

**HOW JOB CHARACTERISTICS AND LEADERSHIP STYLE
AFFECT TURNOVER INTENTION IN A GARMENT
MANUFACTURER IN THAILAND**



**A THEMATIC PAPER SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR
THE DEGREE OF MASTER OF MANAGEMENT
COLLEGE OF MANAGEMENT
MAHIDOL UNIVERSITY
2019**

COPYRIGHT OF MAHIDOL UNIVERSITY

Thematic paper
entitled
**HOW JOB CHARACTERISTICS AND LEADERSHIP STYLE
AFFECT TURNOVER INTENTION IN A GARMENT
MANUFACTURER IN THAILAND**

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

on
January 12, 2019



.....
Miss Natnarin Thammatiwat
Candidate

.....
Assoc. Prof. Sooksan Kantabutra,
Ph.D.
Advisor

.....
Assoc. Prof. Vichita Ractham,
Ph.D.
Chairperson

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

.....
Asst. Prof. Decha Dechawatanapaisal,
Ph.D.
Committee member

ACKNOWLEDGEMENTS

First of all, I would like to express my gratitude to my advisor Assoc. Prof. Sooksan Kantabutra for his supervision, encouragement and dedication to my master study and interesting research. His willingness and persistence encouraged me to have the confidence to complete this thematic paper.

Besides, I would like to thank all of the committee members Assoc. Prof. Vichita Ractham and Asst. Prof. Decha Dechawatanapaisal. They provided me sincere encouragement and insightful questions which helped widen my perspective to apply to this research.

This thematic paper could not have been completed successfully without all of the respondents who are the employees of this company and the owner who allowed access and was party to this research. The manufacturer contributed much of their valuable time and useful information, and sincere expressions for this research.

The last acknowledgement I would like to thank is the support of my parents, friends, teachers, college staffs and everyone that was involved throughout my research and master degree achievement.

Natnarin Thammatiwat

HOW JOB CHARACTERISTICS AND LEADERSHIP STYLE AFFECT TURNOVER INTENTION OF THE EMPLOYEES IN THE GARMENT MANUFACTURER IN THAILAND

NATNARIN THAMMATIWAT 6049078

M.M. (GENERAL MANAGEMENT)

THEMATIC PAPER ADVISORY COMMITTEE: ASSOC. PROF. SOOKSAN
KANTABUTRA, Ph.D., ASSOC. PROF. VICHITA RACTHAM, Ph.D., ASST.
PROF. DECHA DECHAWATANAPAISAL, Ph.D.

ABSTRACT

Employee turnover intention is one of the critical problems to be concerned with for this organization. People start to think about leaving their job or looking for a new one that will satisfy them. The intention to leave can be triggered when people feel demotivated and dissatisfied in different aspects of their job. One of these causes could be from job characteristics that people who have a low level of expertise cannot explore their job opportunities. This makes them realize their work might not be meaningful or have the responsibility and truthful knowledge to have a better outcome. Another cause could be from the leadership style that management persons use at the company and how they treat the employees using these tactics. The objective of the research is to determine how the job characteristics and leadership style affect turnover intention. This study used qualitative methods with semi-structured interviews with 11 respondents who are the employees in a garment manufacturer in Nakhon Pathom, Thailand. The data analysis that this study used is the coding technique. The results reveal that the employees are not allowed to have the autonomy to undertake their job freely. They are lacking the variety of skills they need to do the job better because of less work experience, lack of training and follow-ups by management. People are always concerned about how the boss will react due to getting discouraging negative feedback. The supervisor is a transactional leader who keeps the focus on controlling, directing, and micromanaging employees to achieve the task assigned. Therefore, employees are put under pressure and stress which leads them to thinking and maybe put into action the intention of departing the organization.

KEYWORDS: Job characteristic/ Leadership/ Turnover Intention

20 Pages

CONTENTS

	Page
ACKNOWLEDGEMENTS	ii
ABSTRACT	iii
LIST OF TABLES	v
LIST OF FIGURES	vi
CHAPTER I INTRODUCTION	1
CHAPTER II LITERATURE REVIEW	3
2.1 Job Characteristics	3
2.2 Leadership	5
2.3 Turnover Intention	5
2.4 Research Question	6
CHAPTER III RESEARCH METHODOLOGY	7
3.1 Research Design	7
3.2 Population	7
3.3 Data Collection	8
3.4 Data Analysis	13
CHAPTER IV RESEARCH FINDING AND DISCUSSION	15
4.1 Demographic Data	15
4.2 Job Characteristic	15
4.2.1 Skill Variety	13
4.2.2 Task Identity	17
4.2.3 Task Significant	18
4.2.4 Job Autonomy	19
4.2.5 Job Feedback	20
4.3 Leadership	21
4.4 Turnover Intention	22

CONTENTS (cont.)

	Page
CHAPTER V RECOMMENDATION AND LIMITATION	24
5.1 Practical Implication	24
5.2 Limitation of the study	26
REFERENCES	27
APPENDICES	29



LIST OF TABLES

Table		Page
3.1	The list of respondents	8
3.2	The list of questions for interview	10



LIST OF FIGURES

Figure	Page
2.1 Job characteristic model	4



CHAPTER I

INTRODUCTION

The garment industry in Thailand is one of the most competitive in the world and shirts are one of the four cornerstones of that industry. The shirts in this industry must be produced in a rush in as little hours as possible, 24/7 in order to catch up with the customers demand. Workers are the ones who face this challenge which has many factors, such as pressure from the boss, learning new skills, developing new styles, new fabric competing with changing trends and also being in the pursuit of happiness within their work and everyday life.

For this manufacturer case study, the manufacturer has been operating for over 10 years. Tons of company's uniforms have been produced every month. It can generate good income for the owner and employees over the decades. However, they always work under pressure. They seem less motivated and dissatisfied with their jobs. Starting with the work tasks that they are responsible for, they let raw material have more defects. Moreover, the owner seems to be stressed a good part of the time always yelling at workers emotion and using threatening words like going to cut down their salary. Consequently, they don't want to make decisions because they don't want to be blamed. This makes them frustrated and lowers productivity. On the other hand, it would be more productive if the boss sticks with them all day and tells them exactly every detail of what they should do. Therefore, the problems need to be observed and analyzed in order to find a better solution and recommendations for this company's case study to be helpful and more productive.

From the research, I would like to focus on to what degree to which each different job characteristic has in this company and how it influences people to feel negative and think about leaving their job. Additionally, leadership style is a powerful thing that affect employees as well to decide whether to work productively and motivated or not.

In order to decrease employees' turnover intention in this garment manufacturer, the findings from this research will make the organization especially the management person hopefully realize the cause of the issues to the employees so that the organization can apply the suggested practical solutions uncovered by the research being done.



CHAPTER II

LITERATURE REVIEW

Theoretical Frameworks

This chapter will emphasize on the theoretical literature on job characteristics, how it relates to leadership, and turnover intention. This information would help organizations understand the factors that contribute to these two problems. Moreover, it will help companies to be able to design a better management solution in order to reduce turnover intention accordingly.

2.1 Job Characteristics

The job characteristics concept refers to the behavioral approach that increases job importance which would then lead to increase the level of motivation of work, performance and satisfaction. Based on the relevant research, the job characteristic model (JCM) is about how motivation works by using three critical psychological states. These states are to experience work meaningfulness, get responsibility for work outcomes and receive knowledge from actual results of the work. These states are influenced by five core job dimensions that are skill variety, task identity, task significance, job autonomy, and job feedback. (Hackman and Oldham, 1980)

Turner and Lawrence (1965) briefly described the job characteristics as follows:

1. **Skill Variety:** The degree to which a job is completed by using variety of skills possessed by the job holder.
2. **Task Identity:** The degree to which a task that needs to be fully completed to be able to inspect the finished product. This means the degree to which the job holder completes the job from the

beginning to the end and also able to see the outcome that can be visible.

3. **Task Significant:** The extent to which a job has a certain significant impact on the lives or work of the people no matter they are inside or outside the organization.
4. **Autonomy:** The degree to which a job provides consideration independently to people to schedule his/her work and determine the procedures that are used to complete the work task at hand.
5. **Feedback from Job:** The degree to which carrying out the activities required by the task (job) and the outcome for people receiving information about the effectiveness of his or her performance directly and clearly.

Moreover, Turner and Lawrence examined the relationship between job objectives and how employees' respond to their jobs. They believed that a higher level of the five characteristics of responsibility causes higher job satisfaction which the employees feel towards their duties. This model is used to identify the effective evaluation of the context within the organization and pay as the mediator of the relationship between the affective evaluation of their job and motivation for the employees. (Thakor & Joshi, 2005)

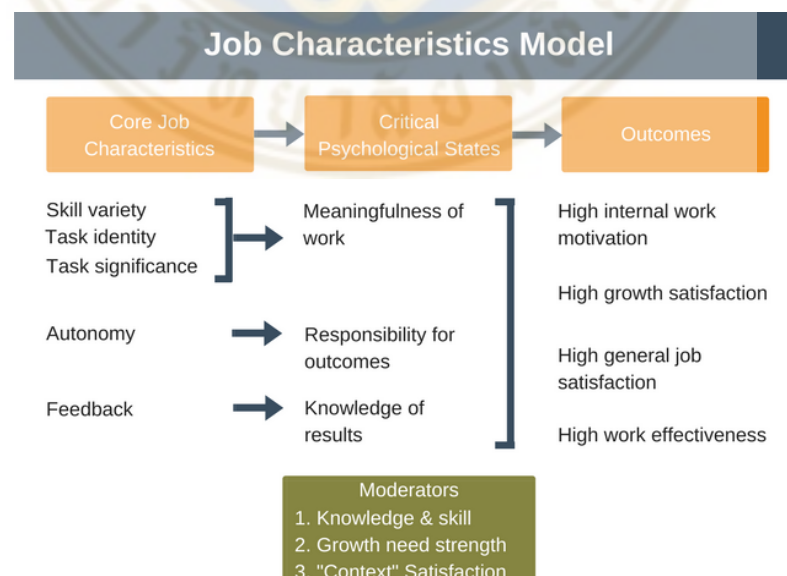


Figure 2.1 Job Characteristic Model

2.2 Leadership

Many researchers defined and classified leadership in a variety concept. One concept is that leadership is the ability of special people whose decisions are able to change our history. (Zaccaro, 2007, p.7) Moreover, he also states the special attributes of leadership are endowed and passed from generation to generation. However, another researcher describes leadership is the art of persuading in order to make employees to work towards a common objective. (Goleman, 1998, p. 12)

In addition, Vrba (2007) describes a more specific type of leader that is a transformational leader that he/she allow his/her followers to feel trust, loyalty, and admiration which these will motivate them to do more than what is expected from them. The reason why most organizations desire for a transformational leadership is that it is based more on an emotional rather than another type style (Palmer et al., 2001) and it helps increase satisfaction, trust, and commitment of the workers. (Cavazotte et al., 2012).

Chen (1998) reports that most of successful leadership is because of emotional intelligence. Therefore, there is a positive relationship in emotional intelligence and leadership effectiveness as well (Gardner and Stough, 2003) especially transformational leadership (Barling et al., 2000).

The emotional state of a leader affects the work performance of employees. If he/she is happy his/her teams will become more optimistic, creative, and more efficient. However, if a leader's mood is the opposite and with negativity it will create an abnormal environment (Goleman et al., 2001).

2.3 Turnover Intention

Griffeth (2000) describes turnover intention as a conscious and volitional willingness of people to leave the organization. In another words, it is defined as a psychological reasoning of an employee who wants to remain in the company and also an employee who wants to quit (Schwepker and Jr., 2001).

