

**A STUDY OF JOB SATISFACTION IN A FOOD CHEMICAL
INDUSTRIAL DISTRIBUTOR**



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entitled
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A STUDY OF JOB SATISFACTION IN A FOOD CHEMICAL INDUSTRIAL DISTRIBUTOR

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ABSTRACT

The purpose of this research is to identify the main factors that influence employee job satisfaction among the management and key personnel in a food chemical industrial distributor. The company that the researcher studied is Thai Food and Chemical Co., Ltd. By identifying the main factors that influence employee job satisfaction, the researcher then used the data to analyze and find the practical recommendations for the future development plan to improve employee job satisfaction in the company.

The researcher used qualitative approach for data collection by conducting semi-structure interviews with 19 participants. The interview questions were constructed based on Herzberg Two-Factor Theory. The participants were asked about the factors that they considered being the most important to their job satisfaction, dissatisfaction, motivation, and demotivation, and their opinions about each motivation factors. And then, they were also asked to rank each motivation factor from the most important to the least important.

The result suggested that the most important factors for the participants' job satisfaction are work itself, relationship with co-workers, company policy and administration, and salary.

KEY WORDS: Job Satisfaction/ Motivation/ Industrial Distributor

75 pages

CONTENTS

	Page
ACKNOWLEDGEMENTS	ii
ABSTRACT	iii
LIST OF TABLES	vi
LIST OF FIGURES	vii
CHAPTER I INTRODUCTION	1
1.1 Contextual Background	3
1.2 Research Question	3
1.3 Research Objectives	3
1.4 Research Scope and Framework	3
1.5 Expected Outcome	4
CHAPTER II LITERATURE REVIEW	5
2.1 Definition of the Industrial Distributor	5
2.2 Roles of Industrial Distributors	6
2.2.1 Market Coverage and Product Availability	6
2.2.2 Market Development and Account Solicitation	6
2.2.3 Technical Advice and Service	6
2.2.4 Market Information	6
2.3 The Definition of Motivation	8
2.3.1 Intrinsic Motivation	8
2.3.2 Extrinsic Motivation	8
2.4 The Definition of Job Satisfaction	9
2.5 Relationship between Job Satisfaction and Motivation	10
2.6 Theories of Motivation	10
2.6.1 Maslow's Hierarchy of Needs	10
2.6.2 ERG Theory	12
2.6.3 Herzberg's Two-Factor Theory	12
2.7 Recent Theories and Studies	16

CONTENTS (cont.)

	Page
2.7.1 Empowerment	16
2.7.2 Organizational Commitment	17
2.8 Previous Relevant Research	18
2.9 Conceptual Framework	19
CHAPTER III RESEARCH METHODOLOGY	20
3.1 Population	20
3.2 Sampling	20
3.3 Data Collection	21
3.4 Interview Questions	21
3.5 Data Analysis	23
CHAPTER IV FINDINGS AND DISCUSSION	25
4.1 Interview Answers Summary and Analysis	25
4.1.1 Question 1: What is the most important factor that makes you satisfied with your job?	25
4.1.2 Question 2: What is the main factor that makes you dissatisfied with your job?	26
4.1.3 Question 3: What is the most important factor that motivates you to work?	28
4.1.4 Question 4: What is the main factor that demotivates you in your workplace?	28
4.1.5 Question 5: Please share your opinion about the following factors. How these factors important or not important in your working life?	29
4.1.6 Question 6: How can the company improve to make employees more satisfy with their jobs?	34
4.2 Motivation Factors Score Ranking	35
4.3 Discussion	37

CONTENTS (cont.)

	Page
CHAPTER V CONCLUSION AND RECCOMENDATIONS	43
5.1 Managerial Implications	43
5.1.1 Revise Workflow and Job Description	43
5.1.2 Create Goal and Reward Structure	43
5.2 Research Limitations	43
5.3 Recommendation for Future Research	43
REFERENCES	47
APPENDICES	50
Appendix A: Scripts of interview Answers from Different Groups	51
BIOGRAPHY	75

LIST OF TABLES

Table		Page
2.1	Motivator Factors and Hygiene Factors	13
4.1	Motivation Factors Ranking	35
4.2	Motivation Factors Ranking	36



LIST OF FIGURES

Figure	Page
2.1 Abraham Maslow Hierarchy of Needs	11
2.2 Comparison of Satisfiers and Dissatisfiers	14
2.3 Motivator Factors and Hygiene Factors	15
2.4 A Comparison of Motivation Theories	16
2.5 Conceptual Framework	19



CHAPTER I

INTRODUCTION

Behind every product, there is a manufacturer. Behind every manufacturing business, there are raw material suppliers in the form of “Industrial Distributor”. Industrial distributor is one of the most important types of businesses behind every industry. Food, textile, mechanic, household products, and many other industries all requires some form of raw materials supplied by these distributors or traders. Therefore, industrial distributors or trading companies play a very important role in almost every kind of industries and make up a very big part in the market. Yet, there is very few research information available on industrial distributor. Because of this, studying about an industrial distributor is an interesting topic and can be beneficial to many industries.

Industrial distributor or trader is not simply about buying and reselling. In fact, industrial distributor, in this information era, is a knowledge-based business. In order to be successful in this business, industrial distributors have to integrate all the knowledge of what, who, where, when, why and how of the transaction:

1. What:

What products the market needs (Market Demand)

2. Who:

- Who provides the products the company is looking for (Suppliers)
- Who provides the products with the best price and best quality (Suppliers)
- Who needs this product category the company provides (Customers)

3. Where:

• Where (which countries) can the company find the products the company is looking for (Suppliers)

4. When:

• Considering about money exchange rate when importing products, when the company should place orders (Exchange Rate)

- When should the company contact customers in case for auction sale and demand forecast (Customer Relationship)

5. Why

Why customers need each product (Product Knowledge)

6. How

- How much stocks should be kept (Inventory Management)
- How much price should the company buys the products (Product Knowledge)
- How much price should the company sells the products (Market Price)
- How to keep good relationship with suppliers (Supplier Relationship)
- How to keep good relationship with customers (Customer Relationship)

Working environment in trading companies tend to be competitive and stressful since all the works have to be done effectively and efficiently in a fast pace. All the employees have to cooperate constantly across the departments. For example, the purchasing department always has to cooperate with the sales department. When customers ask about any product information, a purchasing department officer has to provide product information to a sales officer, so that the sales officer can give the information to customers. Sales officers have to inform purchasing officers about every product customers are looking for, so that purchasing officers can look for the products in need. And it is very important to answer customers' needs on time because customers can look for new suppliers anytime.

Quality works of employees are very essential for industrial distributors. It requires a large amount of time for a company to train employees to work up to the standard the industrial distributor company requires; especially for sales officers and purchasing officers. Each employee working in an industrial distributor company will hold a lot of important information of the trading procedure that competitors want to know. Therefore, remaining staff in an industrial distributor company is very important. Studying about employee job satisfaction would create great benefits for an industrial distributor company to learn how to make employees satisfy in the workplace.

This paper will discuss about the main motivation factors that influence the management team and key personnel in an industrial distributor company to lead to employee job satisfaction. This research will study about the case of a food chemical industrial distributor, Thai Food and Chemicals Co., Ltd.

1.1 Contextual Background

Thai Food and Chemical Co., Ltd. is an industrial distributor that focuses on trading food chemicals and food ingredients in a form of powder; monosodium glutamate, food coloring agents, and etc. The company imports food chemicals and ingredients from around the world to serve Thai market.

This paper will focus on investigating the management team, and key personnel in Thai Food and Chemical Co., Ltd. The main responsibility of the management team and key personnel in this company is to complete the transaction process which includes contacting suppliers, contacting customers, handling daily issues, managing inventory, researching on market price and ensuring product quality.

1.2 Research Question

What are the factors that influence employee job satisfaction among the management team and key personnel in Thai Food and Chemical Co., Ltd.?

1.3 Research Objectives

1. To identify the main motivation factors that influence employee job satisfaction among the management team and key personnel in Thai Food and Chemical Co., Ltd.
2. To provide practical recommendations to the Thai Food and Chemical Co., Ltd.'s management level as a guideline to improve employee job satisfaction.

1.4 Research Scope and Framework

This paper will discuss about the actual case of an industrial distributor company, Thai Food and Chemical Co., Ltd. The information was gathered through conducting semi-structure interviews and reviewing literatures within the same scope of study. Herzberg's Two-Factor Theory were used as the main model to analyze data in order to demonstrate the company's current issues and influencing factors that create

employee job satisfaction. In addition to the main research, the practical recommendations will be provided to help suggest the future development plans for the company.

1.5 Expected Outcome

In this study, the researcher expects to know which factors are more significant to the job satisfaction of the management team and key personnel in Thai Food and Chemical Co., Ltd. The data gathered were used to analyze and provide the best recommendations for organization development.



CHAPTER II

LITERATURE REVIEW

This chapter will focus on reviewing the existing studies on industrial distributor, the roles of industrial distributor, motivation and job satisfaction theories as well as recent theories and studies, and a previous relevant research. In addition, conceptual framework will also be explained at the end of the chapter.

2.1 Definition of the Industrial Distributor

An industrial distributor is a type of a middleman who sells products in his specialty to manufacturers. He sources and stocks the products, has at least one salesperson to go to present and sell the products to customers and at least one salesperson at the office to contact customers on phone. He provides maintenance, repair and operating (MRO) supplies, and original equipment (OEM) supplies (Webster, 1976).

Industrial distributors are divided into three types. First, “general-line distributors” is a type of the industrial distributor who stocks variety types of products, and usually called as “the supermarket of industry”. Second, “Specialty firms” stock and sell a narrow line of products such as cutting tools, threads, or papers. Third, “the combination house” involves in more than one forms of selling rather than selling only to industrial customers. Besides selling to industrial customers, the combination house also sells the products to retailers and institutions (Webster, 1976).

Nowadays, the structure of industrial distributors is changing. The difference between “general-line distributors” and “specialty firms” becomes smaller. The circumstance that facilitates the changing is that general-line distributors starts to develop new department for specialty products. Moreover, specialty firms start to sell broaden product lines to create more complete services to customers (Webster, 1976)

2.2 Roles of Industrial Distributors

Industrial distributors' roles based on the marketing strategy of the manufacturers or the customers of industrial distributors includes "market coverage and product availability", "market development and account solicitation", "technical advice and service", and market information" (Webster, 1976).

2.2.1 Market Coverage and Product Availability

The main responsibility of industrial distributors is to serve current and potential customers' needs. In order to create customer satisfaction, industrial distributors have to study about customer insights in order to come up with the products that customers need. Moreover, to ensure product availability, supplier-distributor relationship is very essential. Therefore, industrial distributors have to manage inventory to ensure product availability (Webster, 1976).

2.2.2 Market Development and Account Solicitation

Generally, industrial distributors focus on serving and keeping relationship with the existing customers, however, they also work on expanding the customer base (Webster, 1976).

2.2.3 Technical Advice and Service

Technical expertise is one of the most essential qualities that industrial distributors must have. No matter the product category is stable or not, technical assistances from the industrial distributor still requires (Webster, 1976).

2.2.4 Market Information

In most cases, industrial distributors are not the main source to provide market information. They will usually provide only technical information for their product. However, in the case where a particular field of product is more than 50% of the total volume of the distributor's sales, the market scope will be narrow enough, and it will be more encouraging for the industrial distributor to analyze the market of that particular field (Webster, 1976).

To develop an effective industrial distributor, customer service, product availability, technical support, and market positioning are considered to be the main factors that have to be concentrated on. However, there are still other issues that industrial distributors have to deal with. For example, managerial and growth issues are some of the issues that most of industrial distributors have to deal with. The industrial distributor managers often are the owner manager. He might not be a professional and well-trained manager. As he becomes a successful businessman, he might reach the point where he loss interest to further develop the business. It is frequently mentioned by manufacturers that the lack of growth motivation in distributors is their source of frustration because it might obstruct them from the improvement of competitive positioning. Moreover, owner managers of industrial distributors often manage in a one-man show manner. The retirement or the death of the manager might seriously affect the supplier-distributor relationship and distributor-manufacturer relationship. In addition, salespersons are considered to be the main key of building the sales volume. It is very important to keep motivate sales department to keep track with existing customers and to reach the potential customers (Webster, 1976).

From the background information of industrial distributors, motivation and job satisfaction are considered to be important for the management team and key personnel to deal with complicated tasks that they have to deal with daily. For this reason, the researcher will focus on the study about motivation factors and job satisfaction of the management team and key personnel of the food chemical general line industrial distributor named Thai Food and Chemical Co., Ltd. This research will focus on the motivation factors that will lead to job satisfaction.

Theories about motivation and job satisfaction which are related to this research including the definition of motivation, intrinsic and extrinsic motivation, definition of job satisfaction, the relationship between motivation and job satisfaction, Maslow's Hierarchy of Needs, ERG Theory, and Herzberg's Two-Factor Theory are reviewed below.

2.3 The Definition of Motivation

According to Ryan, R. M.; Deci, E. L. (2000), “to be motivated means to be moved to do something.” Therefore, a person who has no inspiration to do things is considered to be unmotivated, whereas, a person who is energized to do something is considered to be motivated. It is the most concern to many people when they work, or play with someone about whether people who they work with or play with are motivated or not. Each person does not only have unequal degree of motivation comparing to others, they are also motivated by different factors. For example, a student can be motivated to do homework by an interest to understand class lessons better, while another student can be motivated to do homework by a will to seek approval from parents and teachers. Or, a student can be motivated to do homework by the willingness to improve his or her learning potential and in turn get good grades. Motivation can be distinguished into two types based on the different objective that leads to an action which are intrinsic motivation and extrinsic motivation (Ryan, R. M.; Deci, E. L., 2000).

