewards for doing good work? And are they effective or motivating in your opinion? How they motivate you?

I had ever received. Some motivated and some are not, it really depends on the type of awards. If its money, it is motivating, but for the gold trophy is not.

Q: How do your manager or your team give you opportunities to learn and grow?

A: Freedom and opportunity to learn are quite good. I can choose to learn what I would like to learn in order to match with the work I do. Mostly is self-learning. Have opportunity to learn, but the resource is not fully completed eg. No teaching course. Although I have enthusiasm to learn by myself, but would be better to have expert to guide for the new technology.

Q: What are the influential factors or incentives that affect your decision to stay with the company? Why?

A: The answer to this question has more than one answer. The biggest proportion is salary and compensation. Following by the career path like the industry or not and recognition at the workplace. And other factors such as close to home, suit with my lifestyle.

Q: What do you like most about working in this company or enjoy most about this job? How it motivates you to work and stay with the company?

A: I like the role and job description (Solution expert), especially I like the industry that this company is in. Luckily I knew from the beginning what I like when choosing the faculty to study. Thus, I graduated and continues to working in telecom industry which reflect my life.

Q: What do you like least about working this this company enjoys least about this job? How it discourages you to work and stay with the company?

A: Certain culture and regulation. For example, the company still giving us a feeling that you have to work hard, not work smart, or even though you work smart, you do still have to work hard. This may sound unreasonable, but it actually is. Also, dislike about the internal process.

Q: Are you satisfied in working for this company?

- Company policy Fair satisfied.
- Nature of work
- Supervision Quite well satisfied.
- Compensation Satisfied, but have some areas that need improvement. For example, the type of rewards, most of people prefer to get money. Secondly, in providing the incentive for Marketing and Sales, they never make a promise for what they will give if we achieve the target. They only said that keep perform good, you will get it eventually. Incentive will really come or not, we don't know. Sometimes we do it and get nothing
- Security Not feel secure in the long term, but it is understandable that this industry is dynamic.
- Recognition
- Empowerment Dissatisfied, little to rarely have.
- Promotion for Career Advancement Promoting from junior to middle level is quite ok, but for middle to high level is not that good.
- Learning environment Not satisfied, they are too much based on self-learning The big organisation like this should have better learning platform, should have teaching/training session provided or crate the course for employee to learn.

6. Participant: Hin

Q: Could you briefly describe your key roles and responsibilities?

A: Account Manager

Q: How long have you been working in this company?

A: 9 Years

Q: Why did you choose to join this company? What were your expectation? And once you're working here, is there any differences between your expectation and reality?

A: I was introduced by a friend who was working here, and I join here because of the reputation for the big telecommunication company. Its reputation was as my expected. However, in term of organization and work process are quite different than I thought. I expected that the company will have a standard process put in place that simple and easy, and less problem than this since its world class company.

Q: What is your personal value? Or personal goal?

A: At the beginning of working here I want to seek and gain experience for 3 to 5 years, and then change to the next step whether change to other company or have my own business. However, as time flies I was getting to understand more about the organization culture, my life focus has changed.

Q: Could you describe the organization's culture?

A: Hard working. Have to make a big contribution. A little aggressive for the target. Customer centric, very forces on customer. Task & Result orientation.

Q: What kind of values does the corporate culture stand for and how are they promote?

A: customer centric. R& D and innovation. Flexibility, for example, in offering customized solution for customer, whereas European vendor would not do.

Q: How does corporate culture and work environment affect your motivation and satisfaction?

A: It quite affected. Organizational culture has changed my working attitude to be more motivated and active. As nature of Thai culture is Greng-jai, sometimes when we want to push someone in order to get something done, we are brave and feel uncomfortable to push them. Once we seen Chinese and the way they do, the level of Greng-jai is lower than us, they are able to push to get to the accomplishment very quickly. Instead of waiting for the target to come to us, we go to get it. Challenging in finding a way that have to lead to achieve the target they set which made me always being active.

Q: How do you feel safe to come to work?