Bluedorn (1982) investigated the possible antecedents of an employee's intention to leave their job. He described turnover intention two ways. The first one was that turnover intention is the behavior of an employee that decides to perform an

optional action or something to compensate for the things they cannot do. This will happen when employees have been obstructed to perform something or when employees cannot express what they want to do. This will make them dissatisfied and they might decide to leave the job. The second way was that their intention to leave is started by job withdrawal. Employees withdraw themselves from things they are not satisfied with so by performing some primary inappropriate actions, for instance, miscommunicate with others, lateness and absenteeism. During this primary stage, employees only have the intention to leave but have not actually left the job. If employees have a high degree of dissatisfaction to the point of it being unbearable and there is no other solution for them, they will leave the job.

2.4 Research Question

From all the theoretical frameworks that this thematic paper will study, the research question is as stated “How job characteristics, and leadership style from the employer affect turnover intention of the employees in a garment manufacturer in Thailand?”

CHAPTER III

RESEARCH METHODOLOGY

This chapter will present about research design, population, data collection, and data analysis of this study.

3.1 Research Design

Qualitative method is a scientific method that is used to gather non-numeric data in order to investigate the aspects of specific information gathered or already in place such as opinions, behaviors and social context. (Mack, Woodsong, Macqueen, Guest & Namey, 2005) Therefore, the qualitative method will be used for observing respondents' attitude, and feeling towards certain effects of their job or place of employment.

This case study investigates the factors of job characteristics, and transformational leadership that influences employees' turnover intentions. (To leave their job). By using qualitative research methodology, interview questions that are going to give the participants a chance to express their views and give way to what influences their intention to leave the job.

3.2 Population

The participants of this case study are employees working in a garment manufacturer business. Every employee will be interviewed including a production manager, HR staff, general staff and office workers and delivery men. The reason why this study is targeting one manufacturer is to help find a solution to a recurring problem that happens within this manufacturer. So, the 11 employees who work there will be focused for this research.

Table 3.1 The list of respondents

No.	Position	Gender	Year of work experience
1	Production Manager	Female	10
2	General Staff #1	Female	2
3	General Staff #2	Female	2
4	General Staff #3	Female	0.4
5	General Staff #4	Female	0.3
6	General Staff #5	Male	0.3
7	Office Worker	Female	0.6
8	HR Staff / Office Worker	Female	3
9	Graphic Designer	Female	6
10	Delivery Man #1	Male	8
11	Delivery Man #2	Male	3

3.3 Data Collection

The data collection is a significant piece of the study as the quality of this research is depended on the quality of the data obtained from the respondents.

The research uses semi-structured interview techniques with open-ended questions to allow the respondents express how they feel and share their experiences that they have dealt with in the workplace. Therefore, the interviewer is free to probe and question the participants to elaborate on their initial responses or to use follow-up questions when warranted. (Gill, Stewart, Treasure, & Chadwick, 2008; Hancock, Windridge & Ockleford, 2008)

The question will be translated from English language into Thai language in order to facilitate the respondents who are Thai and Laotian to answer more comfortably. The data will be collected during the month of November 2018. The chosen place is at the garment manufacturer where they are working for most of the employees. However, there are 2 delivery men that need to be interviewed over the phone due to their urgent delivery tasks that must be done.

For the interview questions, it can be divided into 4 parts of 41 questions depending on the 3 different theoretical frameworks and with general opening questions as follows.

Part 1: General Information

This part is the set of opening questions about the employee's personal information such as their demographic, work tenure, and duties. That information was collected to describe respondents' profile. The answer from this part can be an essential part to analyze their performance along with other frameworks from part 2 to 4 relatively.

Part 2: Job Characteristic

This is the part with the variety and specific question about the core job characteristics that show the how the company let the employees do their work and how they think and feel toward the given tasks.

Part 3: Transformational Leadership

The questions about leadership style is derived from an existing questionnaire called the Multifactor Leadership Questionnaire (MLQ). It helps identify and measure transformational leadership characteristics of the company's owner that perceived by his/her employees. For this case study, I have to rewrite from sentence to interview questions in order to lead the respondents to describe more about their supervisor more spontaneously.

Part 4: Turnover Intention

The last set of interview questions was utilized in this case study based on previous research. A six-item scale called turnover intention scale (TIS-6) adapted by Bothma and Roodt (2013) as a measure in order to assess the degree to which employees have the intention to stay or leave the organization.

Table 3.2 The list of questions for interview

Construct	Question No.	Question
General	1	Demographic Question ex. gender and age.
	2	1. How did you get into the garment industry? 2. How long have you been working here?
	3	Tell us a bit more about your job, What are you doing at work
Job Characteristic		
Skill Variety	4	How often does your work role change? How does it change? Explain
	5	Are you able to use all the skills you have to do your job?
	6	Do you feel like you get the opportunity to utilize a variety of skills and experiences in your work?
Task Identity	7	Do you have the opportunity to finish a task and to see the end result?
	8	How does it affect you to meet the customers who are wearing the shirts that you produced?
	9	Do you feel you normally cope with all your tasks that are given to you? (Level of challenges)
Task Significant	10	Do you feel like the work you do is important? That you are fulfilled?
	11	Who do you consider that you work for?

Table 3.2 The list of questions for interview (cont.)

Construct	Question No.	Question
Autonomy	12	Do you have the way to be able to decide your working methods?
	13	Do you get instructions on what you should do or how you should do it?
	14	What role of your boss/team in it?
	15	Would you like to have more responsibilities? Why?
	16	If you were assigned the responsibility for a certain task, for example the completion of a whole garment order, how would it affect you and the result?
	17	What is your working time normally, can you influence it?
	18	Do you have a direct connection with the company's customers and what kind?
	19	How widely (for whom) are you responsible for your work results?
Feedback	20	In what way do you receive feedback when you have performed a task?
	21	Can you see for yourself if you have done a good job?
	22	From who do you get feedback on your work performance?
	23	What kind of feedback do you like the most? Why?

Table 3.2 The list of questions for interview (cont.)

Transformational Leadership		
Construct	Question No.	Question
	24	How the boss does makes people feel around them?
	25	Does the boss communicate what they need from you explicitly/ clearly?
	26	Is the boss innovate / think outside of the box?
	27	Does the boss let the employees expand ideas for the business?
	28	Do the employee have the complete faith in the owner?
	29	Does the boss provides appealing images about what you are all can do?
	30	Is the owner provides other with new ways of looking at puzzling things?
	31	Is the owner fair and impartial and give the employee's their due (give what they deserve)?
	32	Are the employees proud to be working for the owner?
	33	Does the owner helps others find meaning in their work?
	34	Does the boss gets others to rethink ideas that they had never questioned before?
	35	Does the owner give personal attention to employees who feel they have not done well?

Table 3.2 The list of questions for interview (cont.)

Turnover Intention		
Construct	Question No.	Question
	36	How often do you dream about getting another job that better suits your personal needs?
	37	How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?
	38	How often have you considered leaving your job?
	39	How likely are you accept another job at the same compensation level should it be offered to you?
	40	To what extent is your current job satisfying your personal needs?
	41	How often do you look forward to another day at work?

3.4 Data Analysis

In this case study, data collection is the essential process to find the real causes of problems in this business. The qualitative data will be applied by using the coding technique, which is an essential part of developing and refining the interpretations in the interview, focus groups, and the observational data.

Gibbs Graham (2007) explains that coding is the analytical process that help labeling, compiling and organizing data in conducting a qualitative analysis. It allows the researcher to summarize and synthesize what is going on in the data, similarly it links data collection and interpreting together.

However, data collection may not lead to a definite conclusion. The findings from analysis can support or not support the evidence of the theories which will lead to a discussion of the findings. Thereby, systematically analysis and impartial interpretation become the key processes to finalize the outcome.



CHAPTER IV

RESEARCH FINDING AND DISCUSSION

The findings from the interviews of 11 respondents who are working in a garment manufacturer in Thailand about the intention to leave job are presented in this chapter. The data were gathered from semi-structured interview in order to investigate the factors that affect employee turnover intention.

4.1 Demographic Data

There are 11 respondents in this case research with 9 females and 3 males. The age of the participants are between 22-52 years old. Most of them were came from different field besides the garment industry with only few months of work experience while there are only 2 people had experience in their current filed for over 10 years.

4.2 Job Characteristic

From the interviews, the research shows that from the factors from the 5 job core dimensions in job characteristic concept that influence employees to have the intention of leaving the organization has many reasons as the following.

4.2.1 Skill Variety

Based on the data collection, the majority of the respondents described that they have many duties they responsible for. Due to the small family business environment, they are always changing roles in order to complete each assigned tasks within a certain time limit. For example, 3 general staff in the production field must be prompted to measure and do the pattern marking, cut the fabric, punch buttons, steamed ironing, quality control, and pack the finished apparel in boxes. Every single day they have to do more than one of these tasks with more than one order to forward to subcontractors for sewing, printing, or embroidering within a certain time.

The following sentences are comments from the general staff on how often their work role changes.

“I have to do many things. My role changes very often from doing one thing to another. Most of the time the boss orders us to do other things instantly after we finish our main job.” said by general staff number 1.

Furthermore, the researcher asked the respondent if they get the opportunity to use a variety of skills and experiences in their work and the graphic designer said this *“For my job as a graphic designer, I get the opportunity to apply a variety of skills toward my work. Moreover, I strive to practice other skills and apply these to my work continuously.”*

From staff number 2, she said, *“When I was younger that is around 30 years ago, I had took one tailoring course. After that I did construction work in many years. Right now, I am here in garment industry. I think I can use the skills that I ever have to deal with my work. However, I make mistakes sometimes but that is the best I can do. Anyway, I just do what the boss and manager told.”*

However, even though the skill variety of the employees is high but the ability to learn and adapt in some people is not up to the level where they can do the job better. When management shows new skills to be learnt some don't seem to get the skill level they need to better perform.

Furthermore, even though they do a lot of things, they do not utilize their skills and experiences proficiently. *“I don't have much skill because I've just worked here for 3 months before that I was in construction work. Now I can do more things even though it is not perfect. I do make some mistakes. I get blamed from the manager sometimes and I understand that it is my fault so I ask my colleague to teach me to improve my skills which she does and it is so helpful.”* said staff number 4.

A comment from staff number I feel ignorance by her manager and said something like *“I am so upset with the manager not responding back when I ask something I don't know and want her to teach me.”*

On the other hand, the production manager feels employees are not attentive and said *“I am very exhausted. I always teach them how to do the work but after a day they forget what I taught them and keep asking again and again while*

I still have a lot of work to do to deliver the product within a certain time. I feel like they don't put much effort and heart into their jobs."

Based on observations and the interviews from the staff and gathering the appropriate information it is possible to agree somewhat with the manager because 40% of the employees especially production staff have less than a year of experience in that field.

The concerning issues have lead employees often make mistake and to not have great experiences in their workplace. Their intrinsic motivation that makes them thrive to work effectively is low. Employees are not satisfied to work there but there is no other place to go. The results of their performance is under expectation. On the other hand, their extrinsic motivation such as good wages and compensation compared to most factories that are what makes them stay at this small factory.

4.2.2 Task Identity

After asking the question about responsibility for the job from start to finish, 80% of employees said that they had the opportunity to see the end result but do not responsible for the whole processes. Some production process must be forwarded to subcontractors before being sent back to the company.

One production staff said *"I and my colleagues get the chance to see the product outcome from cutting to pack the finished shirt into boxes, but we don't know much about production planning beforehand, procedures from subcontractors (such as sewing and embroidering) and customer feedback after deliver the product. So, I cannot identify exactly that the products are quite good or poor."*

When the researcher asking how it affects the employees when they saw customers wearing shirt that they produced. They responded like it makes them feel somewhat happy and proud.

This is the answer from an office worker. *"I am fine when I see a person at an event wearing a shirt from the company, especially the shirt that was designed by myself. I am even more proud."*

Another comments about task identity is quite interesting. It shows how challenging the job is for employees and to the degree to which they can deal

with all tasks that are given. *“I think I can normally cope with the tasks that are given to me even though there are differences and a variety of orders coming in everyday. I think this industry requires careful and accurate skill. You know everyone has made some defects but more or less.”* said employee number 2.

