

**A STUDY OF EMPLOYEES' MOTIVATION IN A SMALL-SIZED  
BUSINESS TO ENCOURAGE EMPLOYEES TO IMPROVE  
THEIR PROFESSIONAL SKILLS**



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Poonputtananta Pantitanonta



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SKILLS**

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**ABSTRACT**

Human resources are an essential factor to make an organization become successful. However, it is a common situation for a company to face some human resource problems. Low motivation is one of the common problems that can be happened, and it can lead to some symptoms that obstruct company development. The owner of the subject company is facing the problem that some employees lack wiliness to develop their professional skills, so the author was interested in finding the causes of this problem. To find the factors that demotivate the employees, the author applies Maslow's Hierarchy of Needs and Situational Leadership theories to study the employees' motivation. As the company is a small-sized business, the author believes that the qualitative method is the most suitable approach to gain insight. The data is collected by conducting an in-depth interview with 10 informants. The analytical framework is developed to organize the data and interpret them systematically. The result shows and concludes that low motivation causes unwillingness to improve their professional skill. Therefore, the recommendations are proposed to solve the issues. The author hopes that the findings and recommendations will be helpful for the company to develop its human resource in the future.

**KEY WORDS:** Maslow's Hierachy of Needs/ Situational Leadership/ Motivation

22 pages

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## **CHAPTER I**

### **INTRODUCTION**

It cannot deny that people are a significant factor that leads to success and prosperity to a company. Many successful organizations claim that staffs are the key behind their success. In order to achieve their goal, organizations emphasize the importance of their human resources. The power of people could lead to change or improvement of company performance. Unsurprisingly, many organizations allocate a large amount of budget to human resource development programs to enhance the performance of their employees. On the other hand, neglecting of human resources in the organization could make the organization become unhealthy. It could lead to poor performance and affect the whole organization.

Motivation is a key to strengthen people in the organization. Once the employees are properly motivated, it will reduce many problematic issues in the company. Motivated employees are likely to bring success to the company. The low motivation of employees in the workplace is a classic problem in an organization. It could lead to many issues such as low productivity, high turnover rate, low transparency, absenteeism, etc. Thus, many scholars have developed a theoretical framework to address motivation.

The author was informed by the owner of the subject company that the management team is facing a problem in the area of human resources. The symptoms appear that some employees resist and try to avoid the provided training session. After the informal conversation, motivation is likely to be the cause of this problem. The author has reviewed the past research and apply to the case.

In order to focus on the motivation, the author chooses Maslow's Hierarchy of Needs framework to explain the need for employees who are working in the subject company. The Situational Leadership approach is to address the style of management between a supervisor and their subordinates. An implementation of the Situational Leadership would help the supervisor handle the team appropriately. Combined



together, the author conducts an in-depth interview with the members of the company and find an explanation of the situation.

In this case study, the company is in the manufacturing industry. It is a family business that has been operating for the second generation. There are up to 20 employees in the company. The owners, now, are the second generation who actively working in the company as the management team. However, the founder still has a managerial role in the company during the transition period. The new generation's ultimate goal is to make stable and consistent growth in the company. The employees are an important factor that drives to the goal.

Most of the employees are unskilled workers who hold minimum education, working in the factory, but the management team believes and sees their potential. The owner desires to develop their competency by sending their employees to a training session but the owner does not satisfy with the result as there is no change in their performance.

The scope of this study is to understand the possible factors which motivate or demotivate the willingness of the employees in the particular case and find the suggestion for the employer in order to help motivate their employees.

The objective of the case study is to help the company understand the cause of unwillingness to develop the professional skill of the employees. So, the author develops the research questions as follows: 1. What are the factors that demotivate employees to improve their skills? 2. What are the factors from the employer that demotivate their employees to improve their skills? These questions are to be answered through the finding and discussion.

It is a challenge for the company to manage its employees. The author decided to study this company in order to implement the theories and tailor a practical solution. The author hopes that the finding and discussion of this case study could contribute to the development of the company in the future. And, this paper is able to apply other cases, which face similar problems.

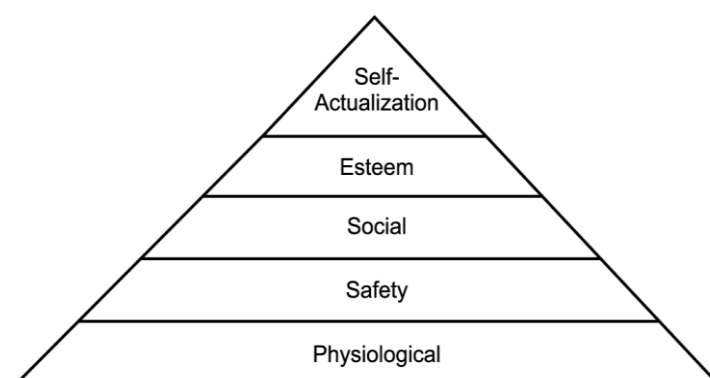
## CHAPTER II

### LITERATURE REVIEWS

#### 2.1 Maslow's Hierarchy of Needs

Motivation plays an important role to bring desire or avoidance to people, and it influences how people behave in their current state which could be in their personal or working life. In general, employers or managers want their employees to be highly productive in order to achieve their goals. They are trying to motivate their workforce to reach their full potential and contribute to the company. Maslow's Hierarchy of Needs is one of the approaches that help the managers to understand what motivates their employees.