A: Secure in the job that I am doing. In the meeting with key staff and the director, I am feeling of being valued. There is some information that Chinese employees still can't access to, but I can which made me still being valued by the organisation. This can be seen from the surrounding environment how much they recognize me. If they greatly recognize, it will make me secure.

Company focus on the performance, if bad performance, they are ready to have a problem.

Q: Have you ever received recognition or rewards for doing good work? And are they effective or motivating in your opinion? How they motivate you?

A: Yes, had received. More of recognition than rewards. Sometimes some achievement is more appropriate to be award.

Q: How do your manager or your team give you opportunities to learn and grow? Attitude and self-management to achieve the target.

Q: What are the influential factors or incentives that affect your decision to stay with the company? Why?

A: Bonus, Salary and long term (provident fund), personal benefit.

Q: What do you like most about working in this company or enjoy most about this job? How it motivates you to work and stay with the company?

Challenging work that we as a team can achieve. And in term of resource have to accept that the company has huge resources, don't have to be scared that will be shortage of staff to support the project. Since the culture of the company is result oriented, there is high freedom in working. In the process of doing.

Q: What do you like least about working this this company enjoy least about this job? How it discourages you to work and stay with the company?

A: Chinese do not understand the difference between Thai and Chinese working style and culture. Sometime the benefit heavily relies on the output or result. For example, A achieved many projects, and win many projects. Consequently, A received a lot of bonus. Whereas, B work not different to A, but B win few projects. To me, it is not fair. Evaluation criteria should also have another dimension. Benefit should balance.

Q: Are you satisfied in working for this company?

A: Satisfied in term of achievement in working/dealing with customer.

Not satisfied in term of scope that work with customer, the scope is still limited.

Not having enough information in doing work

- Supervision 80% satisfied, prefer supervisor who have been worked in the same position than those who came in just as director. They will have more understood.
- Compensation Ok, grow correcting to the company
- Working condition task assignment quite conflict with thai culture (customer culture)
- Security still ok. Depending on the performance.
- Recognition Sometimes the feedback is not like what I contributed.
- Empowerment Low autonomy
- Promotion for career Advancement - In this organization, the chance of the local employee, who is not Chinese, to become the director or top management is quite difficult, but the benefits that can compensate with this keep me to continue working here.
- Learning environment - Learn by myself. I think it quite difficult for those don't have background in engineer to learn solution. The training should be provided.

Q: Is there any scenario would tempt you to leave the job at this company? Why it encourage you to leave the company?

A: The thing made me not happy is not understanding between Chinese staff and our local staff, as well as supervisor and management and us. In the generation that Chinese didn't understand our Thai culture, they always push me to do things that I didn't like. If I don't do it, they would have perceived that I have low performance. But if I did, it could damage the relationship with customer.

Q: If you could change or add one thing, what would it be?

A: More recognition, benefits & promotion.

7. Participant: Yuth

Q: Could you briefly describe your key roles and responsibilities?

A: Service Manager

Q: How long have you been working in this company?

A: 3years

Q: Could you describe the organization's culture?

A: The organization's culture is pretty much messy but there are trade offs. It is result oriented, can do our own way to perform our tasks. There is rarely case on Thai employee promotion. The company used to be flexible which I considered as one of the great thing as working here. We can adjust the solution based on customer requirement. The customer centric used to be better. We would like to upgrade our company to become an international standard like Ericsson which has a strong working procedure. However, the culture in Europe is different from Asia. Ericsson has a problem to approach customers in Asia market. In the term of Huawei that we used to be better in flexibility but now we try to make its harder which is not good for us. There is no process and Thai employee cannot be promoted. I don't want to be a CEO but in my perspective, apart from money, being recognized as a key staff is one of the important thing.

Q: What kind of values does the corporate culture stand for and how are they promote?

A: Customer centric. Customer centric is the most critical because its source of business growth.

Q: What is your personal value?

A: Life balance

Q: How do you feel safe to come to work?