The staff number 4 said that *“It is very challenging to think that today our team makes any product with a defect and gets blamed from the manager and the boss.”*

The officer number 2 said *“It is a challenge to get this job done in time, if it’s not I will get blamed.”*

The company seems to have a hard time to define the beginning and end to a given task clearly, so employees don’t know what they are supposed to do, and don’t have the feeling that they finished the job completely. Also, they always concern about how he boss will react. The end result is that the tasks given them even successfully completed is not satisfying because of the vagueness of the instructions given.

4.2.3 Task Significant

The research shows that most employees in this factory can identify their responsibility what is important and contributing to something bigger than themselves such as work for the organization, customers, colleagues and boss.

For example, employee number 4 said she is able to realize about the significant of the job like *“For the part that I am responsible for, I think it is very important. I consider that I work for the organization. I want the finished product to become good and the boss is happy. If the boss and her company can survive with good revenue I can survive, and my job is secure, and I can live well as well.”*

One of the human resource office staff said that *“My job is quite significant. When I get the order, if I provide the wrong information to production the outcome is going to be a disaster. If I cannot get payment from customer, it will be affecting the owner. So, who do I consider I am working for it is the organization.”*

Another answer from delivery man number 2 said, *“Sure, my job is important. If I deliver the wrong material to the wrong subcontractors or customers, the company will have the name as unreliable and discredit because I have to meet them directly. It is better to not lose face in front of them.”*

For a graphic designer, she said *“Of course. My job is so meaningful, and significant. It can help shorten time for customer to make decision to place the order faster. What I design will be the part of their companies to show the credibility, vision, teamwork or something that valuable companies would like to express if their employees/people wear our apparel.”*

When a job affects the lives of other people whether they are inside or outside the organization employees will feel that their job is meaningful. Sometimes, the job can help improve employee’s well-being, confidence and psychologically their outlook on life compared to other people whose work is not fulfilling and not meaningful to them.

4.2.4 Job Autonomy

For this case study, the company’s owner is the one who directs and plans the work assigned. Furthermore, the boss determines the processes that should be undertaken instead of depending on employee’s own initiative and decisions even if the employee has done the job or assignment a hundred times before.

Many of the production staff have given their opinion about freedom to work in their own way which is the owner does not want or expect.

For example, production staff number 4 said *“My boss oversees my job so much and is always looking over my shoulder. Usually, I get instructions to perform each task and do only what the boss and manager tell me to. I cannot schedule work and time by myself. Even though I can make decisions, but I don’t dare make decision at all because I don’t like to be blamed if there is a mistake. It is better to let them tell me what to do.”*

From office worker number 2 they said *“For me, I think my boss gives me autonomy to work if my method works. If she gives me more jobs to do I can do it because I want to help her. I want to make her feel happy not angry because when she is angry, stressful and nervous when something is not exactly like she wants it everyone here will feel frustrated as well as a little intimidated.”*

Another opinion from production manager is that *“I get a headache when my daily delivery queue planning is always changed by the boss even though the*

outcome is going to be the same or even better. Boss seems not to take into consideration that I have done the job before.”

A suitable way to make employees feel motivated and get better work performance is to have the management level allow higher autonomy to its employees. Employee are able to choose and decide the working method if they know it, controlling and planning. Otherwise, they will feel nervous, bored, uncomfortable, avoid taking any more responsibility and then leads to them thinking about quitting.

4.2.5 Job Feedback

Feedback tells how people aware of how effective their performance at their job, and how they learn enough to be better on their job. Feedback can come from management, customer, supplier, the job outcome itself, or the employee themselves. This company provides feedback but not always in a positive way. Sometimes, they get feedback from the supervisor informally with discouraging expression with emotion.

The first example is from an office worker. She said *“I often get pressure from the comments that has a lot of emotional feeling from the owner who is either stressed or mad. Moreover, the boss talks to the manager who after that meeting is stressed or mad who then talks to us and stresses us out. When that happens, I feel demotivated. I don’t want to do anything.”*

Next to respond is the graphic designer, she says *“I get both good and bad comments from my boss but more bad than good ones. She compliments me occasionally. On the other hand, when something is wrong, and she sees me, and they’re is a disagreement she will bring up an incident from the past to talk about. A topic that I heard the most that my colleagues always get is that she likes to threaten that she will deduct their salary even though she does not do it which it is so demotivated.”*

Consequently, it is better to keep employees in the loop in both positive and negative aspect while showing the good intention to help develop employees’ performance to be more efficiently. Specific, real and clear feedback with tolerance can help motivate employees. People who give feedback should be the listener as well

to realize what is the real cause of issues pertaining to the job and how they are going to solve the problem.

4.3 Leadership

All of the respondents describe the leadership style of their boss as somewhat transactional leadership rather than transformational leadership. The reason is that the leader likes to focus on controlling and directing the employees to achieve the tasks assigned while transformational leadership focuses on developmental needs of individual and help inspire/encourage people to think outside the box. Especially, transactional leaders actively do management by exception which means the leader always monitors employees' performance and keeps track of the mistakes closely. Those actions can be easily observed from the respondent's answer on job autonomy and job feedback in the job characteristic theoretical framework.

Based on the MLQ leadership questions, when the researcher asked employees how their leader make them feel when she is around them, they answers something like *"Sometimes, she makes us feel happy but most of the time it is not that good. We occasionally feel doubt when she comes around."*

Employees have opinions in 2 different ways about their leader. Some see that their boss often communicates what she needs from them very direct and clear especially one who don't have complex responsibility. For example, *"My boss often use the clear command that right to the point."* and *"I think what she tells me to do is easy, and understandable."*

However, some are quite confused of what she assigns them to do. A human resource office staff said *"What she tells me makes me so confused. She likes to order me to do something and changes the topic instantly. It is so hard to follow."*

Another office staff explained that *"I put much effort in try to understand what she really wants me to do. My boss and I even call customers differently such as using a nickname of the contact person or name of the company. She disagrees because it is not the name she uses to call. It makes her confused and when she is confused she directs me to categorize/label many things exactly in her way."*

Also, staff number 4 who is new said *“My boss told me so many things that I cannot memorize and understand all the points she was trying to make.”*

Most of the employees agree that their boss sometimes like to think outside the box and this allows employees to expand their ideas for the business if those ideas are really useful. Anyhow, the leader occasionally is fair, impartial, and give the employees what they deserve.

When the researcher asked the employees do they have faith in their leader (owner) or not. Some people said that they were not sure if they did have complete faith in her, but they were proud to work with and for her and respected her as a role model of hardworking woman.

4.4 Turnover Intention

The research found that 50% of the employees in this company have considered leaving their jobs and dream about getting another job that is better suited to them. Here are examples of some of the answers.

“During the first few months working here it was hard to adjust. I was in a very stressful environment that made me think about leaving this job.”

“It was just a temporary feeling thinking about quitting the job when I got blamed for things beyond my control.”

“I always think about it after the boss is angry with me. I always imagine having my own business that I like such as having a farm, selling fruit and vegetables. It would be so peaceful.”

For the opportunity to work, some employees feel frustrated when they do not have the chance at work in order to achieve their related work goals while other employees do not feel the disappointment because they can do whatever the leader wants.

When it comes to asking about having enthusiasm to go to work, they say they do look forward to another day at work even though their job is boring, and the boss is going to be mad so they are not that enthusiastic that day. They only want to work for their living.

Interestingly, employees hesitated to answer whether they would accept another job with the same compensation level then the current company. They are interested in working in a new place if the job suits their skills while some of them don't want to work anywhere else because they are already used to environment there. They already have their colleagues and how to perform their job.



CHAPTER V

RECOMMENDATION AND LIMITATION

5.1 Practical Implication

Based on the research and literature review, to stop people to think about the intention to leave the job is complicated. The determination of job characteristics, transformational leadership and turnover intention framework help reveal the cause of thinking about leaving the job issue. Therefore, the organization should define the suitable practical implication according to the findings of this research.

First, the better way to put the right people to the right job is to emphasize on recruiting people who have experience and skill in the same industry before so that they can deal with work in the factory more proficiently. However, there is the price that must be pay if the owner wants to produce the product in the good standard and better service, so it is proper to pay employees the compensation at reasonable rate based on their experiences and skills.

Second, if the company keeps the employees who have experience less than a year with insufficient skills the company must provide a training program. It is always a topic of discussion that a small business must be concerned about affordable wages to pay unskilled people is not more expensive than the skillful worker. The training program should be set up seriously and intentionally. It does not have to interfere with the routine task. The boss should determine the most available time that people have the least responsibility to do at least once a week. Give training lessons by allowing experienced workers take turns to teach them and assign homework. The company also needs to follow up on the employees' improvement as well so that it can be reassured that the knowledge and practices they get will last.

Third, reinforcing with corporate social responsibility that communicates about the significance of the job in the organization so that it allows people to realize how important the job is. Moreover, they are part of a society that helps provide the major necessity to the society and to drive the corporate image to the world of

globalization. For example, it can be the charity activity that produce the shirt and give to the people in need or to the non-profit organization couple times a year. So, this kind of activity will nourish the feeling of meaningfulness in work and lead them feel more motivated.

Forth, the supervisor should be realized and accept that the mistake will be made if she wants the engagement from employees. However, autonomy does not mean employees have 100% freedom to work otherwise work outcome will become disaster without no one engage with. So, the boss can have the ability to create the alternative choices for employee but still be within clear boundaries about what they can do so that employees will be more empowered to decide how they will accomplish the jobs that they are given. Therefore, they would feel less work in fear, feel getting responsibility to taking care of by themselves. It is possible to make them less to think about leave the job because of autonomy ignorance by the boss.

Fifth, when the supervisor realizes about the work outcome of the employees whether it is based on the standard, or beyond or below standard it is better to prepare the smart feedback. It means that feedback should be specific and clear that what skills she wants staffs to improve. Then, feedback must make people feel motivated by let the staffs feel good to hear and follow and don't make them frustrates, resist and feel unacceptable. Also, the boss must tell what achievement she really want not only just to criticize negatively and emotionally. Feedback must be realistic and not to be exaggerate. Besides, the boss needs to be tolerant and open-minded to understand the problems and obstacles so that the boss can see the real causes and determine how to solve the problems. Furthermore, the supervisor have to do meeting with employees more often to follow up the work performance and employees improvement after give feedback.

Sixth, the boss needs to determine about how well she has communicated to her employees about what she expects from them, and what tools they need more to meet that expectation. It is important to take the fear and mistrust out of the business and then provide them the encouragement and support instead. The boss can provide a coaching orientation to coach on how to get the job done, test how well they understand their job, explains the importance of the task, and set standard that she expects. So, it would help improve work performance. Moreover, the boss needs to

support employees by expresses confidence in employees' ability, and allow them to engage with some problem solving situations and keep addresses with tasks in order to build more trust among the workers to achieve success together.

The recommendation that is mentioned above for the company can be applied in order to keep the employees working and reassure them that they will not feel demotivated and reach a point where they think about leaving the job and leaving the organization. Furthermore, it can help improve the productivity and performance of the company. Therefore, this garment manufacturer should adapt and apply the suggested implication in order to solve the prolonged issues within the company in the long run.

5.2 Limitation of the study

This research has the limitation that is about the small size of the sample population. In the micro business, there are only 11 employees in this garment manufacturer. It cannot represent all the employers and employees in the garment industry in Thailand. Therefore, the researcher wants to consider it as a case study in order to solve the problems in this company specifically.