2.3.1 Intrinsic Motivation

Intrinsic motivation is a motive to take an action that comes from internal personal satisfaction rather than a separable consequence. Intrinsic motivation can be referred as a “passion” for a person to achieve something (William, 2004). For example, an intrinsically motivated person is moved to do something for a fun and challenge rather than pressure or rewards (Ryan, R. M.; Deci, E. L., 2000).

2.3.2 Extrinsic Motivation

Extrinsic motivation is a motive to take an action that comes from external separable consequence. Extrinsic motivation can be referred as an inspiration to work to gain something (William, 2004), or to avoid something (Ryan, R. M.; Deci, E. L., 2000). For example, a student can be motivated to do homework only by his fear to be punished by his parents for not doing his homework. This student is extrinsically motivated because he or she does homework in order to achieve a separable outcome which is avoiding punishment (Ryan, R. M.; Deci, E. L., 2000).

2.4 The Definition of Job Satisfaction

Even though job satisfaction is mentioned by many researches, general agreement in terms of the definition of job satisfaction has still never been made. Each author has his or her own approaches on defining job satisfaction. From Hoppock, R., (1935)'s definition, job satisfaction can achieve only when any combination of physiological, psychological, and environmental factors causes an individual to be satisfied with his or her jobs. From this approach, job satisfaction can be influenced by external factors, however it still relates to internal factors since it deals with how employees feel about their jobs. Therefore, from this approach, job satisfaction is a combination of factors that create employee attitude toward their jobs (Aziri, B., 2011).

Vroom, V.H., (1964)'s approach focuses on the role of employees in their workplace. If employees have a positive attitude toward their roles in their workplace, it means that they are satisfied with their jobs (Aziri, B., 2011).

One of the most cited definitions of job satisfaction is the one that was written by Spector, P.E., (1997). According to Spector, job satisfaction is related to employee attitude toward their jobs in many aspects. When employees work in an organization, they bring with them expectations about what they will gain from this job. Job satisfaction can achieve when their expectations are met in their workplaces (Davis et al.; 1985)

In addition to attitude toward the job itself, employees also have attitude toward other various aspects in their jobs like types of work, their supervisors and co-workers, or their salaries (George et al., 2008).

According to Rue, L.W. and Byars, L., (2003), factors that can determine job satisfaction include:

- Manager's responsibility for employees
- Job design (scope, depth, interest, perceived value)
- Compensation (external and internal consistency)
- Working condition
- Social relationship
- Perceived long-term opportunities
- Perceived opportunities from elsewhere
- Levels of need and aspiration achievement

2.5 Relationship between Job Satisfaction and Motivation

The relationship between job satisfaction and motivation is very essential (Rajah, 2014). Job satisfaction is mentioned as a motivation factor in many motivation theories (Rajah, 2014). For instance, Maslow's Hierarchy of Needs, which is the most famous fundamental theory of motivation, has used job satisfaction as groundwork to develop motivation theory (Rajah, 2014). The theory explains satisfaction in hierarchical orders of needs that human has as the motivation factors (Maslow, 1970). Besides, ERG theory constructed by Alderfer, (1969) has also referred about the strong relationship of job satisfaction toward motivation. The ERG theory can be referred as the extension of the Maslow's Hierarchy of Needs. The ERG theory classifies Maslow's Hierarchy of Needs into three levels which are existence, relatedness, and growth (Rajah, 2014).

Moreover, Herzberg's Two-Factor theory is the theory that fully merges job satisfaction and motivation concept (Rajah, 2014). The theory mentions about many factors that can create job satisfaction. In this theory, the factors are divided into two categories which are hygiene factors and motivators (Herzberg, 1959). Hygiene factors are the factors that prevent employees to being dissatisfied with their jobs. Motivators are the factors that encourage employee job satisfaction (Herzberg, 1959). Maslow's Hierarchy of Needs, ERG Theory and Herzberg's Two-Factor Theory will be reviewed in more details in the next part, theories of motivation.

2.6 Theories of Motivation

2.6.1 Maslow's Hierarchy of Needs

Maslow's Hierarchy of Needs is developed by Abraham Maslow (1970). The theory was developed based on an assumption that people are motivated to do something by five hierarchical needs. These five needs are ranked hierarchically based on the order that they can influence human's behavior. When people achieve a certain stage of needs according Maslow's Hierarchy of Need, they will be motivated to achieve the next level of needs from one step to another (Maslow, 1970). Five hierarchical stages of needs are shown below:



Figure 2.1 Abraham Maslow Hierarchy of Needs

Source: Maslow, A. *Motivation and Personality* (2nd ed.) Harper & Row, 1970

2.6.1.1 Physiological Needs

Physiological needs are considered to be the lowest level of needs. It refers to the basic needs of human such as food, water, shelter, clothes, and medicines. People can be motivated to do something in order to obtain these basic needs, and when these needs are met, they will be motivated by the next step of needs (Maslow, 1970).

2.6.1.2 Safety Needs

Safety needs refer to the need for security, stability, and freedom from fear. It can also refer to the need for structures, laws and orders that can make people feel safe physically and psychologically (Maslow, 1970).

2.6.1.3 Love and Belonging Needs

Love and belonging needs refer to the need to interact with other people such as having lover, having family, or having friends (Maslow, 1970).

2.6.1.4 Self-Esteem Needs

Self-esteem needs refer to the need for self-esteem, self-respect, and recognition from others. It can also refer to attention, importance, reputation, status, fame, prestige, and power (Maslow, 1970).

2.6.1.5 Self-Actualization

Self-actualization needs are the highest stage of human needs. It refers to the need for self-realization and self-development. Examples of self-development are development of creativity, pursuing their talents, learning new skills, and so on (Maslow, 1970).

2.6.2 ERG Theory

ERG Theory was constructed by Clayton Alderfer, (1969). This theory was remarked as a rework of Maslow's Hierarchy of Needs to make it more align with empirical researches. This theory divides the needs based on Maslow's Hierarchy of Needs into three categories which are existence, relatedness, and growth. Existence refers to basic material requirements of humans such as food, water, and shelter which are equivalent Maslow's physiological needs and safety needs. Relatedness refers to the desire for interpersonal relationships such as having lover, family, or friends which is similar to Maslow's love and belonging needs. Growth refers to the desire for personal development such as the development of self-esteem, creativity, new skills, or self-reflection which is equivalent to Maslow's self-esteem needs and self-actualization needs. However, the distinction of ERG Theory toward Maslow's Hierarchy of Needs is that Alderfer demonstrated that in ERG Theory, one category of needs can be focused and be fulfilled at the same time as other categories of needs. Unlike, Maslow's Hierarchy of Needs that can be fulfilled only in step by step (Alderfer, 1969).

2.6.3 Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory is developed by a psychologist, Frederick Herzberg. This theory is also known as the Motivation-Hygiene Theory, and it also developed from Maslow's Hierarchy of Needs. This theory is derived from the study that is designed to test the concept that people have two types of needs which are the need to avoid pain as animals, and the need to grow psychologically as humans. The study shows that what make people happy with their jobs and what make people unhappy with their jobs are two separate factors. Therefore, Herzberg had invented two separate terms which are motivator factors and hygiene factors. Motivator factors are the factors that can make people satisfy with their jobs which include achievement, recognition,

work itself, responsibility, promotion, and growth. Hygiene factors are the factors that can make people dissatisfied with their jobs which are company policy and administration, relationship with supervisor, salary, relationship with co-worker, and working conditions (Herzberg, 1959).

Table 2.1 Motivator Factors and Hygiene Factors

Motivator Factors	Hygiene Factors
<ul style="list-style-type: none"> • Achievement • Recognition • Work Itself • Responsibility • Promotion • Growth 	<ul style="list-style-type: none"> • Company Policy and Administration • Relationship with Supervisor • Salary • Relationship with Co-workers • Working Condition

From the research, Herzberg had asked a group of employees about what makes them happy about their jobs, and what makes them unhappy about their jobs. He had found that the replies from the people that are happy with their jobs, and the replies from the people who are not happy with their jobs are significantly different. Certain characteristics of replies tend to be consistently found from satisfying employees while a different characteristic of replies tend to be consistently found from dissatisfying employees. Intrinsic factors such as responsibility, work itself, and achievement tend to be related to satisfying employees. On the other hand, extrinsic factors like salary, supervision, and company policy tend to be related to dissatisfying employees (Herzberg, 1959).

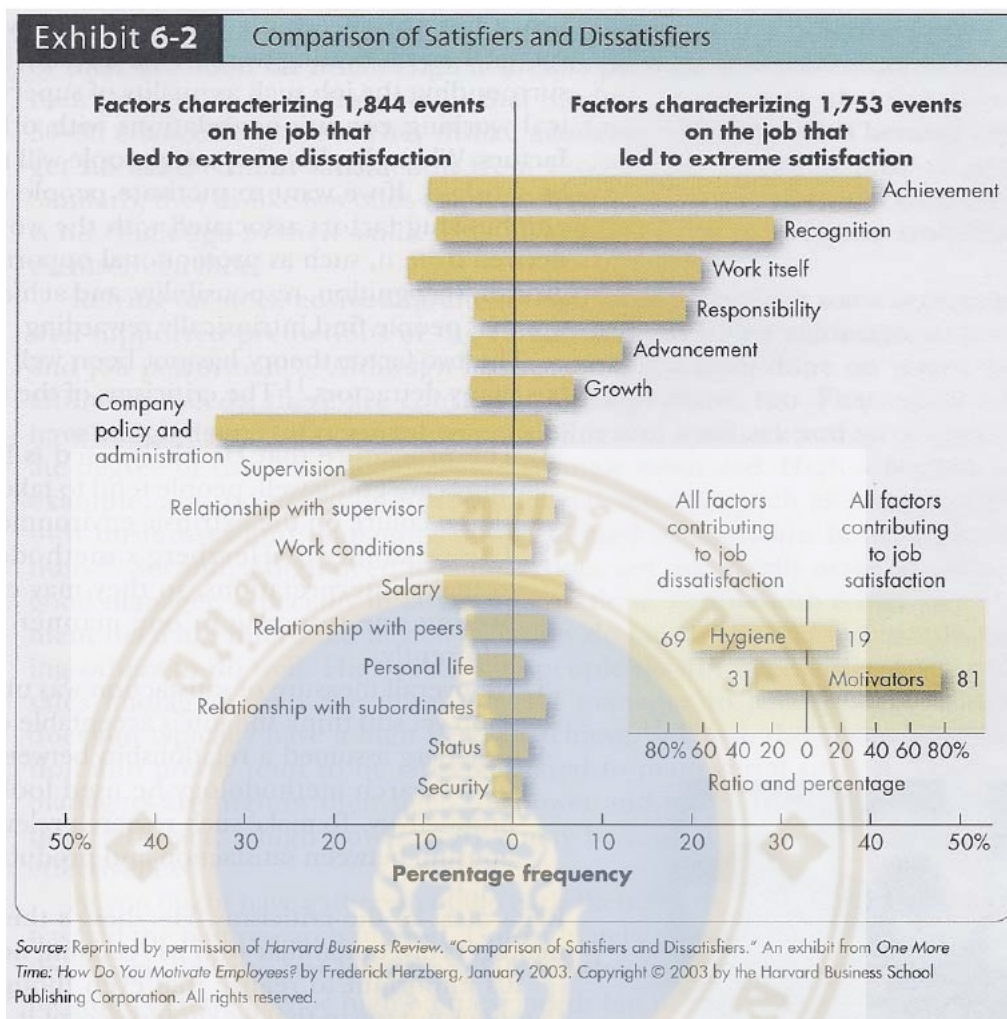


Figure 2.2 Comparison of Satisfiers and Dissatisfiers

Source: "One More Time: How Do You Motivate Employees?" (Herzberg, 1987).

Herzberg concluded that the factors that create job satisfaction are distinct and separate from the factors that create job dissatisfaction. Therefore, managers who seek to prevent employee job dissatisfaction by eliminating the factors that create job dissatisfaction may succeed on preventing job dissatisfaction; however, it does not necessarily mean that they also achieve employee job satisfaction. These factors can only prevent employees from job dissatisfaction but cannot create employee job satisfaction. According to Herzberg, these factors are called "hygiene factors", the factors that prevent job dissatisfaction. And the factors that lead to job satisfaction are called "motivator factors". Job satisfaction can only be achieved by motivator factors (Herzberg, 1959).



Figure 2.3 Motivator Factors and Hygiene Factors

Source: Herzberg (1959).