A: Not feel secured even though I am in a permanent staff. Everything can change at all time. Someone worked as a project director, one day he was assigned to another position.

Q: How is your relationship with colleagues?

A: I have excellent colleagues.

Q: Have you ever received recognition or rewards for doing good work? And are they effective or motivating in your opinion? How they motivate you?

A: Yes, a lot. Thing that actually motivated is not an award, it is more of recognition from the teamwork.

Q: How do your manager or your team give you opportunities to learn and grow?

A: The opportunity to learn here is self-learning. The company has solution and product materials, have to learn by ourselves. In the European organization, the training process will be taken base on the position level but here we have to learn by ourselves. The salary is double higher but the level remains the same.

Q: What are the influential factors or incentives that affect your decision to stay with the company? Why?

A: The trust of key staff and colleagues. In teamwork, it can't be a good team if we don't have confident or trust on each other. The reason that make me stay here because I have a good back up, supportive boss and excellent colleagues.

Q: What do you like most about working in this company or enjoy most about this job? How it motivates you to work and stay with the company?

A: Like that in every day has some lesson learnt even it is good or bad.

Q: What do you like least about working this this company enjoy least about this job? How it discourages you to work and stay with the company?

A: Don't like how the company does not have the systematic or process put in place. Everything here is mess up which made it quite complicated and difficult to perform the task.

Q: Are you satisfied in working for this company?

- Supervision: My supervisor is good in every aspect. Individuals will work most efficient when they feel comfortable and at home in workplace environment which happen when have trust in each other. And my supervisor encourages and support me in everything we could possible ask for. This thing I didn't find in any other bosses.
- Compensation: I am very satisfied with my salary because it is double higher than last year, even though my job level remains the same.
- Recognition satisfied.

- Empowerment Not satisfied, we don't have empowerment even the staff who have been working here more than 10years still don't have authority. Chinese tried to localize and succeed in delivery department because there is no money involved, not in sales department as it associates with a lot of money which they won't empower us to make decision.
- Promotion for career Advancement Have to promote ourselves by taking C&Q test and having to get at least B+ in performance appraisal
- Learning environment - Not satisfied. I have to learn by myself.

Q: Is there any scenario would tempt you to leave the job at this company? Why it encourages you to leave the company?

A: If there is no team work and trust worthy in a team as well as not going in the same direction, then the organization cannot be driven forward so I better leave.

Q: If you could change or add one thing, what would it be?

A: The company should be more localization, give a chance to Thai employee. We are all working not only for money but also the career path but the company treat Thai employee like slaves. Just for working only, there is no authority in decision making. Also, the life balance should be improved, should not working in the weekend.

8. Participant: Benz

Q: Could you briefly describe your key roles and responsibilities?

A: Product Manager

Q: How long have you been working in this company?

A: 2years and half

Q: Why did you choose to join this company? What were your expectation? And once you're working here, is there any differences between your expectation and reality?

A: Because of money. I expected that working hard will be compensated with high salary.

Q: Could you describe the organization's culture?

A: Dedication and result orientation. Customer first. In many cases customer requires for something, most of them we would follow. Rarely reject or very hard to reject. No matter how high your position level is; you still would not have authority to make the decision anyways. It is still Chinese organisation which Chinese dominate over Thai staffs. Organisation culture here is task oriented. They only concern only about work, and do not care about people.

Q: Have you ever received recognition or rewards for doing good work? And are they effective or motivating in your opinion? How they motivate you?

A: Yes, quite motivated because feel that the reward they provided is good.

Q: How do your manager or your team give you opportunities to learn and grow?

A: The majority is self-learning. With having C&Q test for measuring the skill and knowledge for the level of the position

Q: What are the influential factors or incentives that affect your decision to stay with the company?

A: Money and colleagues especially Thai staff.

Q: What do you like most about working in this company or enjoy most about this job? How it motivates you to work and stay with the company?

A: Colleagues that not difference in generation or not much different in age, average not less or more than 3 or 4 years. Having similar lifestyle which can talk without having to Krenng-jai. Don't have position tittle involve, even though he or she is my supervisor.