REFERENCES

- Barling, J., Slater, F. and Kelloway, K.E. (2000), "Transformational leadership and emotional intelligence: an exploratory study", *Leadership and Organization Development Journal*, Vol. 21 No. 3, pp. 157-161.
- Bluedorn, A. C. (1982). A Unified Model of Turnover from Organizations. *Human Relations*, Vol. 35, pp. 135-153.
- Bothma, C. F., & Roodt, G. (2013). The validation of the turnover intention scale. *SA Journal of Human Resource Management*, 11(1), 1-12.
- Cavazotte, F., Moreno, V. and Hickman, M. (2012), "Effects of leader intelligence, personality and emotional intelligence on transformational leadership and managerial performance", *The Leadership Quarterly*, Vol. 23 No. 3, pp. 443-455, doi: 10.1016/j.leaqua.2011.10.003.
- Chen, W., Jacobs, R. and Spencer, L.M. (1998), "Calculating the competencies of stars", *GOLEMAN, D. Working with Emotional Intelligence, Primera edición*, Bantam Books, New York, NY, pp. 377-380.
- Gardner, L. and Stough, C. (2003), "Assessing the relationship between workplace emotional intelligence, job satisfaction and organizational commitment", *Australian Journal of Psychology*, Vol. 55 No. 1, pp. 124-124.
- Gibbs, G. (2007). Thematic coding and categorizing. *Qualitative Research kit: Analyzing qualitative data* London, England: SAGE Publications, pp. 38-55.
- Gill, P., Stewart, K., Treasure, E., & Chadwick, B. (2008). Methods of data collection in qualitative research: Interviews and focus groups. *BDJ Br Dent J*, 291-295.
- Goleman, D. (1998), *Working with Emotional Intelligence*, Bantam Books, New York, NY.

- Goleman, D., Boyatzis, R. and McKee, A. (2001), "Primal leadership: the hidden driver of great performance", *Harvard Business Review*, Vol. 79 No. 11, pp. 42-53.
- Griffeth, R.W., Hom, P.W. and Gaertner, S. (2000), "A meta-analysis of antecedents and correlates of employee turnover: update, moderator tests, and research implications for the next millennium", *Journal of Management*, Vol. 26 No. 3, pp. 463-488.
- Hackman J. R. & Oldham R.G. (1980), Adaptation of Job Characteristics Model, pp. 7880, *Work Design*, 1st Edition.
- Mack, N., Woodsong, C., Macqueen, K., Guest, G., & Namey, E. (2005). *Qualitative research methods: A data collector's field guide*. North Carolina: Family Health International.
- Palmer, B., Walls, M., Burgess, Z. and Stough, C. (2001), "Emotional intelligence and effective leadership", *Leadership and Organization Development Journal*, Vol. 22 No. 1, pp. 5-10.
- Salovey, P., & Mayer, J. D. (1990). Emotional intelligence. *Imagination, Cognition & Personality*, 9(3), 185–211.
- Schwepker, C.H. Jr (2001), "Ethical climate's relationship to job satisfaction, organizational commitment, and turnover intention in the salesforce", *Journal of Business Research*, Vol. 54, pp. 39-52.
- Thakor, M.V. & Joshi, A.W. (2005). Motivating salesperson customer orientation: Insights from the job characteristics model. *Journal of Business Research*, 58, 584-592.
- Turner, A. N., & Lawrence, P. R. (1965). *Industrial jobs and the worker*. Boston: *Harvard Graduate School of Business Administration*.
- Vrba, M. (2007), "Emotional Intelligence skills and leadership behavior in a sample of South African first-line managers", *Management Dynamics: Journal of the Southern African Institute for Management Scientists*, Vol. 16 No. 2, pp. 25-35.
- Zaccaro, S.J. (2007), "Trait-based perspectives of leadership", *American Psychologist*, Vol. 62 No. 1, pp. 6-16



APPENDIX 1:**Interview with Employees on 07/11/2018****Interviewee:** Ms.Saijai, The production manager

JOB CHARACTERISTIC**1. Skill Variety****How often does your work role change? How does it change?**

I do a lot of things as I told you about my responsibilities which are planning, marking pattern, quality control, packing, and meeting with customers. I have a lot of skill for this job.

Are you able to use all the skills you have to do your job?

Yes, I do. I can use every skill that I have to do my work. I can discuss and negotiate with customers, and subcontractors. I can do it all.

Do you feel like you get the opportunity to utilize a variety of skills and experiences in your work? Is your boss helping you learn and expand these skills?

Um...It depends on some cases. There is some work that the boss let me utilize my skills but sometimes the skills that the boss teaches me does not fit with the situation/issue. Some skills she has taught is useful, but some are not at all. For example, there is a small work task issue that when the boss looks at it she sees it as big trouble like when boss finds that the stitching on only one shirt is wrong she orders everyone to rip out the whole order. When I think there is a problem on this order to be fixed just the one item the boss thinks it is unacceptable. Anyway, the boss is always right because I cannot change her mind. an example is when I was marking the pattern on the layers of fabric even before cutting the fabric all of a sudden, the boss suddenly says..... no it is wrong you have to do this way to shoot two birds with one stone. This stuff is a big thing to the boss. It can make her yell at me and other employees suddenly. Oh, it was a surprise. It was nonsense.

Some employee feels like the manager seems ignore them when they want someone to train them to work. How do you think about it?

I am very exhausted. I always teach them how to do the work but after a day they forget what I taught them and keep asking again and again while I still have a lot of

work to do to deliver the product within a certain time. I feel like they don't put much effort and heart into their jobs. *Employees seem inattentive*

2. Task Identity

Do you have the opportunity to finish a task and to see the end result?

Yes, I always get the chance to see it from start to finish.

How does it affect you to meet the customers who are wearing the shirts that you produced?

I feel usually a little surprised, hey isn't that a shirt that we made. Oh, that is the order that I got yelled at from boss so much (laughing).

Do you feel you normally cope with all your tasks that are given to you?

(Level of challenges)

Yes, I do but when I manage my work, I like to plan the queue for messenger to deliver material but the boss changes my queue plan all the time. It is always a challenge and wonder every morning are employees cutting enough fabric, will the subcontract call me to ask for more fabric, is there a lack of some material, is any sewing manufacturer going to call me tonight. Last month, my employees cut the wrong sleeve and sent it to the sewing manufacturer. All the order details are written for them to see, if they don't know the type of sleeve, they must ask me. Everything is ready for them to cut the pattern, sample shirt model, and information. It is not right for me to monitor them every step of the way. If they don't understand they must ask me, but they don't. They just do it by their own when it is incorrect who is the one to blame? Me. Ms. Saijai the manager.

3. Task Significant

Do you feel like the work you do is important? That you are fulfilled?

If asking about how important it is. If I am not here the boss has to oversee everything, to take care of it. The boss must monitor them. I know they have job to do but if there is no one to monitor them they have no responsibility at all. For example, if I ask them if they want to know how to track the work progress from a subcontractor. They said, they don't want to do it. They don't want to try to learn how they don't to achieve it, they refuse instead. If I am on the work site, they let me do it instead. So, if they don't want to learn why should I teach them.

Who do you consider that you work for?

Right now, I don't want to work for anyone. I work for myself.

4. Autonomy

Do you have the way to be able to decide your working methods?

Yes, I am able to do it my own way sometimes when the boss is agreed with me as well.

Do you get instructions on what you should do or how you should do it?

No, it doesn't have to. Sometimes, I am kind of know the priority of each different order that when it is going to be due to deliver to customer but one day the boss changes the date to be due earlier for one to two day. I want to ask if the boss want to better in customer service by deliver it faster but if the outcome be in bad quality and we are not depending on just ourselves but our subcontractor. Subcontractor always work fast for us according to our boss needs, but they don't have work only our company. They get many orders from other companies waiting for them to do while our boss really expect from them that I need it now I need it very soon.

What role of your boss/team in it?

The boss does not have to monitor me all the time because she knows what I have to do but she monitors me sometimes. By the way, my boss has something unusual like when she feels unhappy when someone do the wrong thing, she likes to yell at all employees sarcastically. I wonder why she does not blame each employee directly. It looks like she is unfair to employees sometimes.

Would you like to have more responsibilities? Why?

No, I don't want more work. It is already so much work to do for every process.

If you were assigned the responsibility for a certain task, for example the completion of a whole garment order, how would it affect you and the result?

It will be fine because I can already do it by myself all along.

What is your working time normally, can you influence it?

Like normal factory staffs. I work for 8 hours a day. I cannot influence it much. Even when I am absent, I still get the phone call from the boss and employees.

Do you have a direct connection with the company's customers and what kind?

Yes, I do have some direct connection with customers sometimes when the boss is upset with customers about asking for a bigger discount. So, I would discuss with them about production details and the possible outcomes.

How widely (for whom) are you responsible for your work results?

I am responsible for a lot of the results. However, there seems to be always mistakes if the work is rushed. If the boss don't want any mistakes she has to give us enough time to complete and check every piece.

5. Feedback

In what way do you receive feedback when you have performed a task?

Blaming. When something has been already changed, I sometimes don't know about it. I realize later after there is a mistake that a change has occurred such as changing order amount, the pattern style or fabric.

Can you see for yourself if you have done a good job?

I think I have done a good job but not that great if you take into account the feedback from the boss.

From who do you get feedback on your work performance?

The boss of course.

What kind of feedback do you like the most? Why?

It would be the kind suggestions and full communication that will allow me to think and do the job in my own way.

LEADERSHIP

How the boss does makes people feel around them?

Kind of suspicious like is anything wrong at work and does she going to yell at anyone today.

Does the boss communicate what they need from you explicitly/ clearly?

She is very picky at everything and all the time. It's annoying.

Is the boss innovate / think outside of the box?

Yes, she does let people think outside the box and suggest what to do. However, when she has stressful emotions it is difficult for staffs to think outside the box.

Does the boss let the employees expand ideas for the business?

Yes, she does allow employees to expand their idea. I think so.

Do the employee have the complete faith in the owner?

I think they do have faith in their boss but there was a case when a shirt was lost she kept blaming that someone who stole it but she could not actually find the person who stole it but it was misplaced not stolen. Even though she could fire a staff member that she suspected but she didn't.

Does the boss provide appealing images about what you are all can do?

No, she does not provide us that motivated.

Is the owner providing other with new ways of looking at puzzling things?

Sometimes.

Is the owner fair and impartial and give the employee's their due (give what they deserve)?

No, she is not. Like I said she blames everyone sarcastically especially me as the manager even though someone else did wrong.

Are the employees proud to be working for the owner?

I think they are.

Does the owner help others find meaning in their work?

Yes, the owner helps employees find meaning in their work by allowing them to practice their job more often until they are used to it and good at it.

Does the boss get others to rethink ideas that they had never questioned before?

Yes, she does but it is nonsense to me sometimes.

Does the owner give personal attention to employees who feel they have not done well?

Yes, she does give attention to employees who feel they have not done well such as she likes to teach employees new job tasks.

TURNOVER INTENTION

How often do you dream about getting another job that better suits your personal needs?

Not very often.

How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?

Never, the company gives an opportunity to everyone to work.

How often have you considered leaving your job?

Very often especially when the boss is angry and throw things around.

How likely are you to accept another job at the same compensation level should it be offered to you?