After researching on the three motivation theories by Maslow, Alderfer, and Herzberg, Maslow and Alderfer had focused on satisfaction as motivation factors or motivator. However, Herzberg also focused on the factors that lead to dissatisfaction. The researcher thinks that the importance of studying about employee job dissatisfaction is not less important than studying about employee job satisfaction, so the researcher decides to use Herzberg's Two-Factor Theory as the framework of the research. Figure 2.4 below shows the comparison of the motivation theories;

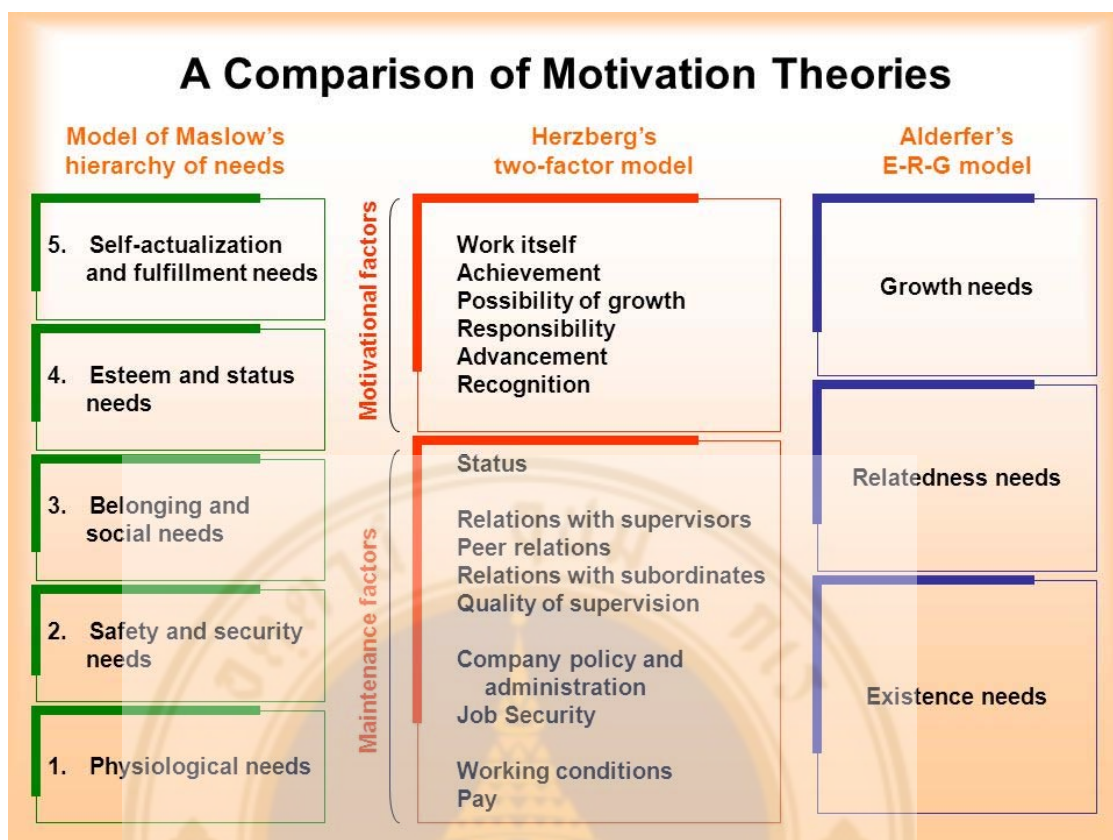


Figure 2.4 A Comparison of Motivation Theories

2.7 Recent Theories and Studies

2.7.1 Empowerment

Empowerment is described as a method to allow employees to make decisions or giving power to an individual to take responsibility (Erstad, 1997). There are two approaches to the theory of empowerment which are organizational and psychological. The organizational approach is about using empowerment to develop the organization. It is about changing the organizational structure by allowing employees to make decision to increase the efficiency of the work and take the responsibility off from the management to allow them more time to do other things (Mills & Ungson, 2003). The psychological approach is more related to the satisfaction and motivation of the employees. It is viewed from the perception of giving them the feeling of power and creating an empowered work condition (Peccei & Spreitzer, 1995).

Employee empowerment is suggested by many studies that it can create more organizational commitment from employees (Wall, Wood, & Leach, 2004). Psychological empowerment is important in generating a more positive work result and helps contribute to the feelings of meaning, competence, determination, and impact. This can enhance employee's job satisfaction and therefore can increase their commitment to the organization (Liden, Wayne, & Sparrowe, 2000).

An example of this is a study from 2015 on secondary school teachers about the relationship between psychological empowerment, organizational empowerment and commitment in Malaysia. The research objective was to identify how psychological empowerment mediates the relationship between organizational empowerment and commitment of the secondary school teachers. The participants in this study were 800 trained school teachers from 83 National Secondary Schools across the states of Northern Malaysia. The result of the study suggested that by giving employees more resources and freedom, it can ultimately boost their job satisfaction as well as their loyalty and commitment to the organization (Abdullah, Almadhoun, & Ling, 2015).

2.7.2 Organizational Commitment

Organizational commitment is defined as an employee's sense of attachment and loyalty to the organization which the employee is associated with (Kessler, 2013). A committed employee tends to be more connected the organizational goal and will put in extra effort on behalf of the organization. They have the desire to be connected to the organization. The commitment level of an employee is directly related to his or her work attitude, behavior and performance. Therefore, commitment level of the organization's employees will affect the organizational performance and turnover (Kessler, 2013).

There are many factors that can affect employee's level of organizational commitment (Sternes, 2011). Personal characteristics such as age, gender, education, competency, and work ethic all have direct effect on level of commitment an employee tend to have (Mathieu & Zajac, 1990). Job attitude such as job satisfaction is also related to organizational commitment. There are a lot of studies about the relationship between job satisfaction and organizational commitment. While most of the studies suggested that they are highly linked, there are some contradicting studies that suggested that they are not related (Mathieu & Zajac, 1990; Testa, 2001). However, factors such as relationship

with co-workers and relationship with supervisors are two important factors that are highly involved with studying and researching both job satisfaction and organizational commitment (Sternes, 2011).

2.8 Previous Relevant Research

The previous relevant study that the researcher chose to review is the research conducted to analyze employee motivation factors in “Postal Traffic – Department in Novi Sad” using Herzberg’s Two-Factor Theory (Pandza, 2015). The main purpose of the research is to determine the main motivation factor and its effect provided on the service quality in “Postal Traffic – Department in Novi Sad”. The data were collected by printed questionnaire. The sample size is the population of “Postal Traffic – Department in Novi Sad” employees which consists of 60 employees. The result of the research showed that “colleagues” is ranked as the highest or the most important motivation factor in “Postal Traffic – Department in Novi Sad”. The second most important factor is “safety at work”, followed by “work itself” and “relationship with superiors”. “Salary” is ranked as the least important motivation factor in “Postal Traffic – Department in Novi Sad”. The researcher of this research recommended that the manager in “Postal Traffic – Department in Novi Sad” should use psychological and organizational knowledge to improve employee motivation at work. Offering more incentives such as raising salary may not be an effective way to improve employee motivation (Pandza, 2015).

2.9 Conceptual Framework

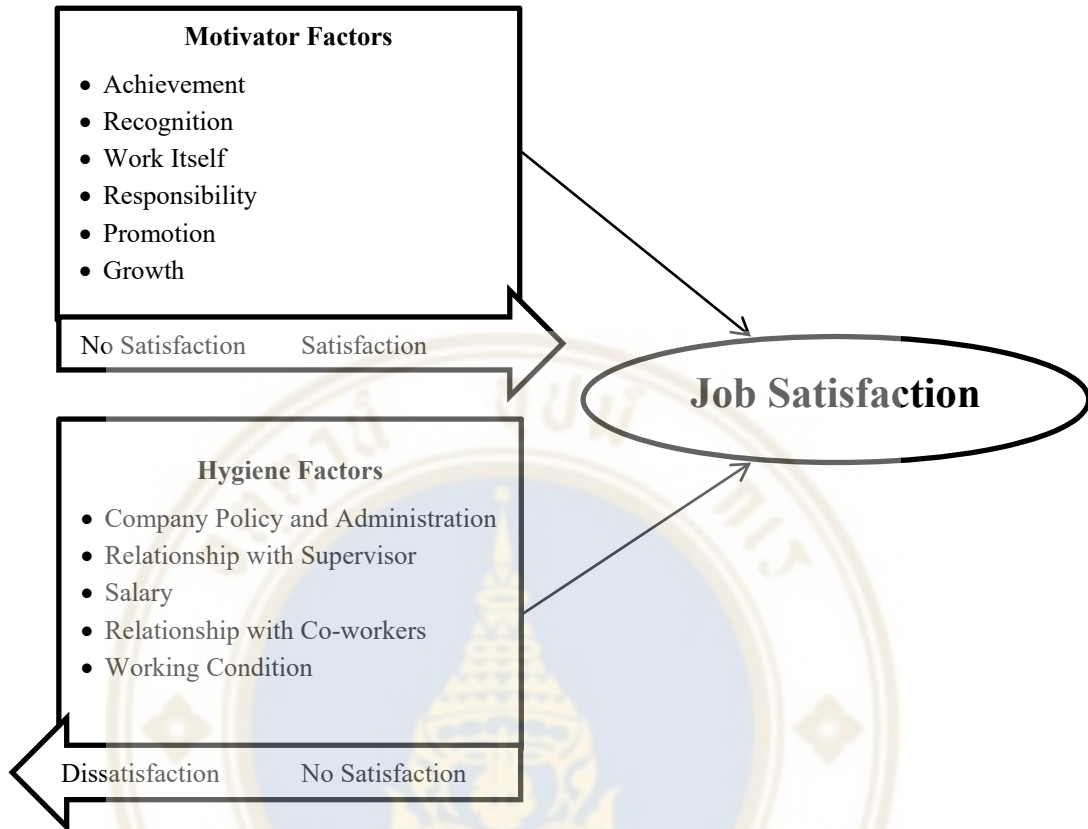


Figure 2.5 Conceptual Framework

In this chapter, the studies about industrial distributor, motivation, job satisfaction as well as recent theories and studies, and a previous relevant research are reviewed. Herzberg's Two-Factor Theory were used as a conceptual framework to test how each motivation factor influence job satisfaction of the management team and key personnel in Thai Food and Chemical Co., Ltd. As shown in figure 2.5, motivation factors in this framework are divided into two categories which are motivator factors and hygiene factors. Based on this framework, the following research proposition is derived:

1. Hygiene factors and motivator factors combined together is likely to create job satisfaction.
2. If hygiene factors are not fulfilled, job satisfaction cannot occur.

CHAPTER III

RESEARCH METHODOLOGY

In this chapter, all the research method will be explained including population, sampling, data collection, interview questions and data analysis. This chapter will focus on how the researcher conducted the research.

3.1 Population

In this study, the population in this research includes all of the employees working in Thai Food and Chemical Co., Ltd. The company has about 200 employees working across various departments which are human resource department, international purchasing department, domestic purchasing department, sales department, customer support department, warehouse department, transportation department, accounting department, financial department, and information technology department.

3.2 Sampling

The sample for this research that the researcher selected to study from the entire population is the managers of each department and other key personnel in the company. The key personnel include employees who are considered integral to the company's performance such as sales team leaders. The researcher sees that these are the main people who drive the company forward and are indispensable in everyday works. It will be important and beneficial to study their level of job satisfaction as they can have affect on the organization in both positive and negative ways.

As the research objective is to identify the main motivation factors that influence job satisfaction of the management team and key personnel of the company, the sample size was the population of the management team and key personnel of Thai Food and Chemical Co., Ltd. which consists of one general manager, one international

purchasing manager, two international purchasing officers, one customer support manager, one domestic purchasing manager, one finance manager, one accounting manager, one IT manager, one human resource manager, one warehouse manager, one transportation manager, and seven sales team leaders.

3.3 Data Collection

Qualitative research is a suitable tool to seek to understand human behavior and the reason behind such behaviors (Alasuutari, 2009). Moreover, Qualitative research can bring about the understanding of a phenomenon, a situation, or an event by deeply exploring the situation (Bogdan, 1987). Therefore, the researcher decided to use qualitative research as a method to collect data for this study.

The researcher used semi-structured interview as the data collection method. Semi-structured interview was done by using a series of pre-determined open-ended questions based on the topic that the researcher wanted to obtain the data on (Mathers, Fox, & Hunn, 2002). Using semi-structured interview allowed more freedom for the interviewees to express their thoughts in more depth on the subject while avoiding going off-topic. This is the most suitable method for this topic as the interviewees will have the opportunity to discuss their opinion on the subject that a structured interview does not allow. The data collected are also easier to analyze compared to an unstructured or in-depth interview (Cohen & Crabtree, 2006).

Furthermore, the participants were also asked to rank each motivation factor. The accumulated score is used to compare and analyzed in a more broadened perspective.

3.4 Interview Questions

In the interview process, the researcher started by introducing the research objective and continued with the designed interview questions. The first four questions are open-ended questions about respondents' opinions on the factors that make them satisfied, dissatisfied, motivated, and demotivated about their jobs. The fifth question asked respondents about their opinions about how each of the motivation factors from Herzberg's Two-Factor Theory important to their work experience. The sixth question

is an open-ended question on how the company can improve to make employees more satisfied with their jobs. After the interview, the participants were then asked to rank all the motivation factors based on Herzberg's Two-Factor Theory which are company policy and administration, relationship with the supervisor, salary, relationship with co-workers, working condition, achievement, recognition, work itself, responsibility, promotion, and growth with the score from 0 to 10. The score of 10 will mean that it is the most important factor that can affect their job satisfaction while 0 means it is the least important factor.

Interview Questions are as the following:

1. What is the most important factor that makes you satisfied with your job? Please explain.
2. What is the main factor that makes you dissatisfied with your job? Please explain.
3. What is the most important factor that motivates you to work? Please explain.
4. What is the main factor that demotivates you in your workplace? Please explain.
5. Please share your opinion about the following factors. How these factors important or not important in your working life?
 - Company Policy and Administration
 - Relationship with Supervisor
 - Salary
 - Relationship with Co-workers
 - Working Condition
 - Achievement
 - Recognition
 - Work Itself
 - Responsibility
 - Promotion
 - Growth

6. How can the company improve to make employees more satisfied with their jobs.

7. Please rank the factors below from 0 to 10.

(“0” represents the least important factor that can make you satisfy with your job.)