Q: What do you like least about working this this company enjoy least about this job? How it discourages you to work and stay with the company?

A: Chinese working style that always work all the time, work at late at night, work on the weekend. There is no work life balance which totally has affected on me. Whenever they want to follow up the work, they will call immediately regardless it is 10pm or 11pm. I had health problem related to stress and sleep deprivation.

Q: Are you satisfied in working for this company?

- Nature of work Fair Satisfied, but in some scope of work is not clear between account or product, and have a question is it really under my responsibility or work. This is one of the reasons that I'm not ok.

- Supervision Not satisfied with his leadership.
- Compensation: Overall income and return are appropriate regarding job description, workload and working time. My income is higher than my friend who is working in another company in the same industry.
- Working condition Satisfied
- Empowerment Not satisfied, rarely have anything that I can make decision by myself.
- Learning environment Satisfied, have materials in all the products. No training provided.

Q: Is there any scenario would tempt you to leave the job at this company? Why it encourages you to leave the company?

A: Got push and put pressure on me. Also unclear scope of work.

Q: If you could change or add one thing, what would it be?

A: Change the attitude of Chinese people to not being the center of everything.

9. Participant: Sia

Q: Could you describe the organization's culture?

A: Working style is Chinese for example, working hard, meeting until late. They are not talk to each other directly, prefer to communicate via me.

Q: How do you feel safe to come to work?

A: Not secure. If has a bad performance, they are ready to find someone else to replace your position or force you to resign by not increasing bonus or salary.

Q: How is your relationship with colleagues?

A: Colleagues in my team is good, openness and understand each other.

Q: Have you ever received recognition or rewards for doing good work? And are they effective or motivating in your opinion? How they motivate you?

A: Have received one reward. I got it because my colleagues voted for me, not the achievement of the work. So, I didn't feel its motivating.

Q: How do your manager or your team give you opportunities to learn and grow?

Most of the time is learning by myself. My supervisor assign the task and let me swim to ashore by myself. When problem occur, he does not help. His only interest is that I have to complete the task successfully and deliver on time.

Q: What are the influential factors or incentives that affect your decision to stay with the company? Why?

A: Money and bonus

Q: Is there any scenario would tempt you to leave the job at this company? Why it encourages you to leave the company?

A: Scope of work is not clear. My boss is product director, but my performance appraisal was evaluated by account director.

Q: If you could change or add one thing, what would it be?

A: Organization structure

10. Participant: Pop

Q: Could you briefly describe your key roles and responsibilities?

A: Account Manager

Q: How long have you been working in this company?

A: 5years

Q: Why did you choose to join this company? What were your expectation? And once you're working here, is there any differences between your expectation and reality?

A: Friend suggestion. Before joining the company, I thought it's a global company, but actually it is not. Huawei is unique, not like others.

Q: Could you describe the organization's culture?

A: Result oriented.

Q: What kind of values does the corporate culture stand for and how are they promote?

A: Customer centric. Have a test about core values, but later it disappeared.

Q: What is your personal value?

Think that Huawei is the market leader. Already knew that career path is short.

Q: How does corporate culture and work environment affect your motivation and satisfaction?

A: Sometimes I feel de-motivated because of too serious and pressure environment. Motivation here is not encourage employees by move forward to achieve the goal together, but more on force and pressure to achieve the target.

Q: How do you feel safe to come to work?

A: Secure only in short term. The company does not retain employee up to retirement. I hardly ever seen employee aged 50 working here. Like once we are slow gearwheel, they will take off or change.

Q: Have you ever received recognition or rewards for doing good work? And are they effective or motivating in your opinion? How they motivate you?

A: No received praise, mostly is reward. For example, shining star seems like they distribute to everyone which I feel it is not truly based on the real achievement

Q: How do your manager or your team give you opportunities to learn and grow?

A: more of self-learning

Q: What are the influential factors or incentives that affect your decision to stay with the company? Why?

A: Only money