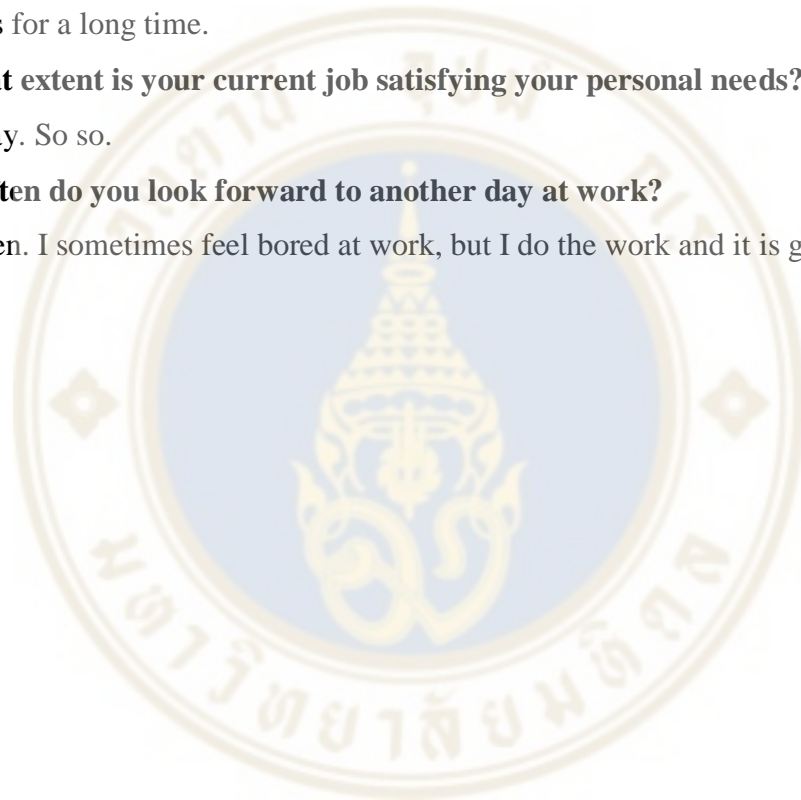
No. I don't want to go work at another place because I feel for her. I have worked with the boss for a long time.

To what extent is your current job satisfying your personal needs?

It is okay. So so.

How often do you look forward to another day at work?

Not often. I sometimes feel bored at work, but I do the work and it is going well.



Interview with Employees on 22/11/2018

Interviewee: Ms.Namphueng, The General Staff number 1

JOB CHARACTERISTIC

1. Skill Variety

How often does your work role change? How does it change?

I must do many things. My role changes very often from doing one thing to something else. Most of the time the boss orders us to do other things instantly after we finish one duty to another. *Many responsibilities*

Are you able to use all the skills you have to do your job?

Sometimes.

Do you feel like you get the opportunity to utilize a variety of skills and experiences in your work? Is your boss helping you learn and expand these skills?

Yes, I sometimes get a chance to use my skills but sometimes I don't.

Talking about my supervisor, I am so upset with the manager not responding back when I ask something I don't know and want her to teach me. *Feeling Ignorance*

2.Task Identity

Do you have the opportunity to finish a task and to see the end result?

May be. Many parts I get a chance to finish quite often.

How does it affect you to meet the customers who are wearing the shirts that you produced?

I feel happy and so proud to see customers wear my shirts.

Do you feel you normally cope with all your tasks that are given to you?

(Level of challenges)

I can cope with all of my assigned work. Also, this work is a bit of a challenge and I don't think it is boring its people that makes me bored instead not the job.

3. Task Significant

Do you feel like the work you do is important? That you are fulfilled?

Yes, I do.

Who do you consider that you work for?

I work for the boss and the organization.

4. Autonomy

Do you have the way to be able to decide your working methods?

Yes, I am able to decide my own working method.

Do you get instructions on what you should do or how you should do it?

Yes, I do get instruction on what to do.

What role of your boss/team in it?

The boss tells me what to do.

Would you like to have more responsibilities? Why?

Yes, I would.

If you were assigned the responsibility for a certain task, for example the completion of a whole garment order, how would it affect you and the result?

I will be do it all well. The work outcome will be okay because I think I can do many things.

What is your working time normally, can you influence it?

I cannot influence my working time.

Do you have a direct connection with the company's customers and what kind?

No, I don't have any connection with customer.

For whom are you responsible for your work results?

My manager, and the boss.

5. Feedback

In what way do you receive feedback when you have performed a task?

I get feedback in the way of suggesting and teaching.

Can you see for yourself if you have done a good job?

Yes, I can see it by myself that I have done well.

From who do you get feedback on your work performance?

I get feedback from my boss directly.

What kind of feedback do you like the most? Why?

The good feedback for me is to talk nicely. When people order me nicely I can do almost everything. Whatever it takes I will do it with fully effort.

LEADERSHIP

How the boss does makes people feel around them?

The boss does not much make people feel good around them. I would say she does sometimes make us feel good.

Does the boss communicate what they need from you explicitly/ clearly?

Yes, she communicates clearly.

Is the boss innovate / think outside of the box?

Yes, she likes to think outside the box.

Does the boss let the employees expand ideas for the business?

Yes, she does allow the employees to expand the ideas for the business. One part to make people develop themselves and improve work skill such as keep monitoring us how to work.

Does the employee have the complete faith in the owner?

Yes, employees have faith in the boss. However, it will be gone, and people are disheartened when she stresses out and yells at people. Everyone always faced it.

Does the boss provide appealing images about what you are all can do?

No, but she would show us, do as the role model for us to follow as an example.

Is the owner providing other with new ways of looking at puzzling things?

She often suggests us new way to look at things differently about how to do this and that.

Is the owner fair and impartial and give the employee's their due (give what they deserve)?

Yes, she is. She sometimes allows us to share ideas.

Are the employees proud to be working for the owner?

Yes, they proud of working with the boss because this job let us know variety of stuffs which it can be apply to my own career in the future.

Does the owner help others find meaning in their work?

Yes, she does.

Does the boss get others to rethink ideas that they had never questioned before?

Yes, she does.

Does the owner give personal attention to employees who feel they have not done well?

Yes, she does take care of all staff thoroughly.

TURNOVER INTENTION

How often do you dream about getting another job that better suits your personal needs?

Not often because I am quite fit with working in this environment already.

How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?

I never feel frustrated when I cannot get opportunity to work toward my goal. I can do whatever they need.

How often have you considered leaving your job?

Very often about 2-3 times. It is just happened for a short period such as when I get yell at and when people misunderstand me.

How likely are you to accept another job at the same compensation level should it be offered to you?

Maybe if they offer the same compensation.

To what extent is your current job satisfying your personal needs?

Sometimes, I feel satisfy but sometimes I feel disappointed. I feel that my manager often put the blame on me and there is no way I can explain.

How often do you look forward to another day at work?

Not at all but what I look forward is that will I get any blame from other again even though I did not do anything wrong.

Interview with Employees on 22/11/2018

Interviewee: Ms.Luxanaree, The General Staff number 2

JOB CHARACTERISTIC

1. Skill Variety

How often does your work role change? How does it change?

My work role changes often such as stitching buttons, ironing shirts, lay fabric, packing and even be a housemaid.

Are you able to use all the skills you have to do your job?

Yes, I do. I think I can use skills I have to work here. When I was younger around 30 years ago, I took one tailoring course. After that I did construction work for many years. Right now, I am here in the garment industry. I think I can use the skills that I ever have to deal with my work.

Do you feel like you get the opportunity to utilize a variety of skills and experiences in your work? Is your boss helping you learn and expand these skills?

I think so. However, I make mistakes sometimes but that is the best I can do. Anyway, I just do what the boss and manager told even though they sometimes teach me aggressively or ignore me when they are busy. *variety but low level of skills*

2. Task Identity

Do you have the opportunity to finish a task and to see the end result?

Sometimes, I do have the opportunity to see that.

How does it affect you to meet the customers who are wearing the shirts that you produced?

I feel proud. It looks good.

Do you feel you normally cope with all your tasks that are given to you?

(Level of challenges)

I think I can normally cope with the tasks that are given to me even though there are differences and a variety of orders coming in everyday. I think this industry requires careful and accurate skill. You know everyone has made some defects but more or less. *Find the work challenging*

3. Task Significant

Do you feel like the work you do is important? That you are fulfilled?

Umm. I think so.

Who do you consider that you work for?

I consider that I work for the boss and the organization.

4. Autonomy

Do you have the way to be able to decide your working methods?

Yes, but I barely get chance to decide whether I can use my method or not but not always.

Do you get instructions on what you should do or how you should do it?

Yes, I do. There are some colleagues who teach me step by step.

What role of your boss/team in it?

The boss has big role in my job. I cannot make decision in many stuffs. It is impossible to let me decide. It is better to follow what exactly they tell me to do because there are variety of work tasks which there is no way to make decision by my own. It is a small family business only the boss can decide unlike some other big companies.

Would you like to have more responsibilities? Why?

I think it is enough for me now.

If you were assigned the responsibility for a certain task, for example the completion of a whole garment order, how would it affect you and the result?

If there are someone to give me the advice how to do, I can make it but if not, I definitely cannot do it by myself.

What is your working time normally, can you influence it?

I cannot influence my working time.

Do you have a direct connection with the company's customers and what kind?

No, I don't have any connection with customers.

For whom are you responsible for your work results?

My manager and colleagues are people who responsible for my work result. We are all have responsibility altogether because we do it and check it together.

Feedback

In what way do you receive feedback when you have performed a task?

Both negative feedback with negative emotion and reasonable feedback sometimes.

Can you see for yourself if you have done a good job?

I think I can see that.

From who do you get feedback on your work performance?

I get feedback both from my manager, colleagues and boss.

What kind of feedback do you like the most? Why?

I like giving feedback nicely and positively. If I hear it that way I will do everything they need. I want my manager to answer what I question about how to do it because she seems neglect me.

LEADERSHIP

How the boss does makes people feel around them?

Sometimes, she makes us feel happy but most of the time it is not that good. We occasionally feel doubt when she comes around.

Does the boss communicate what they need from you explicitly/ clearly?

Yes, she does communicate clear and easy.

Is the boss innovate / think outside of the box?

I think she does.

Does the boss let the employees expand ideas for the business?

Yes, she does. She helps us develop and improve ourselves.

Do the employee have the complete faith in the owner?

I think they do have faith in her. If they don't, they will no longer work here.

Does the boss provide appealing images about what you are all can do?

She does sometimes.

Is the owner providing other with new ways of looking at puzzling things?

Sometimes.

Is the owner fair and impartial and give the employee's their due (give what they deserve)?

No answer.

Are the employees proud to be working for the owner?

For me, I feel proud to work with her even though me and my colleagues will be discouraged sometimes. Soon the boss will be fine and go back to normal mood then we will feel fine as usual.

Does the owner help others find meaning in their work?

I think she does help find meaning in my work.

Does the boss get others to rethink ideas that they had never questioned before?

Yes, she does help us think about new ideas.

Does the owner give personal attention to employees who feel they have not done well?

No question.

TURNOVER INTENTION

How often do you dream about getting another job that better suits your personal needs?

I never think about looking for a new job.

How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?

I have felt disappointed when I did not get a chance to work toward my goal. It is like I cannot do what I want to do.

How often have you considered leaving your job?

Not often to think about leave the job. Most of the time, I want to quit because of personal issues with my family that is not about work at all.

How likely are you to accept another job at the same compensation level should it be offered to you?

If someone offered me a job at another place, I have to think about that I specialize about that job or not first. However, I would not go anywhere else because I have worked here for a while, and many friends of mine are all here.

To what extent is your current job satisfying your personal needs?

I feel satisfied with my job.

How often do you look forward to another day at work?

I always look forward to another day at work as well as today's OT because if I go home soon there is nothing to do.



Interview with Employees on 22/11/2018

Interviewee: Mrs. Chalakorn, The General Staff number 3

JOB CHARACTERISTIC

1. Skill Variety

How often does your work role change? How does it change?

Many varieties of roles in the work such as quality checking, fabric cutting, packing, button punching and ironing.

Are you able to use all the skills you have to do your job?

Yes, it is not that hard.

Do you feel like you get the opportunity to utilize a variety of skills and experiences in your work? Is your boss helping you learn and expand these skills?

Yes, I do.

2. Task Identity

Do you have the opportunity to finish a task and to see the end result?

I and my colleagues get the chance to see the product outcome from cutting to pack the finished shirt into boxes, but we don't know much about production planning beforehand, procedures from subcontractors (such as sewing and embroidering) and customer feedback after deliver the product. So, I cannot identify exactly that the products are quite good or poor. *Not fully in charged for whole processes*

How does it affect you to meet the customers who are wearing the shirts that you produced?

I feel proud to see what I made especially the shirts that are exported to overseas.

Do you feel you normally cope with all your tasks that are given to you?