(“10” represents the most important factor that can make you satisfy with your job.)

- Company Policy and Administration
- Relationship with Supervisor
- Salary
- Relationship with Co-workers
- Working Condition
- Achievement
- Recognition
- Work Itself
- Responsibility
- Promotion
- Growth

3.5 Data Analysis

The interview data are analyzed based on the overall trend of the answers while also point out some specific ideas that are different. Moreover, the researcher also looked further at the answers based on participants’ working position, responsibility, and work structure. After that, the researcher will see how different departments or work structure contribute to how they value each factor more or less important than the others.

The data are also analyzed to test the following theories bases on Herzberg’s Two-Factor Theory in order to see if it can apply to Thai Food and Chemical Co., Ltd.:

1. Without fulfilling the hygiene factors, it will create employee job dissatisfaction.

2. Hygiene factors alone cannot create employee job satisfaction.
3. Motivator factors alone cannot create employee job satisfaction.
4. Job satisfaction can only occur if hygiene factors and motivator factors are fulfilled.



CHAPTER IV

FINDINGS AND DISCUSSION

In this chapter, the researcher will discuss the data from findings that were gathered from the semi-structured interview sessions. Each question will first be summarized and analyzed separately. Then the researcher will analyze and discuss the overall research result to answer the research question which asked to identify the factors that influence employee job satisfaction among the management team and key personnel in Thai Food and Chemical Co., Ltd. Moreover, the comparison with the previous relevant studies as well as the application to recent theories and studies will be made in this chapter. Finally, the practical recommendations will be presented in the next chapter.

4.1 Interview Answers Summary and Analysis

4.1.1 Question 1: What is the most important factor that makes you satisfied with your job?

For this question on the most important factor that makes participants satisfied with their jobs, most respondents mentioned about work itself and co-workers which can be referred to as the quality in day-to-day working experience.

To give examples on how respondents mentioned about work itself, what the general manager said about what makes her satisfied with her job is “To do the job that I love and to have clear responsibility.” The domestic purchasing manager said about job satisfaction, “If there is no happiness in the work, even with high pay, good co-workers, and a good manager, if there is no love for the work then it will create only unhappiness.” The customer support manager also mentioned about job satisfaction as “To work the job I love in the right amount”. And with regard to the co-workers, one of the international purchasing officer said about job satisfaction that “not having problems with the people around me makes me feel happy”. And the IT manager also said “good co-workers make days go faster and forget about the hard work.”

This indicates that in terms of job satisfaction, most people are highly concerned about day-to-day working experience like the work itself and co-workers. They tend to link these two factors as the two most important factors to create job satisfaction.

However, if we look at each department separately and look at the result, we can see that some departments tend to focus on some specific area that can create job satisfaction more than the others. The first example of this is the sales department, many of them mentioned about the clear working scope, clear objective, salary, and opportunity for learning and development. From this, we can see that people in the sales department are more determined and goal-oriented. These factors can be referred as growth and promotion factor which are the motivator factors in Herzberg's Two-Factor Theory.

Finance manager, accounting manager, and HR manager mentioned about the supervisor as the factor that can create job satisfaction. This is probably because these people from these departments work more closely and dependently with the head supervisor. Thus, the attitude of the head supervisor tends to have bigger effect on their everyday working experience.

Also, the warehouse manager mentioned working condition as the factor that can create job satisfaction. This is partly because they work in the warehouse which is separated from the main office which has considerably harsher condition. The work in the warehouse also involves a lot of dust from the transport trucks and the chemical products itself. This would explain why he cares for the working condition more so than the other departments.

4.1.2 Question 2: What is the main factor that makes you dissatisfied with your job?

For the second question about the main factor that makes participants dissatisfied with their jobs, most respondents mentioned about the circumstance when their responsibilities do not match their job descriptions and their specialization as the major factor that can make them dissatisfied with their jobs. This issue can be interpreted that the nature of the company policy and administration can contribute to bad working condition. Some respondents also mentioned the factor about working condition including too much work, rushing condition, and unclear scope of work.

The general manager said that the main factor that can cause dissatisfaction is “Too much work that is beyond my responsibility, having to work on something that is outside my knowledge or something that I do not have enough time to study on, and working in a rushed condition all the time.” One international purchasing officer mentioned “unclear job details” as the main factor of job dissatisfaction, and another international purchasing officer also said that the factor for job dissatisfaction is “The work that does not match with my position or outside of my job description because it does not match my knowledge or experience, and it can create bad results.” And finally, IT manager mentioned “To be responsible for unrelated works” as the cause of dissatisfaction.

The reason that most participants had mentioned about these factors might be because the trading business is a fast pace business. Everything must be executed quickly and efficiently to cope with the demand of the customers and the various kinds of problems that could come up anytime. There are many uncontrollable external factors that can occur and might need immediate solution such as product defection, transportation problems, requests for product return or exchange, or supplier problems. Almost all of these problems require immediate reaction and cooperation from many departments. These can make the workers feel like being rushed and having to do things that are outside of their comfort zone as the warehouse manager has mentioned in this question that rushed works can cause effect a work schedule and lead to working mistakes.

Many of them also mentioned co-workers as another major factor that can create job dissatisfaction. The finance manager, the domestic purchasing manager, the international purchasing manager, and a sales team leader all mentioned that a conflict with their co-workers is the main factor that causes dissatisfaction in the workplace. They explained that co-workers are the ones who shape their working environment and experience. Thus, having conflicts with their co-workers is a big issue that can affect their work lives. This can also relate to the nature of the business that is explained above as requiring a lot of cooperation in a fast pace. This can create stress and affect the emotion of the workers and makes conflicts more likely to happen.

Apart from those two factors, there are some who mentions about the supervisor and social welfare as the factor that can create job dissatisfaction.

4.1.3 Question 3: What is the most important factor that motivates you to work?

From the answers to the third question about the factor that can motivate employees to work, the dominating factors that got mentioned the most are salary and social welfare. However, many respondents also mentioned about the promotion, achievement, and growth, which is a chance to learn new things, as the factors that can motivate them to work.

One international purchasing officer said that “Money is related to motivation. Less money, less motivation. More money, more motivation.” The accounting manager said “Benefits and incentives can be the motivators. Everyone works for salary but high salary matching the work and responsibility can help erase tiredness.” And many sales team leaders mentioned about income and salary as the top motivator with one can be quoted saying “Salary because money is the most important thing for life.” The family factor is also somehow related to the salary factor. They are motivated to work for their families which they needed the salary to support.

Moreover, promotion, achievement and growth were mentioned by many participants that they are important for their motivation at work. The finance manager and a few sales team leaders emphasized on the factor of promotion. Meanwhile, the international purchasing officer, the customer support manager, and a sales team leader mentioned about the importance of personal growth or a chance to be challenged to be better as their motivation.

4.1.4 Question 4: What is the main factor that demotivates you in your workplace?

For the fourth question regarding the factor that can demotivate employees in the workplace, the point that got mentioned the most is somehow similar to the reason that makes respondents be dissatisfied with their works. This is when they have to be responsible for a job that does not match their job descriptions and their specialization which directly links to the company policy and administration. Additionally, another major factor that got mentioned as the demotivating factor is the factor of unworthy salary.

The international purchasing officer mentioned how the job that does not match his specialty can be a demotivating factor by saying that “Having to do works that are outside of my knowledge or unrelated to my knowledge because it will create bad results”. The general manager also mentioned about “Instability in the work and changes that happen all the time.” Additionally, a sales team leader stated that policies that are always changing can cause dissatisfaction.

For the salary factor, the international purchasing manager mentioned salary as the main factors that can demotivate him to work by saying that “Salary and welfare that do not match the amount of work and responsibility because it makes me feel worthless to work.”

Furthermore, more factors that got mentioned as the demotivating factors are the feeling that there will be no growth and promotion in the work, and working without a goal or a plan. Specifically, IT manager and many sales team leaders said that not learning new things and not growing are the main factors that can demotivate them.

4.1.5 Question 5: Please share your opinion about the following factors. How these factors important or not important in your working life?

4.1.5.1 Company Policy and Administration

Everyone agreed that the policies and the administration is an important to very important factor. They think that having a clear goal and clear job description can lead to clarity in the scope of work. They think that this will make their jobs easier and more efficient overall.

For example, the finance manager mentioned about the company policies to be “Very important because it will make us see the clear growth or the benefit we can have. It can make us feel happy and motivate us to fight with the problems and challenges.” Warehouse manager also gave an opinion about the company policies as very important, and also said, “For example, policies about not hiring a replacement for the ones that resigned or absent make the work harder because it means more work for the current workers who have to work extra to cover the part of those that are missing.”

Many of them showed concerns that instable policies that are always changing, or being too forceful can affect their work experience, work efficiency,

and work satisfaction overall. A sales team leader gave an opinion about the company policies as “Very important. It must be clear and does not change too often.”

4.1.5.2 Relationship with Supervisor

For the factor of supervisor, everyone agreed that having a good supervisor is important for their work life experience. They think that the supervisor should be compassionate and fair. They stated that a supervisor should listen to the suggestions from their subordinates, and cares for them.

The general manager stated about the relationship with supervisor that it is “Important because the supervisor with good attitude and vision, work with reasons, not self-centered are easier to work with, and employees will be willing to take the assignment from the supervisor and execute them.” Accounting manager said that “If the supervisor is loved by the employees, the employees will be more willing to work because for some people, the salary is not the most important thing. Some employees think that the company is their second home, if that home has a family leader who understands and cares, everyone will be happy.” Many respondents also mentioned that a good supervisor should treat everyone fairly and has no bias towards someone.

4.1.5.3 Salary

Most of the employees suggested that salary is a very important factor. They think that it is a base factor that leads them to work at the first place. For example, an international purchasing officer stated that the salary is important because “money is an important factor in life.” The domestic purchasing manager also added that “If the salary is good, it is worth working for. There should be a proper raise based on the job. Money is the main factor for living for everyone.”

All of the respondents think that it is important to have a stable income in order to support their families or to have better life quality. The IT manager mentioned about salary to be “Important because it is the main factor for better family life”, and the warehouse manager also mentioned that “good salary can support family, and it motivates employees to work.” Respondents also mentioned that the salary rate is what measures their skills, and that the salary should correspond to their positions and work qualities. They also said that there should be a proper standard for a salary raise each year based on the evaluation and past works. For example, the customer support manager stated that “the salary should correspond to the work and responsibility.”, and

similarly, a sales team leader also said about salary that “It should correspond to the amount of work and the responsibility.” However, one sales team leader mentioned that salary is a less important factor than relationship with co-workers

4.1.5.4 Relationship with Co-workers

Every respondent suggested that relationship with co-workers is an important factor, and some of them even said that this is the most important thing of all. It is suggested that having a conflict with their co-workers can make them not wanting to come to work because it will highly affect their day-to-day work experience.

For examples, an international purchasing officer said that “good co-workers create good workplace.” The customer support manager also said “good relationship within the department will make the employees help each other.” The finance manager mentioned about the co-workers factor that “when there is a conflict or wrong attitude, cooperation will be hard. Good relationship will make the work be smoother and happier.” Many sales team leaders also emphasized on the important of relationship within their department that good teamwork will lead to success.

4.1.5.5 Working Condition

Most people said that having a good working condition is important or at least quite important. The general manager mentioned that “Good working condition will make better work environment and increase work efficiency.” An international purchasing officer said that “The workplace should be clean and comfortable to make it suitable for working.” Additionally, a sales team leader also said that “A good working condition creates happiness and energy to work.” The HR manager mentioned that “A Good working condition is very important because we spend 8 hours a day at work. Employees should be in a good working condition such as clean drinking water, clean toilets, and good lighting.” And finally, a sales team leader mentioned that “If there is a distraction or something that is not appropriate in the workplace, it can decrease the work efficiency.”

4.1.5.6 Achievement

Most people mentioned achievement to be moderately important. However, if we look at each department separately, all of the sales team leaders think that achievement is their main motivator and view it as an important factor. This makes sense because sales department is the only department that employees are directly

rewarded by their work, or achievement in a form of commission. Therefore, they are more goal-oriented comparing to employees from the other departments. On the other hand, the customer support manager suggested that since the main job of the customer support department is to support other departments, sales department specifically, achievement in this department is unclear by saying that “the customer support department does not have clear work results. We only give supports to other departments.”

4.1.5.7 Recognition

Generally, everyone agreed that recognition is a basic social need in life. The HR manager stated that “it is the human nature to want to be recognizable from the society.” Many people mentioned that being recognizable from others can create job satisfaction. The international purchasing manager said that “gaining recognition from co-workers and the supervisor can create happiness.” A sales team leader mentioned that “recognition will make us feel that we are a part of the company, and make us feel that we are important for the company.” The account manager also mentioned that “Recognition makes the work smoother, makes cooperation better, increases the opportunity to give suggestions, gives us chance to show our skills, and acknowledges that we are a part of the success.”

An international purchasing manager linked the factor of recognition to the principle of empowerment. The international purchasing manager said that “If there is acceptance then you will have more power to take decision. Otherwise, it is a big problem to execute the work efficiently.” It can be said he implied that employees who are recognized by the company can mean that they can be empowered by the supervisor to make the work more efficient.