(Level of challenges)

It sometimes a challenge not to be boring but at the end I think I can cope with that all given jobs.

3. Task Significant

Do you feel like the work you do is important? That you are fulfilled?

No answer.

Who do you consider that you work for?

I work for everyone and to make sure the outcome goes well.

4. Autonomy

Do you have the way to be able to decide your working methods?

No, I don't.

Do you get instructions on what you should do or how you should do it?

Yes, I do get instruction from the manager but not always, she is quite hot-tempered and does not tell me how to do it when I ask her for help.

What role of your boss/team in it?

Every part of the process the boss has role in it.

Would you like to have more responsibilities? Why?

No, I would not like to have that.

If you were assigned the responsibility for a certain task, for example the completion of a whole garment order, how would it affect you and the result?

I am not sure about what the outcome is going to be like, but I think I can be responsible for it if there was someone to give me advice.

What is your working time normally, can you influence it?

It starts from 8.30 am to 5.30 pm and cannot influence it by myself.

Do you have a direct connection with the company's customers and what kind?

No, I don't.

For whom are you responsible for your work results?

I am responsible to the manager for my work results.

5. Feedback

In what way do you receive feedback when you have performed a task?

My colleague and I get feedback quite excessively, blaming with negative emotion. When I need help from the manager I often do not get any help, or instructions and no explanation clearly.

Can you see for yourself if you have done a good job?

Yes, I can see by myself.

From who do you get feedback on your work performance?

I get it from my manager and the boss.

What kind of feedback do you like the most? Why?

I like it when the supervisor talks nice and positive such as it is better to do that instead. I want them to explain instruction step by step.

LEADERSHIP

How the boss does makes people feel around them?

I don't think the boss makes people feel good.

Does the boss communicate what they need from you explicitly/ clearly?

Yes, she does.

Is the boss innovate / think outside of the box?

No answer.

Does the boss let the employees expand ideas for the business?

Yes, she does it sometimes.

Do the employee have the complete faith in the owner?

I am not sure how much employees will have faith in the boss.

Does the boss provide appealing images about what you are all can do?

No, not much.

Is the owner providing other with new ways of looking at puzzling things?

No answer.

Is the owner fair and impartial and give the employee's their due (give what they deserve)?

Yes, she does fair to everyone.

Are the employees proud to be working for the owner?

No, they are not. It still has not reached the point where employees feel proud to work with the boss here but for me, she inspires me as a hardworking woman.

Does the owner help others find meaning in their work?

Maybe.

Does the boss get others to rethink ideas that they had never questioned before?

No answer.

Does the owner give personal attention to employees who feel they have not done well?

Yes, she does.

TURNOVER INTENTION

How often do you dream about getting another job that better suits your personal needs?

I think about it once.

How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?

Never.

How often have you considered leaving your job?

I also think about it sometimes when I am so upset with one of my colleague because she does not work hard enough and has many excuse to leave earlier than other. Also, I want to leave job when I just start work here because I may not adjust myself enough to this hot-tempered people around here in that time. Now, I am better live with it.

How likely are you to accept another job at the same compensation level should it be offered to you?

No, I will not accept it now. I am used to it here with my friends and work.

To what extent is your current job satisfying your personal needs?

It is okay for me now.

How often do you look forward to another day at work?

I don't think much but if there is overtime job, I will do it.

Interview with Employees on 07/11/2018

Interviewee: Mrs. Sathapron, The General Staff number 4

JOB CHARACTERISTIC

1. Skill Variety

How often does your work role change? How does it change?

I do many things such as product quality control, cut the thread, packing, buttoning.

Are you able to use all the skills you have to do your job?

Yes, I do but I don't have much skill before work here because I've just worked here for 3 months before that I was in construction work. Now I can do more things even though it is not perfect. I do make some mistakes. *Low level of skills & cannot utilize it proficiently*

Do you feel like you get the opportunity to utilize a variety of skills and experiences in your work? Is your boss helping you learn and expand these skills?

Yes, I do. I can do more things even though it is not perfect I do make some mistakes. I get blamed from the manager sometimes. I understand that it is my fault so I ask my colleague to teach me to upgrade my skill which she does and is so helpful.

2. Task Identity

Do you have the opportunity to finish a task and to see the end result?

I do relate with the job in many parts.

How does it affect you to meet the customers who are wearing the shirts that you produced?

I feel so good when I see someone wear a shirt I made.

Do you feel you normally cope with all your tasks that are given to you?

(Level of challenges)

I think me and the team can cope with it but sometimes it is very challenging to think that today our team has made a product with a defect and gets blamed from the manager and the boss. *challenge to get blamed instead of the work*

3. Task Significant

Do you feel like the work you do is important? That you are fulfilled?

For the part that I am responsible for, I think it is very important.

Who do you consider that you work for?

I consider that I work for the organization. I want the finished product to become good and the boss is happy. If the boss and her company can survive with good revenue I can survive, and my job is secure, and I can live well as well.

4. Autonomy

Able to realize the significant of the job

Do you have the way to be able to decide your working methods?

Even though I am allowed to make decisions, but I don't dare make decision at all because I don't want to be blamed if there is a mistake. It is better to let them tell me what to do.

Do you get instructions on what you should do or how you should do it?

Usually, I get instructions to perform each task and do only what the boss and manager tell me to.

What role of your boss/team in it?

My boss oversees my job so much and is always looking over my shoulder.

Would you like to have more responsibilities? Why?

I can have more work to do. Whatever the company wants me to do I will do it.

If you were assigned the responsibility for a certain task, for example the completion of a whole garment order, how would it affect you and the result?

I don't think I can handle it because I still cannot work proficiently. I just work here.

What is your working time normally, can you influence it?

I cannot schedule work and time by myself.

Do you have a direct connection with the company's customers and what kind?

No, I don't contact any customers.

For whom are you responsible for your work results?

My manager is the one who responsible for my work results.

5. Feedback

In what way do you receive feedback when you have performed a task?

My colleagues, manager and the boss give me feedback that it is better for me to do that in another way. It makes me improve.

Can you see for yourself if you have done a good job?

Yes, I can see it by myself if I make it good.

From who do you get feedback on your work performance?

I normally get feedback from everyone; co-worker, the boss and manager.

What kind of feedback do you like the most? Why?

I like all my supervisor to talk nicely. No yelling. The more they yell the more pressure for me that lessen my confident to do work.

LEADERSHIP

How the boss does makes people feel around them?

The boss sometimes talks about funny things during work if there are no problems and like to buy us desert to eat during work time. The boss always gives food to us.

Does the boss communicate what they need from you explicitly/ clearly?

My boss has told me so many things that I cannot memorize them all and understand all the points she was trying to make.

Is the boss innovate / think outside of the box?

Yes, she is.

Does the boss let the employees expand ideas for the business?

Yes, she allows us to think, to develop ourselves to be more careful.

Do the employee have the complete faith in the owner?

I guess they do have some faith in the boss but may not that strong.

Does the boss provides appealing images about what you are all can do?

No, there is not much the boss provides it.

Does the owner provide others with new ways of looking at puzzling things?

Yes, she does but sometimes it is too much. She suggests things that is not business oriented. It makes us feel uncomfortable.

Is the owner fair and impartial and give the employee's their due (give what they deserve)?

Yes, it is.

Are the employees proud to be working for the owner?

Yes, they are. I guess so.

Does the owner help others find meaning in their work?

Yes, she does.

Does the boss get others to rethink ideas that they had never questioned before?

Yes, she does sometimes.

Does the owner give personal attention to employees who feel they have not done well?

Not really. She gives me suggestions sometimes but does not pay attention to me specifically.

TURNOVER INTENTION

How often do you dream about getting another job that better suits your personal needs?

I have never thought about it before.

How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?

I never feel frustrated when I don't get a chance.

How often have you considered leaving your job?

I never think about leaving my job yet.

How likely are you to accept another job at the same compensation level should it be offered to you?

Not yet, hasn't been offered.

To what extent is your current job satisfying your personal needs?

I am happy and feel satisfied with my job.

How often do you look forward to another day at work?

Very often. I often think about what I have to do more and more. I don't want to be standing on the same spot going nowhere. I want to improve my skill and keep on getting more experience.

Interview with Employees on 22/11/2018**Interviewee:** Mr. Chai, The General Staff Number 5

JOB CHARACTERISTIC**1. Skill Variety****How often does your work role change? How does it change?**

My work does change very often. I deal with fabric cutting, quality control, packing, ironing, and buttoning.

Are you able to use all the skills you have to do your job?

I think so.

Do you feel like you get the opportunity to utilize a variety of skills and experiences in your work? Is your boss helping you learn and expand these skills?

Yes, I do.

2. Task Identity**Do you have the opportunity to finish a task and to see the end result?**

No, I don't have chance to see it all.

How does it affect you to meet the customers who are wearing the shirts that you produced?

I feel happy to see them wearing shirts that I made.

Do you feel you normally cope with all your tasks that are given to you?**(Level of challenges)**

Yes, I feel I can cope with all my work even though it is not challenging.

3. Task Significant**Do you feel like the work you do is important? That you are fulfilled?**

I don't think it is important. If I am not here, I think others can do it. I am not fulfilled.

Who do you consider that you work for?

I work for my family and myself.

4. Autonomy**Do you have the way to be able to decide your working methods?**

Sometimes.

Do you get instructions on what you should do or how you should do it?

Always.

What role of your boss/team in it?

The boss has a major role in my responsibility.

Would you like to have more responsibilities? Why?

No, I would not have more work. It is okay now.

If you were assigned the responsibility for a certain task, for example the completion of a whole garment order, how would it affect you and the result?

If I have to take care of it the outcome might not be good. It is better to have someone to give me advice as well.

What is your working time normally, can you influence it?

My working time start from 8.30 to 17.30.

Do you have a direct connection with the company's customers and what kind?

No, I don't. Not at all.

For whom are you responsible for your work results?

My manager will be responsible for my job. Actually, I get feedback from everybody.

5. Feedback

In what way do you receive feedback when you have performed a task?

Yelling and blaming by manager and my boss sometimes.

Can you see for yourself if you have done a good job?

Yes. I can.

From who do you get feedback on your work performance?

I get feedback from my manager on my work performance.

What kind of feedback do you like the most? Why?

Talk and teach calmer and gentler by the manager.

LEADERSHIP

How the boss does makes people feel around them?

I think she does make people feel good but not so often.

Does the boss communicate what they need from you explicitly/ clearly?

Yes, he does communicate that is easy to understand.

Is the boss innovate / think outside of the box?

Yes, she is.

Does the boss let the employees expand ideas for the business?

Yes, she does let us expand idea and develop ourselves in work.

Do the employee have the complete faith in the owner?

Yes, they may have faith in the boss.

Does the boss provide appealing images about what you are all can do?

Not much. The boss often says something negative to drive us to finish the task.

Is the owner providing other with new ways of looking at puzzling things?

Yes, she does. It may be from her long-time work experience.

Is the owner fair and impartial and give the employee's their due (give what they deserve)?

Umm no. She cares only for the manager.

Are the employees proud to be working for the owner?

I think they are proud of their boss.

Does the owner help others find meaning in their work?

No answer.

Does the boss get others to rethink ideas that they had never questioned before?

No answer.

Does the owner give personal attention to employees who feel they have not done well?

No, she pays attention only to the manager.

TURNOVER INTENTION**How often do you dream about getting another job that better suits your personal needs?**

I never dream of getting a new job.

How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?

I have felt it once when I want to come back to work here again but boss refused me.

How often have you considered leaving your job?

I never think about it but last time it is necessary that I have to go.

How likely are you to accept another job at the same compensation level should it be offered to you?

Not now.

To what extent is your current job satisfying your personal needs?

My job quite satisfies my personal needs. I can sustain myself and my family because I am working here.

How often do you look forward to another day at work?

No, I don't do that often.