4.1.5.8 Work Itself

Almost every respondent answered that this is an important factor because being able to work the job that they love can lead to happiness during the work and not feeling bored. This will then lead to better overall work result. The domestic purchasing manager said that “The work is important for the happiness at work because we have to love what we do to create a good result.” Almost everyone emphasized that a suitable work that matches with their skillset in the right amount can create satisfaction and motivation, and can also lead to better work results. For example, one international purchasing officer said that “If the work matches the skills then it will create happiness

and motivation.” The general manager also said that “If the work itself matches the position and the knowledge, then the result will be good.”

4.1.5.9 Responsibility

Most participants do not focus on the factor of responsibility very much. They think that it is the nature for working people to know that they have to be responsible for their works. One sales team leader said that “Responsibility does not affect the happiness in the workplace because it is the job that everyone needs to know that they have to be responsible for their works.” However, there are some who mentioned that having too much responsibility or having to be responsible for something that is not related to their main jobs can make them feel stressful and dissatisfied. For example, the general manager said that “if there is too much responsibility, then it will affect work results and affect every department involved. It can then create stress for the employees and everyone involved.” However, the HR manager mentioned that by being handed big responsibility or a lot of responsibility, it means that they are recognized and trusted by the organization.

4.1.5.10 Promotion

Generally, most participants thought that promotion is quite important. Everyone agreed that they should have opportunity to grow in their works. They said that promotion is like a reward for their works and efforts. A sales team leader mentioned about promotion that “It is quite important in many ways. It can reflect many things such as recognition, self-development and salary.” Many respondents stated in the same direction that if employees know what they have to do to be promoted, then they can work with a clearer goal and target in mind. Without promotion, or at least the feeling that they can be promoted, it can make the work feel worthless with no clear goal.

4.1.5.11 Growth

Almost everyone think that growth is an important factor. It is what makes most people decided to start working in the first place. Personal growth has a direct effect on their morale. It affects their personal lives and family lives. The domestic purchasing manager stated “If there is growth in work, promotion, increased salary, we can take care of our family better. We will be happy and our family will be happy.” Many participants think that this is related to the salary and the benefits because it is the money that will help them develop their lives and motivate them to work. The

general manager said that this will also have direct affect to their work lives because their personal or family life situation can thoroughly affect their morale during work by saying “If an employee’s personal life is improving, the employee’s work life will also improve. But if an employee’s personal life is in a bad condition, it will affect the work life because having problems in a personal life can create distraction and the feeling of not ready for work.”

4.1.6 Question 6: How can the company improve to make employees more satisfy with their jobs?

There are two main points that many people mentioned in this session. The first point and the most mentioned point is an improved benefits and social welfare. Many people mentioned that improving benefits, social welfare, and rewarding structure as a whole can be good motivator factors for them. Meanwhile, some people, such as the general manager and the accounting manager, just mentioned that the salary, social welfare, and yearly bonus should be made clearer and in a standard rate. This can emphasize that they see the salary or reward factor as one of the most important for their job satisfaction.

The second popular mention is the policies on holiday and yearly bonus. Thai Food and Chemical Co., Ltd. has a strict policy that late, absent, leaves, and holidays will have direct effect on the yearly bonus if an employee were to take leaves more than the allow time. Many respondents, such as the domestic purchasing manager mentioned “Have more flexible and less strict rules on the bonus and holiday policies because money is the most important motivator to work efficiently.” Sales team leaders can also be quoted saying “Make leaves, holidays, and sick leaves more flexible without deducting the bonus.” and “Holidays and leaves should not affect bonus.”

Apart from these two factors, there are a few other points that were mentioned by the respondents. The accounting manager mentioned that “The management should listen more and give employees more chance to make decision.” This is related to the principle of empowerment which can have positive affect on employee job satisfaction. A few sales team leaders also stated that there should be more training to improve employee skills on a more regular basis.

4.2 Motivation Factors Score Ranking

For this session, the researcher asked the participants to score the motivation factors that are the most important to the least important to their job satisfaction. The scoring is from 0 to 10 with 10 being the most important and 0 being the least important.

Table 4.1 Motivation Factors Ranking

	Company Policy and Administration	Relationship with Supervisor	Salary	Relationship with Co-workers	Working Condition	Achievement	Recognition	Work itself	Responsibility	Promotion	Growth
General Manager	10	5	8	6	3	2	0	9	7	1	4
International Purchasing	5	6	9	10	4	0	3	1	7	2	8
International Purchasing	6	5	10	4	3	8	2	7	1	0	9
International Purchasing	6	5	8	10	3	1	2	9	4	0	7
Customer Support	7	4	8	9	3	1	2	10	5	0	6
Domestic Purchasing	6	2	7	9	4	1	3	10	5	0	8
Finance Manager	8	4	9	10	6	0	3	5	2	1	7
Accounting Manager	6	8	7	9	2	5	3	10	0	1	4
IT Manager	9	1	8	10	3	2	0	5	4	6	7
HR Manager	10	9	7	8	6	1	5	3	2	0	4
Warehouse Manager	6	5	7	8	9	4	3	10	0	1	2
Transportation Manager	9	8	7	10	6	1	0	4	2	3	5
Sales Team Leader	10	9	6	8	7	4	5	2	0	1	3
Sales Team Leader	10	1	4	9	7	8	3	6	0	2	5
Sales Team Leader	10	5	9	8	1	2	4	6	3	7	0
Sales Team Leader	7	6	10	9	5	4	0	2	1	8	3
Sales Team Leader	9	3	10	7	6	5	2	4	0	8	1
Sales Team Leader	9	7	8	6	5	3	2	10	0	1	4
Sales Team Leader	10	8	7	9	6	5	4	1	0	3	2
Total	153	101	149	159	89	57	46	114	43	45	89

From this, we can see the average data and see which of the factors the participants think are more important to their job satisfaction than the others. The result is as shown in Table 4.1. The table 4.2 shows the ranking from the most important factor to the least important factor that can lead to the participants' job satisfaction.

From the ranking in Table 4.2, we can see that the data followed the trend from the interview question with the relationship with co-workers being the most important followed closely by the company policies and administration and the salary. The factor that got the lowest score is responsibility.

Table 4.2 Motivation Factors Ranking

Rank	Factor	Score
1	Relationship with Co-workers	159
2	Company Policy and Administration	153
3	Salary	149
4	Work itself	114
5	Relationship with Supervisor	101
6	Working Condition	89
7	Growth	89
8	Achievement	57
9	Recognition	46
10	Promotion	45
11	Responsibility	43

Based on the ranking score, by looking at the most important factor that leads to participants' job satisfaction, almost every participant gave the relationship with co-workers factor high score between 7 to 10, which sums up to the highest score of 159. This is followed closely by the company policy and administration at 153. For this factor, it is important to note it received the most number of 10s at 6 people. The ones who rank this the highest are mostly sales department, general manager, and HR manager while others gave it an average score between 5 to 7. This is likely because the sales department's works and benefits are highly related to the policies like commission policies, customer policies, product policies, market policies, and many other policies.

On the other hand, general manager and HR manager are the ones who have to relay the policies to the other departments and make sure that they do things according to the rules. Therefore, the nature of the policies will surely have high affect on their works.

The salary is also another important factor at the score of 149. Most respondents rated this highly between 7 to 9 and three people gave it the score of 10. This is because everyone thinks that the salary is one of the main factors that they come to work, therefore, surely, good salary can lead them to job satisfaction. Although everyone think that it is one of the very important factors, it usually comes behind either the relationship with co-workers factor or the company policies and administration factor in term of their job satisfaction.

For the least important factor that leads to participants' job satisfaction based on the ranking score, responsibility was ranked as the lowest score. As many as 7 people rated responsibility 0 while most of the others gave it 1 to 5.

The second lowest score is promotion. It is important to note that almost every respondent rated this 0 to 2 except some sales team leaders who gave it 7 or 8. This is probably because the sales people are more goal-oriented and therefore give more importance toward professional growth and promotion.

4.3 Discussion

In this session, the researcher will first conclude all research results from each part of the interview sessions, which have been discussed and analyzed separately from the early part of this chapter, then, the researcher will combine all the results to answer the research question which asked to identify the factors that influence employee job satisfaction among the management team and key personnel in Thai Food and Chemical Co., Ltd. Moreover, the comparison with the previous relevant study as well as the application to recent theories and studies will be made.

To summarize the research data from the interview, on the question one about job satisfaction, the work itself and the relationship with co-workers are the two main factors that the respondents think are the most important to their job satisfaction. Many respondents suggested that loving their works and getting along with co-workers

are the key factors for job satisfaction. This is the two most important factors that are related to day-to-day working experience.

Meanwhile, in question two about job dissatisfaction, having to work on something outside of their responsibility is the major contributing factors for job dissatisfaction. Since many people in various departments seemed to share this opinion, it can be assumed that in the current situation, the company policies and administration does not regulate the limit of employees' task and responsibility and therefore creating a bad working condition.

From the satisfaction and dissatisfaction prospective, it can be evaluated that the employees are quite satisfied by their works and their co-workers. However, getting assigned to unrelated or unprepared tasks by the company can make them feel dissatisfied.

In the question three about job motivation, two main points were mentioned. The first point is salary and social welfare. They said that having money to support their family is their main motivation to work. Another point that was mentioned is about the importance of promotion, achievement, and growth which are motivator factors according to Herzberg Two-Factor Theory.

In question four about the factors that can cause demotivation, similar to the second question about job dissatisfaction, many respondents mentioned about the responsibilities that are beyond their job description and specialization. This again emphasizes the company's current issue about the policies and administration that it can create bad working condition. In addition to this, salary is also mentioned. This can be considered as another side of the same coin that while salary can motivate employees, it can be a factor for demotivation if they feel that their salary is not worthy of the job.

From the first four questions which focused on the insight about job satisfaction and motivation, the analysis can be divided into two parts including the general expression about job satisfaction and motivation, and the current situation of the company. For the general expression about job satisfaction, most participants think that the day-to-day working experience like work itself and co-workers is the main indicator for their job satisfaction. Regarding the general expression of motivation, most participants think that salary factor and motivator factors like achievement, promotion, and growth are what shape their level of motivation at work.

For the current situation of the company, it can be seen from most of the answers in the question about dissatisfaction and demotivation that the issue about assigning unrelated responsibilities that is directly related to company policy can be a serious issue in the company.

On question 5 of the research interview, the researcher asked the respondents to give opinions on each of the motivator factors including the company policy and administration, relationship with the supervisor, salary, relationship with co-workers, working condition, achievement, recognition, work itself, responsibility, promotion, and growth about how these factors are important to their work experience. The data collected from this question were summarized and analyzed in depth in the earlier part of this chapter. These data will be further discussed along with the score ranking discussion.

In question 6, the respondents were asked to give their suggestion on what the company can improve to increase employee job satisfaction. The answers from the respondents are mostly related to improving the salary, social welfare, and holiday policies. The fact that they mentioned salary is coherent to when they mentioned salary as the main factor that can motivate them to work.

In question 7, the researcher asked the respondents to rank the level of importance of each motivating factor from 0 to 10 with 0 being the least important and 10 being the most important. We can conclude that the most important factors that affect employee job satisfaction based on the ranking score are co-workers, company policy and administration, salary, and work itself respectively. Meanwhile, the least important factors are responsibility, promotion, and recognition. It is somehow a surprise to see the work itself factor as the 4th importance factor as it was mentioned a lot in the prior questions.

The relationship with co-workers was rated as the most important factor by the respondents. They explained that the relationship between their co-workers is the most vital to their day-to-day work experience. Many respondents suggested that having conflicts with co-workers can affect cooperation and work efficiency which leads to unhappy workplace.

The second most important factor is the company policy and administration. They explained that the policies are what determined everything related to their work

experience. This is also related to the problem of assigning employee on responsibilities outside of their job descriptions and specialties.

The third most important factor is the salary. This was also mention in question 3 and 4 as their main factor that can motivate and demotivate them. They see that the salary should correspond to their responsibility and is one of the most important things in life.

And the forth placed factor is the work itself. The respondents mentioned that the work should match their skillset and specialties in a suitable amount. This way, they can love what they do and feel satisfied with their jobs.

The three least important factors in the ranking are responsibility, promotion, and recognition respectively. For the factor that ranked as the least important which is responsibility, the answers from the interview suggested that most respondents think that it is what everyone expected from the job. They expected to have responsibility for the work that they got assigned thus feel indifference to the amount or type of responsibility that they have.

The second least important factor is promotion. While many respondents said in the interview that it is important, they gave it a very low score. One assumption for this is that all of the respondents in this research are managers of each department, which can be considered the highest possible position for their line of work. This could be the underlying reason they feel that promotion is not an important factor for them. If the interview included employees in other positions, the promotion factor could probably get a higher score.

And the third least important is recognition. The respondents explained that although recognition is one of the basic social needs that everyone wants from the society, it is not the main factor that makes them satisfied with their jobs.

Moreover, the researcher also compared the research result with the previous relevant studies that were mentioned in the literature review. The study is conducted on the employees in Postal Traffic Department in Novi Sad by Pandza in 2015, the most important factors were found to be the relationship with co-workers, which is similar to the research result in this study, followed by working condition, work itself, and relationship with the supervisor respectively. However, in that study, salary was found to be the least important factor while in this study, it is the third most important factor.

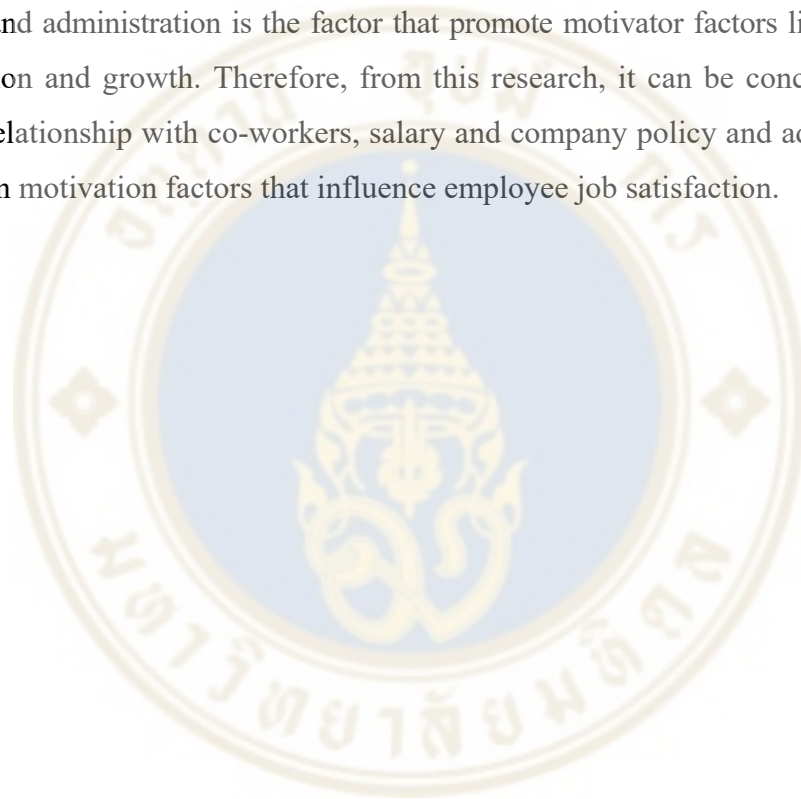
For this case, an assumption can be made that the employees at Novi Sad are very satisfied with their salary and therefore, view it as the least important factor that contribute to their satisfaction. It is possible that, at the opposite end of the spectrum from the pharmaceutical company's case, employees will see factors that they are content with to be less important for their job satisfaction.

To relate to the recent theories and studies about the organizational empowerment and commitment, many respondents mentioned many points that are related to these theories. It was suggested a few times by the respondents that employees should have a chance to make decision on their own which may lead to increased work efficiency as well as job satisfaction. They would feel that they are trusted by the supervisor. The researcher discovered by these suggestions that empowerment can also be another important motivating factor that affect job satisfaction. As found in the research on organizational empowerment conducted in Malaysia by Abdullah, Almadhoun, and Ling in 2015 on school teachers, giving employees more resources and freedom can lead to better employee job satisfaction as well as organizational commitment. Regarding the theory of organizational commitment, the researcher found that the relationship with co-workers and the supervisor are two important factors that can promote organizational commitment from the employees. Many respondents suggested in the interview that the reason they placed so much value in their co-workers is because they see the company as a family. They also mentioned that the supervisor is like the head of the family and should treat the employees like own's family. The organizational commitment is likely related to these feelings of being in a family. Therefore, emphasizing to improve the relationship with co-workers and supervisors can lead to increased organization commitment from the employees and help reduce turnover rate.

To conclude the research findings and answer the research question which is "what are the factors that influence employee job satisfaction among the management team and key personnel in Thai Food and Chemical Co., Ltd.?", work itself, relationship with co-workers, salary and company policy and administration are the main motivation factors that influence employee job satisfaction among the management team and key personnel in Thai Food and Chemical Co., Ltd. Based on the findings, this research suggested that it is impossible to view and interpret each motivation factor independently because each motivation factor interrelates each other. Each of them is important in its

own unique way as Herzberg's Two-Factor Theory explains that every hygiene factors and every motivator factor have to be fulfilled in order to bring about employee job satisfaction. There is no exception in this case study.

However, in this case study, the researcher found out that work itself, relationship with co-workers, salary and company policy and administration are the key catalysts that lead to the fulfillment of every motivation factor. As work itself and relationship with co-workers are the main factor that shape employee day-to-day working experience, and salary is the main motive to make them come to work, the company policy and administration is the factor that promote motivator factors like achievement, promotion and growth. Therefore, from this research, it can be concluded that work itself, relationship with co-workers, salary and company policy and administration are the main motivation factors that influence employee job satisfaction.



CHAPTER V

CONCLUSION AND RECCOMENDATIONS

As concluded earlier in the discussion that the work itself, relationship with co-workers, company policy and administration and salary are the main motivation factors that influence employee job satisfaction, the recommendation that we have will be based on the idea of improving these four factors. The researcher would like to propose two recommendations that should be able to improve these aspects in the company. The first recommendation is to revise the workflow and job description of each department. And the second recommendation is to create a clear goal and reward structure for each department.

5.1 Managerial Implications

5.1.1 Revise Workflow and Job Description

By revising the workflow and job description of each department, the company will be able to improve on the factor of company policy and administration to resolve the current company's issue about the work assignment that is unrelated to employee job description and specialization. From the interview, many people mentioned about having to do something outside of their scope of work or having to do something that is not their specialties. They also mentioned about having conflict with their co-workers which can stem from rushed nature of work or inefficient workflow that may put too much stress on one person. All of these things can be said to depend on the policies of the company for managing each employee's tasks and duties which it was said that unclear and always changing policies are very bad for employee job satisfaction.

The goal for revising the workflow is to create a more efficient workflow and more focused tasks for each employee. The steps can be done as followed:

- Revising the overall workflow of the company.
- Revising the workflow of each department.
- Revising the tasks of each department.
- Revising the tasks of each employee.
- Rearrange and determine the scope of work for each employee.
- Decide if additional hiring is necessary.

So, it is a matter of “putting the right man on the right job.” It is also depending on the management after reviewing these tasks to consider hiring more specialized personnel that may be more suitable for the increased tasks or jobs.

By doing this, it will surely help decrease the dissatisfaction from the company policy and administration as they can be more focused on their specialized tasks and also decreasing or eliminating the amount of unrelated work that they have to do. It will also help decrease the likelihood of conflict between the co-workers as the work of each person become clearer and the less stressful. The policies can be determined easier and thus clearer for the employees.

5.1.2 Create Goal and Reward Structure

Since salary is one of the motives that leads employees to work, creating a system that revolves around using reward as a motivation is very logical. The system would involve creating a clear single goal for everyone in the organization and also separate target for each department. This is of course must be followed by a rewarding system that involve bonuses or extra benefits for the departments that successfully reach the target or goal. Two types of goals could be setup, the organizational goal and the departmental goal.

The organizational goal should be something clear and understandable by the whole organization. This should be something such as fixed revenue, increase in revenue by percentage, fixed profit, or increase in profit by percentage. The time period for calculation can also vary from monthly, trimester, half year, or yearly. Shorter time period can provide additional alertness of seeing the result for the employees working towards the goal but can be harder to administrate. Needless to say, the goal should be realistic yet not too easy to reach. The examples of the rewards are as follows:

- Adjust bonus money
- Increase salary and social welfare
- Additional budget for company activities and entertainment
- Additional budget for improving working condition

Another type of goal is the departmental goal. This can be done by looking at the tasks and duties of each department and figure out what improvement they can make or what kind of achievement they can work for. This can be about increasing or improving the work result as much as decreasing loss or mistakes. For example, the departmental goal of the sales department can be as simple as increasing the revenue and profit of sales. While departments like transportation or warehouse could be about reducing the lost or mistakes, increasing efficiency, or gaining more positive feedbacks and less negative feedbacks from the customers. The rewards can be similar to the organizational goal but in a smaller extent.

We can see that this system of creating goals and rewards does not only utilize the concept of the most important hygiene factors which are salary and company policy and administration to improve employee satisfaction. It can also help motivate them by implementing more motivator factors such as achievement and growth. This can also indirectly help solidifying the relationship between the co-workers to work more as a team as they all work toward one single goal.

In addition, the researcher believes that Thai Food and Chemical Co., Ltd. has high potential and future growth opportunity. The company is very flexible and can easily adapt to the change in market. However, a more professional management and a more modernized organizational structure are needed in order to move forward. As the company grows bigger, they should also place a bigger concern in implementing more motivator factors in order to motivate the current employees as well as attracting more skilled employees.

5.2 Research Limitations

There are many limitations for this study. First of all, all of the interviewees are mainly the key personnel or the manager of each department. Therefore, the result may not represent the thinking of the subordinates who work under the managers. As

for example, it is very likely that a labor worker in the transportation department will think differently from their managers.

This study also focuses only in a food chemical industrial distributor company. There are still many other industrial distributors in other product categories that can be studied. Moreover, this study is mainly based on Herzberg's Two-Factor Theory. There are still many other theories that can be used for further study.

5.3 Recommendation for Future Research

In order to understand more about job satisfaction of industrial distributors, studying about job satisfaction on industrial distributors in other product categories will bring about deeper understanding and wider knowledge about the topic because industrial distributors in different product categories might have different nature of management styles. The researcher believes that industrial distributor businesses will continue on growing. Therefore, further study about industrial distributors will create useful knowledge in the future.

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Appendix A: Scripts of interview Answers from Different Groups

Question 1

What is the most important factor that can make you satisfy with your job?

General Manager: To work the job that I love and to have clear responsibility.

International Purchasing Manager: Co-workers and working environment because not having problems with the people around makes me feel happy.

International Purchasing Officer: Job completion on time without any rejection or mistakes.

International Purchasing Officer: Workplace and co-workers. If the co-worker is helpful and supportive, not trying to find faults on each other, then I can work more efficiently without worrying about other things.

Customer Support Manager: To work the job I love in the right amount.

Domestic Purchasing Manager: The current work because if there is no happiness in the work, even with high pay, good co-workers, and a good manager, if there is no love for the work then it will create only unhappiness. And the company's stability, if the company is unstable, the employee will not have trust.

Finance Manager:

- Relationship with co-workers
- Company's policy
- Benefits
- Supervisor
- Working condition

Accounting Manager: Working smoothly with no problems and having good co-workers. The most important is the supervisor who is friendly and loving will make us feel like part of a family.

IT Manager: Friends because good co-workers make days go faster and forget about the hard work.

HR Manager: Attitude of the manager because the manager is the one who decides on everything in the organization.

Warehouse Manager: Working condition and co-workers because it creates good environment that can help create motivation. Good co-workers also create good environment every day.

Transportation Manager: Good co-workers is the main factor for satisfaction.

Sales Team Leader:

1. Effective management that continues to develop
2. Standard system of the company has to be clear and practical.
3. Good coworker, good supervisor, and working as a team.
4. Opportunity for learning and development.
5. Good environment.

Sales Team Leader: Happiness in the work is working with clear goal and having good relationship with co-workers. Good social life and good environment.

Sales Team Leader:

1. Clear scope
2. Co-workers who love to work on service and happy to cooperate.
3. Worthy salary

Sales Team Leader: Salary and coworker.

Sales Team Leader:

1. Corresponding salary to the work.
2. High bonus
3. Good social welfare
4. Good future
5. Stable organization

Sales Team Leader: The job. Because in the work, a system without errors will make every day's work go smoothly and happily.

Sales Team Leader: To see everyone in the company happy. Everyone talks about the company in a positive way.

Question 2

What is the main factor that can make you dissatisfy with your job?

General Manager: Too much work that is beyond my responsibility, having to work on something that is outside my knowledge or something that I do not have enough time to study on, and working in a rushed condition all the time.

International Purchasing Manager: Having problems with co-workers and others because it is an uncontrollable factor.

International Purchasing Officer: Unclear job details. No feedback about job assignment.

International Purchasing Officer: The work that does not match with my position or outside of my job description because it does not match my knowledge or experience, and it can create bad results.

Customer Support Manager: Having too much responsibility without a proper scope, and having bad co-workers because it can affect teamwork.

Domestic Purchasing Manager:

1. The work itself. If there is no love for the work, then it is just unhappiness.
2. Conflict because when there is a conflict either at work or personal issues, then it will create problems in the job and with coordination.

Finance Manager:

- Conflicts in the workplace
- Working environment
- Unclear and unfair standard

Accounting Manager:

1. Problems in the work. Co-workers who do not understand the job, do not listen, and do not want to change, do not responsible, and do not know the job will only create problems for others to fix.
2. A selfish supervisor
3. Unfair social welfare, non-standardized.

IT Manager: To be responsible for unrelated works.

HR Manager: Attitude of the manager can create dissatisfaction because the manager is the one who decides everything in the organization.

Warehouse Manager: Rushed works because it can affect work plan and it can lead to mistakes.

Transportation Manager: Management and prioritization of the workflow. Also, many other factors such as other department that I have to cooperate with.

Sales Team Leader:

1. Bad management.
2. Lack of learning opportunity
3. Bad environment
4. No or too little or unclear social welfare
5. Unclear and impractical policies.

Sales Team Leader: Work environment that does not support the work. For example, co-workers who do not help each other or a bad relationship between co-workers.

Sales Team Leader:

1. Unclear and complicated work
2. Selfish co-workers

Sales Team Leader: Unstable policies and no promotion.

Sales Team Leader: Unstable job, unstable income, changing policies, and unclearness.

Sales Team Leader: The job. If there is a problem then it can create boredom because sometimes we cannot fix the problem that came from others.