Interview with Employees on 08/11/2018

Interviewee: Ms. Warapron, The office worker

JOB CHARACTERISTIC

1. Skill Variety

How often does your work role change? How does it change?

I work for many things such as taking care of billing, communicate with customers.

Are you able to use all the skills you have to do your job?

Yes, I do. I am able to apply my skill to work.

Do you feel like you get the opportunity to utilize a variety of skills and experiences in your work? Is your boss helping you learn and expand these skills?

Yes, I do get some chance to use my skill but mostly it is quite less because I am already get used to what the boss always orders.

2. Task Identity

Do you have the opportunity to finish a task and to see the end result?

Yes, I do. For example, I get an order, inform production staff details, and then billing.

How does it affect you to meet the customers who are wearing the shirts that you produced?

I feel wondrous, exciting like that is that what we did. I can remember it.

Do you feel you normally cope with all your tasks that are given to you?

(Level of challenges)

I think I can cope with my tasks but just don't hurry all the time.

3. Task Significant

Do you feel like the work you do is important? That you are fulfilled?

Yes, it is very important. It is about collecting money from customers.

Who do you consider that you work for?

I work for the company and myself.

4. Autonomy

Do you have the way to be able to decide your working methods?

For me, I think my boss gives me autonomy to work if my method works but don't often use them.

Do you get instructions on what you should do or how you should do it?

Yes, it does. The boss orders me how I should to do.

What role of your boss/team in it?

The boss makes almost every decision.

Would you like to have more responsibilities? Why?

Yes, I would if there are something, I am good at it so each order will be finished sooner and we will not be yelled at. So, if she gives me more jobs to do I can do it because I want to help her. I want to make her feel happy not angry because when she is angry, stressful and nervous when something is not exactly like she wants it everyone here will feel frustrated as well as a little intimidated.

If you were assigned the responsibility for a certain task, for example the completion of a whole garment order, how would it affect you and the result?

I think I could not make it. The outcome will fail if there was no one to give me advice and I have to be responsible for it all.

What is your working time normally, can you influence it?

No I cannot influence it. Work from 8.30 to 17.30.

Do you have a direct connection with the company's customers and what kind?

Yes, I do. I have to suggest the kind of shirt to clients and mainly communicate with clients over LINE messenger by texting.

For whom are you responsible for your work results?

When there is a big job that I am responsible for, I am like the first checkpoint to get the order. If the production part fails, I must deal with the issues that failed.

5. Feedback**In what way do you receive feedback when you have performed a task?**

The boss does not give a lot of comments and not a lot of compliments depending on her mood.

Can you see for yourself if you have done a good job?

Yes, I can see that if I did it well.

From who do you get feedback on your work performance?

My boss and production manager.

What kind of feedback do you like the most? Why?

I like normal feedback with no negative emotion. If I did something wrong the first time it is better to say something nice until I do something wrong on the 3rd time.

LEADERSHIP

How the boss does makes people feel around them?

She makes us feel down sometimes but usually it is normal and not too bad.

Does the boss communicate what they need from you explicitly/ clearly?

No, she does not. She uses long words. It is hard to understand what she wants exactly, for example, she calls customers name based on her idea that she used to when discussing with employees which sometimes confuses me that are they the same company and same person or not.

Is the boss innovate / think outside of the box?

Yes, she is.

Does the boss let the employees expand ideas for the business?

Yes, she helps employees develop themselves.

Do the employee have the complete faith in the owner?

For me, I have faith in her as the boss and as an aunt. However, if she is not my relative I will not work here. It seems like she likes to test someone's feeling so she will know whose is good or bad such as when she puts a lot of money on the table and leaving.

Does the boss provide appealing images about what you are all can do?

Yes, she does. For example, when the company sell yellow t-shirt for the king she said we must work hard so we will get good commission.

Is the owner providing other with new ways of looking at puzzling things?

Sometimes.

Is the owner fair and impartial and give the employee's their due (give what they deserve)?

I think she is fair.

Are the employees proud to be working for the owner?

I am proud to work with her, but she is still not my ideal boss.

Does the owner help others find meaning in their work?

Yes, she does.

Does the boss get others to rethink ideas that they had never questioned before?

She does make people to rethink something we are not questioned before.

Does the owner give personal attention to employees who feel they have not done well?

Not specifically but she will focus on all the staffs.

TURNOVER INTENTION**How often do you dream about getting another job that better suits your personal needs?**

Not very often. I was looking for a job that suits me because what I do now is not what I am good at it.

How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?

Not at all. I get the chance to work to achieve the goal but if I don't get a chance it is okay for me because I will follow what the boss wants.

How often have you considered leaving your job?

I have been thinking about leaving this but not often. In that time, I thought I may not fit this job when I make any mistake and when I get blamed.

How likely are you to accept another job at the same compensation level should it be offered to you?

No, I may not accept to work in another company because I will have to study the way the new company work which it takes time.

To what extent is your current job satisfying your personal needs?

I'm fine with job now.

How often do you look forward to another day at work?

(Laughing) Yeah. It's likewhen will the day end.

Interview with Employees on 22/11/2018

Interviewee: Ms. Kleb u-bon, A human resource officer

JOB CHARACTERISTIC

1. Skill Variety

How often does your work role change? How does it change?

I do many things for the company such as procurement, social security, cooperators and billing.

Are you able to use all the skills you have to do your job?

Yes, I am able to use all my skills for work.

Do you feel like you get the opportunity to utilize a variety of skills and experiences in your work? Is your boss helping you learn and expand these skills?

Yes, I do.

2. Task Identity

Do you have the opportunity to finish a task and to see the end result?

Yes, I do have chance to see outcome from start to end.

How does it affect you to meet the customers who are wearing the shirts that you produced?

Proud to see customers use product

I am fine when I see a person at an event wearing a shirt from the company, especially the shirt that was designed by myself. I am even more proud.

Do you feel you normally cope with all your tasks that are given to you?

(Level of challenges)

Sometimes I can cope with all work because the boss doesn't want to let employees manage by themselves. It is a challenge to get this job done in time, if it's not I will get blamed.

3. Task Significant

Do you feel like the work you do is important? That you are fulfilled?

My job is quite significant. When I get the order, if I provide the wrong information to production the outcome is going to be a disaster. If I cannot get payment from customer, it will be affecting the owner. *Able to realize the significant of given jobs*

Who do you consider that you work for?

I work for the organization and everyone in order to make everyone corporate happily.

4. Autonomy

Do you have the way to be able to decide your working methods?

No, the boss doesn't want to let employees work or manage by themselves.

Do you get instructions on what you should do or how you should do it?

Sometimes.

What role of your boss/team in it?

Almost everything.

Would you like to have more responsibilities? Why?

This job now is already enough because I am so confused with prioritizing each different task now.

If you were assigned the responsibility for a certain task, for example the completion of a whole garment order, how would it affect you and the result?

It is better to have someone to give advice of how to do it.

What is your working time normally, can you influence it?

I cannot influence my working time.

Do you have a direct connection with the company's customers and what kind?

Yes, I do. I have to communicate directly with them to get the order.

For whom are you responsible for your work results?

Both manager and production part.

5. Feedback

In what way do you receive feedback when you have performed a task?

Mostly negative feedback. Boss and manager often respond to my work like it always not right, but I understand because I have just work here.

Can you see for yourself if you have done a good job?

My boss sees it.

From who do you get feedback on your work performance?

The boss always gives me feedback and manager give feedback indirectly through the boss as well.

What kind of feedback do you like the most? Why?

Talk positively and motivated because they ask people to do something.

LEADERSHIP

How the boss does makes people feel around them?

The boss sometimes makes people feel good especially in this office but in the production part the boss is angrier, very demanding, and micromanages every detail.

Does the boss communicate what they need from you explicitly/ clearly?

No, she does not. I'm very confused. The boss likes to explain to me in very long detail than often changes topic instantly.

Is the boss innovate / think outside of the box?

Yes, she is sometimes.

Does the boss let the employees expand ideas for the business?

Yes, she does.

Do the employee have the complete faith in the owner?

I think so.

Does the boss provide appealing images about what you are all can do?

Sometimes.

Is the owner providing other with new ways of looking at puzzling things?

Yes, she is.

Is the owner fair and impartial and give the employee's their due (give what they deserve)?

Sometimes. She mostly trusts the manager rather than others.

Are the employees proud to be working for the owner?

I think they are proud of her.

Does the owner help others find meaning in their work?

Yes, she does so much. She is the role model for hard working woman.

Does the boss get others to rethink ideas that they had never questioned before?

Yes, she does. It is very extraordinary. Sometimes I think it is nonsense.

Does the owner give personal attention to employees who feel they have not done well?

Yes, she does.

TURNOVER INTENTION

How often do you dream about getting another job that better suits your personal needs?

No answer.

How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?

No answer.

How often have you considered leaving your job?

I have considered leaving this job very often every time when the boss feel angry.

How likely are you to accept another job at the same compensation level should it be offered to you?

I may not accept a new job because I don't like to adjust to a new environment since I know each person here already, it is a bit easier to work with than worn with new people.

To what extent is your current job satisfying your personal needs?

Overall, I am satisfied with my job.

How often do you look forward to another day at work?

I don't much look forward to another day at work.

Interview with Employees on 22/11/2018

Interviewee: Ms.Natnalin, Graphic Designer

JOB CHARACTERISTIC

1. Skill Variety

How often does your work role change? How does it change?

My work role changes often from graphic designer to sales person, coordinator, website administrator and payroll officer.

Are you able to use all the skills you have to do your job?

Yes, I use almost all my skills to do my job and also, I have to practice learn more new skills from other places to apply here.

Do you feel like you get the opportunity to utilize a variety of skills and experiences in your work? Is your boss helping you learn and expand these skills?

For my job as a graphic designer, I get the opportunity to apply a variety of skills toward my work. Moreover, I strive to practice other skills and apply these to my work continuously. The boss allow me to seek knowledge outside work such attend outside seminar and workshop. *Allow to utilize skills & exp. in work*

2. Task Identity

Do you have the opportunity to finish a task and to see the end result?

No, I don't relate with whole order from start to finish but just some part.

How does it affect you to meet the customers who are wearing the shirts that you produced?

I feel somewhat happy to see that.

Do you feel you normally cope with all your tasks that are given to you?

(Level of challenges)

I think I kind of able to cope with all my job I get.

3. Task Significant

Do you feel like the work you do is important? That you are fulfilled?

Of course. My job is so meaningful, and significant. It can help shorten time for customer to make decision to place the order faster. What I design will be the part of their companies to show the credibility, vision, teamwork or something that valuable

companies would like to express if their employees/people wear our apparel. So, yes, I do feel that it is so important because it help speed up and ease some the production processes so much faster. *Realize the significant of given jobs*

Who do you consider that you work for?

I work for my boss so that she will not yell and criticize me much.

4. Autonomy

Do you have the way to be able to decide your working methods?

Sometimes but other employees get less chances to make their own decision.

Do you get instructions on what you should do or how you should do it?

Not at all. Sometimes, I have to figure out by myself and see if it is works.

What role of your boss/team in it?

I do it alone with no team and the boss has role as task giver and to force me to finish faster by negative word that drives me done the job faster and disappointed.

Would you like to have more responsibilities? Why?

Yes, I would if I am not busy from studying and if I and good at it.

If you were assigned the responsibility for a certain task, for example the completion of a whole garment order, how would it affect you and the result?

I think I can do it some part but for the part I can't I know who the one I can let them do it and I will monitor it and manage it until it is finish.

What is your working time normally, can you influence it?

I can influence my work time if it is reasonable enough for the boss and essential for the company.

Do you have a direct connection with the company's customers and what kind?

Yes, I do have it in the way that they trust me and keep place the order every year or whenever I suggest them.

For whom are you responsible for your work results?

My boss, production manager and subcontractor.

5. Feedback

In what way do you receive feedback when you have performed a task?

I receive feedback in both positive and negative way. It is quite short when the boss give positive feedback and compliment. When it comes to the negative feedback it is mostly about the past mistakes from many years combined that already solved. For

production staffs, I have ever heard that she always talk about to cut more wage to employees.

Can you see for yourself if you have done a good job?

I can see and feel it easily that it is going to pass.

From who do you get feedback on your work performance?

I mainly get feedback from my boss, but I prefer more feedback from my colleagues.

What kind of feedback do you like the most? Why?

I like it with clear word what to do, understandable not confusing that make me question that what's the most priority.

LEADERSHIP

How the boss does makes people feel around them?

The boss often buys food and dessert for us. Sometime, when she really mad yelling at other she will buy something for us to eat. It is like she buys it for apologize.

Does the boss communicate what they need from you explicitly/ clearly?

I often ask the boss what she wants again.

Is the boss innovate / think outside of the box?

It depends on what we are good at.

Does the boss let the employees expand ideas for the business?

Yes, she does let me discuss sometimes.

Do the employee have the complete faith in the owner?

Yes, they do but it is not so completed.

Does the boss provide appealing images about what you are all can do?

Yes, she does sometimes.

Is the owner providing other with new ways of looking at puzzling things?

Sometimes.

Is the owner fair and impartial and give the employee's their due (give what they deserve)?

Sometimes.

Are the employees proud to be working for the owner?

Maybe.

Does the owner help others find meaning in their work?

Yes, she does help us find the meaning in work.

Does the boss get others to rethink ideas that they had never questioned before?

Sometimes.

Does the owner give personal attention to employees who feel they have not done well?

Yes, she does but it is more negative attention.

TURNOVER INTENTION**How often do you dream about getting another job that better suits your personal needs?**

I think about it many times. I wish I would more enjoy.

How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?

Not often.

How often have you considered leaving your job?

Almost every time when the boss upset with nonsense issue even tiny little issue.

How likely are you to accept another job at the same compensation level should it be offered to you?

I possibly go to work with another company, but I may not because I want to help her.

To what extent is your current job satisfying your personal needs?

It is somewhat satisfying to my needs.

How often do you look forward to another day at work?

Not often but sometimes.

Interview with Employees on 09/11/2018

Interviewee: Mr.Norasing, Delivery man number 1

JOB CHARACTERISTIC

1. Skill Variety

How often does your work role change? How does it change?

I do many things such as delivery, maintenance, material handling. For example, when some machines are broken, I will fix it.

Are you able to use all the skills you have to do your job?

Yes, I am able to use all skills I have to work.

Do you feel like you get the opportunity to utilize a variety of skills and experiences in your work? Is your boss helping you learn and expand these skills?

Yes, it starts from I experience in clothing industry before and I also used to fix stuffs. I am a kind of handyman. So, I get an opportunity to do my job well.

2.Task Identity

Do you have the opportunity to finish a task and to see the end result?

No, I don't. Not all of the task that I see and handle, but I can see the end result and feedback from customers.

How does it affect you to meet the customers who are wearing the shirts that you produced?

I feel proud to see our outcome we made that they are wearing.

Do you feel you normally cope with all your tasks that are given to you?

(Level of challenges)

Yes, I can cope with it. It is not that challenge. It is normal job.

3. Task Significant

Do you feel like the work you do is important? That you are fulfilled?

Yes, I think my job is important. My job is to deliver the finished product to customers. If I deliver to the wrong place or some product is defected it would affect my job. It will waste time and expenses.

Who do you consider that you work for?

I work the whole which it affects to both customers and the owner.

4. Autonomy

Do you have the way to be able to decide your working methods?

Yes, I do get the chance to work using my own method.

Do you get instructions on what you should do or how you should do it?

Sometimes but mostly I decide by myself.

What role of your boss/team in it?

Not much of a role my boss has in my job.

Would you like to have more responsibilities? Why?

Yes, I would have more work if it's assigned to me.

If you were assigned the responsibility for a certain task, for example the completion of a whole garment order, how would it affect you and the result?

I think I can do it. It will get by if there are no mistakes.

What is your working time normally, can you influence it?

No, I can work overtime sometimes but 8 hours a day.

Do you have a direct connection with the company's customers and what kind?

Yes, I do. I sometimes get the order directly from them.

For whom are you responsible for your work results?

I think my boss responsible for it but mostly I never make the mistake.

5. Feedback

In what way do you receive feedback when you have performed a task?

Positive feedback from customers like deliver in time, product be in good quality.

Can you see for yourself if you have done a good job?

Of course, I can see it easily.

From who do you get feedback on your work performance?

Mostly feedback come from customers and the boss.

What kind of feedback do you like the most? Why?

No answer.

LEADERSHIP

How the boss does makes people feel around them?

I think the boss is kind and generous I think if employees do work well the boss will love them.

Does the boss communicate what they need from you explicitly/ clearly?

The boss communicates direct and clear, uses words that are easy to understand.

Is the boss innovate / think outside of the box?

Sometimes. She lets other to think how to do own their own so she doesn't have to command all the time.

Does the boss let the employees expand ideas for the business?

Yes, she does.

Do the employee have the complete faith in the owner?

Yes, they do.

Does the boss provide appealing images about what you are all can do?

Yes, she does.

Does the owner provide the way for others with new ways of looking at or figuring out puzzling things?

No, she doesn't. She mostly does it by herself.

Is the owner fair and impartial and give the employee's their due (give what they deserve)?

Yes, she does.

Are the employees proud to be working for the owner?

Yes, they are because the boss has a lot of responsibility to everything and everyone.

Does the owner help others find meaning in their work?

Yes, she does.

Does the boss get others to rethink ideas that they had never questioned before?

Yes, she does.

Does the owner give personal attention to employees who feel they have not done well?

Yes

TURNOVER INTENTION

How often do you dream about getting another job that better suits your personal needs?

Never

How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?

No no no.

How often have you considered leaving your job?

Never.

How likely are you to accept another job at the same compensation level should it be offered to you?

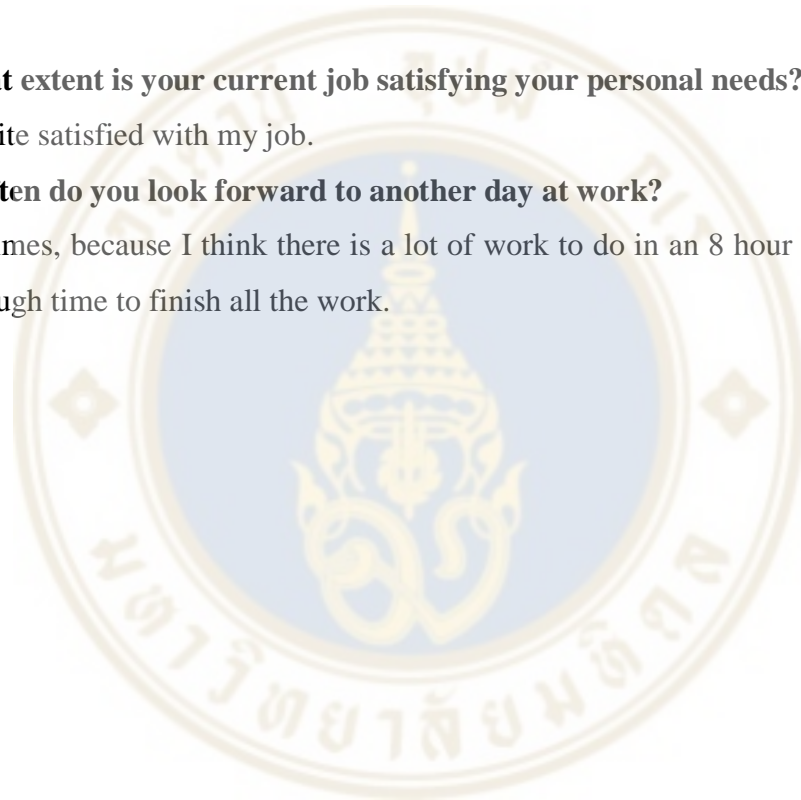
I don't want it. I don't want to start at new place because I know how to work here already.

To what extent is your current job satisfying your personal needs?

I am quite satisfied with my job.

How often do you look forward to another day at work?

Many times, because I think there is a lot of work to do in an 8 hour day and a day is not enough time to finish all the work.



Interview with Employees on 09/11/2018

Interviewee: Mr.Satchukorn, Delivery man number 2

JOB CHARACTERISTIC

1. Skill Variety

How often does your work role change? How does it change?

Not much.

Are you able to use all the skills you have to do your job?

No, I don't because I studied about automobiles before that it is not the skill that can be applied to the clothing industry.

Do you feel like you get the opportunity to utilize a variety of skills and experiences in your work? Is your boss helping you learn and expand these skills?

Sometimes.

2. Task Identity

Do you have the opportunity to finish a task and to see the end result?

No, I don't.

How does it affect you to meet the customers who are wearing the shirts that you produced?

I feel proud and excited.

Do you feel you normally cope with all your tasks that are given to you?

(Level of challenges)

Sometimes.

3. Task Significant

Do you feel like the work you do is important? That you are fulfilled?

Sure, my job is important. If I deliver the wrong material to the wrong subcontractors or customers, the company will have the name as unreliable and discredit because I have to meet them directly. It is better to not lose face in front of them.

Who do you consider that you work for?

Realize the significant of given jobs

I work for myself and my family.

4. Autonomy

Do you have the way to be able to decide your working methods?

No, I don't.

Do you get instructions on what you should do or how you should do it?

Yes, the boss normally orders me and gives me instruction.

What role of your boss/team in it?

The owner has a major role with my work and colleagues.

Would you like to have more responsibilities? Why?

Right now, it is okay, but I could have more if they wanted.

If you were assigned the responsibility for a certain task, for example the completion of a whole garment order, how would it affect you and the result?

Maybe not well, they wouldn't give me that responsibility.

What is your working time normally, can you influence it?

No, I can't.

Do you have a direct connection with the company's customers and what kind?

Sometimes when I deliver products to customers.

For whom are you responsible for your work results?

My colleague who delivers as well as my boss is responsible for my job.

5. Feedback

In what way do you receive feedback when you have performed a task?

They reaffirm what I have to do and if I did it well.

Can you see for yourself if you have done a good job?

Yes, I can.

From who do you get feedback on your work performance?

I get feedback from my boss, office personal and my delivery colleague.

What kind of feedback do you like the most? Why?

Something that is motivational is good otherwise if it's negative it's no good.

LEADERSHIP

How does the boss make people feel when she is around them?

They feel negative because she is yelling at employees because they make mistakes.

Does the boss communicate what they need from you explicitly/ clearly?

Yes, the boss communicates easy and clear.

Is the boss innovate / think outside of the box?

It depends on different situation, but she does think outside the box.

Does the boss let the employees expand ideas for the business?

Yes, she does let employees develop themselves.

Do the employee have the complete faith in the owner?

Yes, they do have faith in their boss and are considerate to her.

Does the boss provide appealing images about what you are all can do?

Yes, she does.

Is the owner providing other with new ways of looking at puzzling things?

No answer.

Is the owner fair and impartial and give the employee's their due (give what they deserve)?

I think so.

Are the employees proud to be working for the owner?

Yes, they are.

Does the owner help others find meaning in their work?

Yes, she does.

Does the boss get others to rethink ideas that they had never questioned before?

Yes, she does.

Does the owner give personal attention to employees who feel they have not done well?

Yes, she does.

TURNOVER INTENTION

How often do you dream about getting another job that better suits your personal needs?

Many times, I dream about my favorite job.

How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?

No, because I can just follow what the boss wants me to do.

How often have you considered leaving your job?

Once. It is because there are so many people work here and when I get blame.

How likely are you to accept another job at the same compensation level should it be offered to you?

It is better to stay here.

To what extent is your current job satisfying your personal needs?

I am still satisfied with it.

How often do you look forward to another day at work?

Laughingly says “no, I am waiting for the end of the day.... everyday”.