Sales Team Leader: Incoordination between departments.

Question 3

What is the most important factor that can motivate you to work?

General Manager: Clear job description and a worthy payment.

International Purchasing Manager: Increasing income and good welfare to live personal life because everyone should continue to have a better life, not standing still.

International Purchasing Officer: Money is related to motivation. Less money, less motivation. More money, more motivation.

International Purchasing Officer: Work challenges because it is the motivation to know more and gain new experiences.

Customer Support Manager: Life goal. Growth in work

Domestic Purchasing Manager: Family because family is the most important thing in life. Even when there are problems with work or co-workers but if there is a place for our mind to rest and having a clear target on who and what to work for, then there will be a motivation and energy to work.

Finance Manager:

- Promotion
- Life stability

Accounting Manager: Benefits and incentives can be the motivators. Everyone works for salary but high salary matching the work and responsibility can help erase tiredness.

IT Manager: Rewards for better life.

HR Manager: Happiness because if there is happiness in the work, our morale will be good, our mind will be clear, conscious, focus, and creative.

Warehouse Manager: Family and the persons we love are the best motivators.

Transportation Manager: The president and the general managers who start from nothing and prove to me that it is hard to be successful but it is possible if you put a lot of effort.

Sales Team Leader:

1. Good social welfare can be a motivator.
2. Promotion
3. The Manager who listens with an open mind
4. Modernized management

Sales Team Leader: To be able to work within a target for each day, month, trimester, or year. Growth in the position and salary will be a good motivator.

Sales Team Leader:

1. Good income
2. Good co-workers
3. Promotion

Sales Team Leader: Salary

Sales Team Leader: High salary and other incentives. Good social welfare, high bonus, stable company, growth in work.

Sales Team Leader: Salary because money is the most important thing for life.

Sales Team Leader: A manager who can quickly fix problems.

Question 4

What is the main factor that can demotivate you in your workplace?

General Manager: Instability in the work and changes that happen all the time. Having to do works that are outside my job description can cause extra tiredness.

International Purchasing Manager: Salary and welfare that do not match the amount of work and responsibility because it makes the me feel worthless to work.

International Purchasing Officer: Money & Job promotion.

International Purchasing Officer: Having to do works that are outside of my knowledge or unrelated to my knowledge because it will create bad results.

Customer Support Manager: Having increased works that are unrelated to my position

Domestic Purchasing Manager: Family. Without family there is only unhappiness and there is no one to fight for and work for.

Finance Manager: Life instability

Accounting Manager: The supervisor because if the supervisor is loved by the employees then everyone will be happy to work. The supervisor should not let the employee feel unfair, worthless, doubled standard, and unequal.

IT Manager: No growth in the work.

HR Manager: Repetitiveness of doing the same thing because it makes us not able to see the growth.

Warehouse Manager: Salary that does not correspond to the work and responsibility because if our income is low, it will not be enough to support our family.

Transportation Manager: Myself. I still lack the required skillsets and abilities.

Sales Team Leader:

1. No social welfare, no motivation
2. No opportunity to learn
3. No chance to get to know the co-workers
4. Bad working condition and outdated technology.

Sales Team Leader: No clear goal each day. No work plan and having no part in the department.

Sales Team Leader:

1. Unworthy salary
2. Selfish co-workers
3. No promotion

Sales Team Leader: Unstable policies and no promotion.

Sales Team Leader: Low salary, unstable company, no growth in work, and unclear policies.

Sales Team Leader: No growth. If there is no growth in personal life, it just feels bad to stay in the same place with the same thing without doing anything new.

Sales Team Leader: Policies that are always changing.

Question 5

Please share your opinion about the following factors. How these factors important or not important in your working life?

5.1 Company Policy and Administration:

General Manager: Important because if the policy clearly states the company's goal and the work description, employees will know the work objective. Employees can also set a clear goal of the work.

International Purchasing Manager: Yes, because if the policy is good and match the need of every employees then the employees will be happy.

International Purchasing Officer: Important but sometimes it is not practical. Sometimes, policies of the company are not synchronized with the policies of the department. All must be clear.

International Purchasing Officer: If the policy is not so forceful on the employees and not too light, it will be a win-win situation for both.

Customer Support Manager: Important because the policies that are unclear, uncertain, always changing can affect the work.

Domestic Purchasing Manager: Important for happiness in the work. The policies should benefit the employees without bias.

Finance Manager: Very important because it will make us see the clear growth or the benefit we can have. It can make us feel happy and motivate us to fight with the problems and challenges. It can allow us to look at the problem as not a problem.

Accounting Manager: Important because it makes us feel clear about the motivation, the target, the goal, and future of the work.

IT Manager: Important

HR Manager: Important because policies determine everything in the organization such as strategy, benefits, or social welfare.

Warehouse Manager: Very important. For example, policies about not hiring a replacement for the ones that resigned or absent make the work harder because it means more work for the current workers who have to work extra to cover the part of those that are missing.

Transportation Manager: Important for the most part. Policies of the company are determined by the management team. If the policies are executed seriously by the employees, then the result will be good except when the policies are conflicting.

Sales Team Leader: Clear policy can take the company forward. The yearly evaluation should be fully analyzed to develop the employees. The policies should be decisive and practical.

Sales Team Leader: It can affect the work overall. The vision of the management can stimulate organization's growth. The wider vision of the management will widen the vision of the workers. When the company grows and creates more profit then it means more benefits for the workers.

Sales Team Leader: Yes. It affects the motivation to self-improve.

Sales Team Leader: Important. The change that invades the right of the workers should be clearly explained.

Sales Team Leader: Important. The company should study about changes in the economy to make the company sustainable and in turn, can create growth for the employees.

Sales Team Leader: Important because the company's policies determine the way the work is. If the policies are clear then the workers can understand their jobs, have clear target, and feel like being a part of the company.

Sales Team Leader: Very important. It must be clear and does not change too often.

5.2 Relationship with Supervisor

General Manager: Important because the supervisor with good attitude and vision, work with reasons, not self-centered are easier to work with, and employees will be willing to take the assignment from the supervisor and execute them.

International Purchasing Manager: Yes, because if the supervisor does not use only emotion, understand the employees, then the employees will be happy.

International Purchasing Officer: If the boss is good, then I will be happy. If the boss is bad, then it is going to be difficult to work.

International Purchasing Officer: Good supervisor should understand and take care of the employees but still maintains the company's rules. That will make the supervisees love the supervisor and work more diligently.

Customer Support Manager: Important. If all the decision making is up to the supervisor, then it will make department manager unable to decide on the immediate problems during work.

Domestic Purchasing Manager: If the supervisor is fair and ready to listen to everyone, cares for the employees, then the employees will be happy.

Finance Manager: Very important. If the supervisor is happy, smiley, and fair, it will make the employees happy too.

Accounting Manager: If the supervisor is loved by the employees, the employees will be more willing to work because for some people, the salary is not the most important thing. Some employees think that the company is their second home, if that home has a family leader who understands and cares, everyone will be happy.

IT Manager: Important

HR Manager: Important. The supervisor, president or manager, has to lead the followers by the policies.

Warehouse Manager: Important because a good supervisor has to understand the supervisees.

Transportation Manager: A good supervisor will often affect our works and the department's works. If the supervisor does not have compassion and unforgiving, then it is hard to work with. Especially in the department that has to work with labor workers, there has to be an analysis of everyone's personality for better supervision and for choosing the right work for the right person.

Sales Team Leader: A supervisor should be open-minded to listen to suggestions for improvement and development, care for the supervisees, and treat everyone fairly.

Sales Team Leader: They can affect the growth in the work. A supervisor who is supportive will be able to work together with everyone nicely. The Supervisor and the supervisees need to depend on each other and that will make the growth faster. Good working relationship creates happiness.

Sales Team Leader: Yes. The clearness of the work and creativity can make supervisees happy.

Sales Team Leader: Important. They should listen to the suggestions of the supervisees.

Sales Team Leader: Important. They should be someone who can think forward, be fair, and be in good principles.

Sales Team Leader: Important because a good supervisor can make supervisees feel at ease and happy at work.

Sales Team Leader: Important. A happy supervisor makes supervisees happy.

5.3 Salary

General Manager: Important. Everyone who works need a stable income that suits their responsibilities.

International Purchasing Manager: Yes, because money is an important factor in life.

International Purchasing Officer: It is the most important thing in life. “Money is Honey”

International Purchasing Officer: It should be reasonable based on the position, the work, and the attitude score of the employees without trying to deduct the score with no reason.

Customer Support Manager: Important. Salary is the main factor for everyone. The salary should correspond to the work and responsibility.

Domestic Purchasing Manager: If the salary is good, it is worth working for. There should be a proper raise based on the job. Money is the main factor for living for everyone. Therefore, money is an essential factor the supervisor should take a special look at.

Finance Manager: Important because salary is the basic for having a good life. If the salary is too little, it can affect the employees’ quality of life and that can distract their work focus.

Accounting Manager: Partly important but it is also depending on the work quality, willingness, and efforts of the employees. Salary should be comparable with other organizations with a similar structure. In the past, employees resigned for a better payment and that makes the current employees feel that the salary is too low for their skills.

IT Manager: Important because it is the main factor for better family life.

HR Manager: Important, even though money cannot buy happiness, it is a part of a thing that improve our life.

Warehouse Manager: Very important because good salary can support family, and it motivates employees to work.

Transportation Manager: Most important of all. It is the main factor for working, but for me, this organization has given me and my family everything. I am satisfied with everything I have now.

Sales Team Leader: Important. Clear evaluation should be executed with a standard structure using yearly KPI to evaluate and have a standard rate of raise.

Sales Team Leader: Less important than the relationship with co-workers. Salary leads to the four essential life factors that are needed for life and determine the success in life. It is one factor but it also depends on the skills of the person and the profit of the organization.

Sales Team Leader: Yes. It has to match the work duration and the amount of work.

Sales Team Leader: Most important. It should correspond to the amount of work and the responsibility.

Sales Team Leader: Most important because the salary should correspond to the work experience, skills, and the responsibilities.

Sales Team Leader: Important because not having enough salary can create stress.

Sales Team Leader: Important because having more income means the company is growing.

5.4 Relationship with Co-workers

General Manager: Important. If there is a problem between colleagues then it will make cooperation harder. It will also create the feeling of not wanting to come to work.

International Purchasing Manager: Yes, because good co-workers create good workplace.

International Purchasing Officer: Teamwork is a must. You and your colleagues must be team players to achieve the goal efficiently.

International Purchasing Officer: if the co-workers are friendly and not looking to find faults, then I can fully focus on the work at hand.

Customer Support Manager: Important because good relationship within the department will make the employees help each other.

Domestic Purchasing Manager: Good co-workers who are loving, unselfish, supportive, and helpful will make the workplace happier.

Finance Manager: Very important because when there is a conflict or wrong attitude, cooperation will be hard. Good relationship will make the work be smoother and happier.

Accounting Manager: Co-workers in the same and other departments that have good relationship, love each other, and help each other are more willing to work for the organization. But if there is a conflict then it will create hardship and problems.

IT Manager: Important because co-workers who understand each other and help each other will make hard work easier.

HR Manager: Important because good co-workers who are friendly, understanding, straight forward, and sincere will help reduce the distraction in the workplace.

Warehouse Manager: Important because good co-workers who are supportive and helpful will make the working environment better and will create harmony.

Transportation Manager: Very important

Sales Team Leader: Important. Good co-workers should be helpful, supportive, working as a team, and willing to help when another is away.

Sales Team Leader: The most important thing is to have a good the relationship with co-workers. Working as a team and helping each other can lead to increasing effectiveness and happiness during work. Even with a high salary, if we cannot work with anyone then we will just be unhappy.

Sales Team Leader: Yes, good co-workers make good cooperation.

Sales Team Leader: Important. There should be a good relationship with no conflict.

Sales Team Leader: Important. Good co-workers make the job smoother.

Sales Team Leader: Important because good co-workers will create happiness and the feeling of wanting to come to work to see friends and work together smoothly.

Sales Team Leader: Important. A good relationship within the department reduces problems.

5.5 Working Condition

General Manager: Quite important. Good working condition will make better work environment and increase work efficiency.

International Purchasing Manager: Yes, because good working condition creates good workplace.

International Purchasing Officer: Up to a certain level. But if the salary is high then it is not a problem.

International Purchasing Officer: The workplace should be clean and comfortable to make it suitable for working.

Customer Support Manager: Quite important because bad working condition can affect happiness and work efficiency.

Domestic Purchasing Manager: If the working condition is good, we can work happily. For example, clean working space, clean toilet, easy transportation, and lovely place can make the work more efficient.

Finance Manager: Important because a good working condition contributes to healthy and positive feelings.

Accounting Manager: A good working condition makes a good working environment. It makes us feel fresh, want to come to work, and feel proud to show our workplace.

IT Manager: Important

HR Manager: A Good working condition is very important because we spend 8 hours a day at work. Employees should be in a good working condition such as clean drinking water, clean toilets, and good lighting.

Warehouse Manager: Important because the working condition makes us want to work and make the work not boring.

Transportation Manager: Very important because loud noise can distract you and create a bad image.

Sales Team Leader: Important. A good working environment will make employees feel fresh. Having good utilities, tools, and outside environment can be good motivators for the employees.

Sales Team Leader: Quite important. A good working condition creates happiness during work and can result in a good and efficient work.

Sales Team Leader: A little.

Sales Team Leader: Important. A good working condition creates happiness and energy to work.

Sales Team Leader: Important. If there is a distraction or something that is not appropriate in the workplace, it can decrease the work efficiency.

Sales Team Leader: Important because the working condition affects emotion and thinking.

Sales Team Leader: Important

5.6 Achievement

General Manager: Important. A good work leads to achievement. It will also lead to a recognition from the supervisor or better compensation.

International Purchasing Manager: None.

International Purchasing Officer: It is the measurement of the caliber and capacity of the employment.

International Purchasing Officer: Every factor that supports the work will increase efficiency.

Customer Support Manager: Important but the customer support department does not have clear work results. We only give supports to other departments.

Domestic Purchasing Manager: Good results are important for the job. We can develop ourselves and the organization that leads to happiness.

Finance Manager: Important because it can create proudness and motivation.

Accounting Manager: The achievement is the ultimate goal of the work. If we can achieve our work goals, it will lead to the success of the organization. The organization can then reward the employees with bonus, incentives, and other welfares. In the part of accounting, the manager does not normally come to look, to rush, or to press for the results.

IT Manager: Important

HR Manager: Important because if the work result is bad, we will be stressful and unhappy.

Warehouse Manager: Important because it determines the work evaluation which will then determine the benefits and the salary.

Transportation Manager: Medium important. The achievement is what defines our development but in some factors are uncontrollable.

Sales Team Leader: Important as a part of the work result. Good work results lead to good benefits which is a motivator to work efficiently, and in turn, leads to good incentive all year.

Sales Team Leader: It determines the success in work and each person's abilities which affect salary and chance to be promoted. Also, if the work results are good then it leads to good salary and recognition.

Sales Team Leader: Yes, but it depends on the system and policies of the company whether they promote work achievement or not.

Sales Team Leader: Important

Sales Team Leader: Important. Good work results create happiness.

Sales Team Leader: Important because if the work result is not up to the company's target then it will create pressure and stress.

Sales Team Leader: Important. The goal should be clear.

5.7 Recognition

General Manager: Important. At work, everybody wants recognition from their supervisors or co-workers especially if the works that they are responsible with have good results.

International Purchasing Manager: Yes, because gaining recognition from co-workers and the supervisor can create happiness.

International Purchasing Officer: If there is acceptance then you will have more power to take decision. Otherwise, it is a big problem to execute the work efficiently.

International Purchasing Officer: If everyone recognizes our work, it will create motivation.

Customer Support Manager: Important. If there is recognition and appreciation in our work then it can create happiness and willingness to continue working for a long time.

Domestic Purchasing Manager: Recognition in society or workplace are essential for everyone. If we behave and work nicely, we will be recognized in the organization and be happy.

Finance Manager: Important because it will make us feel confident and encouraged.

Accounting Manager: Recognition makes the work smoother, makes cooperation better, increases the opportunity to give suggestions, gives us chance to show our skills, and acknowledges that we are a part of the success.

IT Manager: Important

HR Manager: Important because it is the human nature to want to be recognizable from the society.

Warehouse Manager: Important because it motivates us to work.

Transportation Manager: For me, just doing the work I have been issued with is enough.

Sales Team Leader: Important. It will be good if everyone has a chance to show their works to create acceptance.

Sales Team Leader: Gaining recognition from the society is good for our morale. It can lead to increased self-esteem which is good for the work and happiness in the workplace.

Sales Team Leader: Yes, it creates motivation to work better.

Sales Team Leader: Important

Sales Team Leader: Important. It motivates people to work.

Sales Team Leader: Important because recognition makes us feel that we are a part of the company and make us feel that we are important for the company.

Sales Team Leader: Important. Co-workers should respect each other.

5.8 Work Itself

General Manager: Quite important. If the work itself matches the position and the knowledge, then the result will be good.

International Purchasing Manager: Not important because the work is the responsibility

International Purchasing Officer: Employees will remain happy if the job does not get changed too frequently because when there is a change, everything has to be adjusted.

International Purchasing Officer: If the work matches the skills then it will create happiness and motivation.

Customer Support Manager: Important. Too much work can cause mistakes. Unwanted works can affect the work result and efficiency.

Domestic Purchasing Manager: The work is important for the happiness at work because we have to love what we do to create a good result.

Finance Manager: Important because if we get the job we love and it matches our skills, we will not be bored with our job.

Accounting Manager: The work has to match with the position, the knowledge, and skills. Doing a lot of works does not mean that they are skilled. Some works require many people or less people depending on the work. So, the work should match with the workers. For me, my work has a lot of details and I have to continue to develop myself all the time.

IT Manager: Important

HR Manager: Important because if the work does not match the skills, or the work is too much, it will create stress, and affect employees' health physically and mentally.

Warehouse Manager: Important because a good work creates a good result.

Transportation Manager: Important, because the work itself should match the skill of the worker.

Sales Team Leader: Important. The work and the responsibility should correspond to the position. A Clear job description with no overlap in duties is important.

Sales Team Leader: The work is different for each person. It is what determines the ability and the benefit of each person. Hard works lead to a higher benefit. However, it depends on the person's satisfaction whether they want to work hard or not. If the person is not satisfied then it can lead to unhappiness.

Sales Team Leader: Yes, the work should match the salary.

Sales Team Leader: Important. working within the specialty makes good results.

Sales Team Leader: Important. If the work matches the skill or the ability, stays inside the scope of duty, and is not too little or too much, then we can work fully and be happy.

Sales Team Leader: Important because the work that matches the skills of the workers can make the work go smoothly.

Sales Team Leader: Important

5.9 Responsibility

General Manager: Important because if there is too much responsibility, then it will affect work results and affect every department involved. It can then create stress for the employees and everyone involved.

International Purchasing Manager: Yes, because if there is more responsibility but it does not match the company's goal then it will create hardship.

International Purchasing Officer: It links to the job satisfaction and salary.

International Purchasing Officer: Working within the job description will make me feel happy and work efficiently.

Customer Support Manager: Important because too much responsibility or too much work will lead to unhappiness.

Domestic Purchasing Manager: Responsibility for the work affects happiness because if we are unsuccessful with our responsibility then it can affect and damage the organization. Therefore, we should be responsible for the work we have so we and others can be happy.

Finance Manager: Important because too much responsibility can create boredom and dissatisfaction.

Accounting Manager: The responsibility is mildly important. It is something that everyone has to handle.

IT Manager: Important

HR Manager: Important because doing a job that requires high responsibility means we are recognized by the organization.

Warehouse Manager: Partly important because if the responsibility does not correspond with the skill we have then the work result will be bad.

Transportation Manager: Important, because employees should be responsible for the work that matches their skills in the right amount.

Sales Team Leader: Important. Issued work should be within the job description. There should be a clear description of work and specialty of each department.

Sales Team Leader: Responsibility does not affect the happiness in the workplace because it is the job that everyone needs to know that they have to be responsible for their works.

Sales Team Leader: Yes, everybody has to be responsible for both positive and negative things in their position.

Sales Team Leader: Important, it should match the position, and there should be a clear job description.

Sales Team Leader: Important because if the work is not doable or if we do not like the work, or if the work does not match our knowledge, then it can create stress and unhappiness.

Sales Team Leader: Important because if the responsibility is too much or outside of the skill of the employees, it can create tiredness, discouragement, and stress.

Sales Team Leader: Important

5.10 Promotion

General Manager: Important. If there is a feeling that there will be no promotion. It will make the employees feel like they work day-by-day without any progress and make them feel not motivated because the feeling of staying in the same place.

International Purchasing Manager: Yes, because the growth in career creates happiness.

International Purchasing Officer: It depends on the growth opportunity that is available in the company.

International Purchasing Officer: If the work is fruitful and efficient then there should be a promotion or a raise to increase the motivation and encouragement to continue to work better.

Customer Support Manager: Important but there is not enough opportunity for promotion in the customer support department.

Domestic Purchasing Manager: If we work for many years but stay in the same position, same salary, same knowledge, then we are probably unhappy because everyone should learn new things to develop ourselves to work a better job, have growth, and earn increased salary, and then we will be happier.

Finance Manager: Important because it will make employees see the target or goal in the work. Thus, this can create motivation and competition in the work.

Accounting Manager: Moderately important. Employees should continue to grow and develop.

IT Manager: Important

HR Manager: Important because promotion means success.

Warehouse Manager: Important because if we have no growth then there is no development in work.

Transportation Manager: Important, because I am from the labor level of work. From a driver until now, I am happy with my promotion.

Sales Team Leader: Important. Everyone should have a chance to grow. Before hiring a new person, old employees should have a chance to be considered to be promoted.

Sales Team Leader: It is quite important in many ways. It can reflect many things such as recognition, self-development and salary.

Sales Team Leader: Yes, because it motivates employees to be successful at work and have a chance to be promoted in the future.

Sales Team Leader: Important

Sales Team Leader: Important. Growth, promotion, and salary increase should be corresponding to the employees' improvement and achievement. This can increase employee work stability and satisfaction.

Sales Team Leader: Important because promotion is like a reward for the employees.

Sales Team Leader: Important because it shows our personal growth.

5.11 Growth

General Manager: Quite important. If an employee's personal life is improving, the employee's work life will also improve. But if an employee's personal life is in a bad condition, it will affect the work life because having problems in a personal life can create distraction and the feeling of not ready for work.

International Purchasing Manager: Yes, because when there is growth in the personal life of an employee, it will make the work life smoother.

International Purchasing Officer: When having a family, stable income is very important because there are a lot of expenses such as good education for kids, a car, a house, and social expenses.

International Purchasing Officer: Overall social welfare will make employees happy and help them reduce stress.

Customer Support Manager: Important

Domestic Purchasing Manager: If there is growth in work, promotion, increased salary, we can take care of our family better. We will be happy and our family will be happy.

Finance Manager: Important because if the life condition is bad or problematic, it will affect the work. In reality, we cannot separate the personal life with the work life.

Accounting Manager: Important, but with the current society and bad economy, products are more expensive and that makes growth more difficult.

IT Manager: Important

HR Manager: Important because it corresponds to the promotion. If both growth and promotion develop in the same direction, we will be able to take care of ourselves and our family better.

Warehouse Manager: Partly important because if our personal life is good, our morale will be good and the work environment will be good.

Transportation Manager: Very important for me. From the day that I had no job until now that I am quite stable. I have my own house, my own car, and a family, it makes me feel very happy.

Sales Team Leader: Important because family development is the main motivator for work.

Sales Team Leader: Very important part in work life. Personal growth can highly affect work.

Sales Team Leader: None

Sales Team Leader: Important

Sales Team Leader: Important. If the job is stable, the salary is good, then the personal life will be smooth, happy and able to keep on growing

Sales Team Leader: Important because personal growth will make the employees feel happy with everything in life.

Sales Team Leader: Important

Question 6

In what area do you think the company should improve on to make the employees more satisfied?

General Manager:

1. Have a clear company policies and objectives
2. Improve the standard of social welfare to make it clear and fair.
3. Standardize the rate of salary and bonus.
4. Have more holidays to allow more time for employees to be with their family.
Good mental state can improve efficiency
5. Organize the work to match the specialty and position of the employees

International Purchasing Manager:

1. Improve social welfare, benefits, and utilities to make it modern.
2. Modernize the management to be more open-minded.

International Purchasing Officer: The company should enter the food related manufacturing business because trading business will be very tough in the upcoming years due to FTA policies in China and India. So that, the company can become more stable and the employees can feel stable.

International Purchasing Officer: Improve social welfare and policies to be less forceful and improve the company's system to facilitate better working condition.

Customer Support Manager: Works that are assigned to the employees should be in a proper amount and match employees' specialty. Also, benefits and social welfare should be fair to every employee.

Domestic Purchasing Manager: Have more flexible and less strict rules on the bonus and holiday policies because money is the most important motivator to work efficiently.

Finance Manager:

1. Improve employee's income and social welfare.
2. Modernize working environment and utilities.
3. Provide employees with more chance to be promoted.

Accounting Manager:

1. Have a clear social welfare standard.
2. The management should listen more and give employees more chance to make decision.
3. The management should award employees for good work done.

IT Manager: Every point in question 5.

HR Manager: Improve social welfare and benefits. Assign works to match the organizational structure and job description.

Warehouse Manager:

1. Improve and increase the number of workforce to match with the workload.
2. Improve the working environment to improve working condition.
3. Help motivate and increase morale by, for example, increasing social welfare.

Transportation Manager: Starting with the management, they should think in a new way. There is no need to abolish family business structure but mix it with a more modernized structure. Do not use feelings to evaluate work results and be decisive with bad employees.

Sales Team Leader:

1. Improve motivators like better social welfare
2. Improve employee benefits.
3. Have employee training more often.
4. Evaluate KPI every year and determine a more standardized wage raise.

Sales Team Leader:

1. Have clear benefit policies with clear structure.
2. Organize events to help motivate employees.

Sales Team Leader:

1. Improve employee benefits
2. The policies of the company should have a clear and unchanging direction.

Sales Team Leader:

1. Make leaves, holidays, and sick leaves more flexible without deducting the bonus.
2. Have clearer job descriptions and responsibility.

Sales Team Leader:

1. Implement employee dental benefit
2. Holidays and leaves should not affect bonus.
3. Bonus structure should be clear and be increased based on the company's growth.
4. The company should support learning and improve employees' skills on a regular basis.

Sales Team Leader: Improving the work itself: the company should help and fix the problems to make overall work structure smoother.

Sales Team Leader: Computers in the company should be faster.