Maslow stated that individuals are living in a certain level of needs so they are motivated to achieve their certain needs. In order to achieve the higher level, they need to fulfill their current needs. Once the need is fulfilled, they will seek to fulfill the next level (McLeod, 2007). If the current need is not yet fulfilled, people are not able to achieve any of the higher levels. Each level cannot be skipped. The levels of needs are divided into five stages from basic-physiological to complex-psychological needs as follows: Biological and Physiological Needs, Safety Needs, Social Needs, Esteem Needs, and Self-Actualization. The manager needs to identify where, in the Maslow's pyramid, their workers of this company are.



**Figure 2.1 Maslow's Hierarchy of Needs (Source: Stephens, 2000)**

### **2.1.1 Physiological Needs**

Physiological Needs is the simplest of all need in the hierarchy. Those physiological conditions are straightforward to be fulfilled. If people are thirsty, they will find water to drink. If they are hungry, they will find food to eat. If the weather is cold, they will need warmth. (Poston, 2009). It is the basic requirement in order to make humans, or even regular organisms, survive. Those feelings of physiological needs are automatically responded to them by the mechanism of their own body. Once the needs have been fulfilled, they will seek for safety.

### **2.1.2 Safety Needs**

Safety Needs are how we maintain our life stably. Uncertainty is a condition that cannot easily avoid, so people want to reduce their uncertainty. People need to have a permanent place to live. They know where to go after they spend their energy throughout the day. They want to sleep without anxiety. In the modern world, personal financial status becomes an essential part to fulfill safety needs. People need to pay bills, to keep their shelter, and so on. Nowadays, this need could be fulfilled by the economic aspect. People who get paid from their stable job acknowledge that they will afford food or bills at the end of the day or month. They can plan their daily or monthly expense. If a person loses his or her job, it will bring anxiety and become insecure (Poston, 2009). They will find a way to get their financial security back.

### **2.1.3 Social Needs**

Social Needs are the beginning of psychological needs. Humans are a social animal. They want to become a part of the group, and they do not want to feel isolated from society. They want to build a relationship among themselves in any form, including a romantic relationship. In the workplace, people spend many hours in their workplace. Some people even spend more time in their workplace than their homes. If they do not have any relationship with their colleague, they probably feel left behind. After their social needs have been fulfilled, they will seek for esteem.

### **2.1.4 Esteem Needs**

Since people have a place in their social circle, they seek an attention and want to be recognized. An individual's ego reflects the lower form of self-esteem, and the higher form is self-respect. People who are in Social Need level seek for acceptance; meanwhile, people who are in Esteem Needs level seek for respect. Confidence is a factor that drives one's esteem to meet a higher form of self-esteem (Poston, 2009). Confidence can be built by becoming a master of something such as ability or skills.

### **2.1.5 Self-Actualization Needs**

On the top of the Maslow's pyramid is Self-Actualization needs. It is the state of self-fulfillment after they have gained respect from others. They tend to expand their potential and capability. The characteristics of self-actualized people are 1. Being problem-focus 2. Incorporating an ongoing freshness of appreciation of life 3. A concern about personal growth 4. The ability to have peak experience (Huitt, 2007, p. 7).

## **2.2 Situational Leadership**

Situational Leadership approach was introduced by Paul Hersey and Ken Blanchard in 1969. This framework explains the style of leadership in different situations. It suggests that the manager or leader can adapt and apply the style of management to different readiness or maturity of the workers. Each worker has different "Development Level"; likewise, the leader should select a suitable style to address their followers. So, this approach expresses that the leaders have a different and flexible way to approach their followers to effectively respond to the difference of followers' behavior.

In Hersey and Blanchard's model, leadership style is a correlation between relationship behavior and task behavior. Different degree of relationship and task behavior leads to a different style of approach. Leadership styles are composed of Directing, Coaching, Supporting, and Delegating. And the readiness of the followers is labeled with Development Level 1-4.

Style 1, Directing, leadership (S1) is plotted in high-task and low-relationship behavior graph. This leadership style suggests that one-way communication

should be frequently used because it is for directing followers who are unable and unwilling. They need direction and supervision from the manager in order to create productivity. The manager may give the routine work with close supervision. The manager should keep an eye on them; otherwise, they are passive. It is the manager's job to motivate and activate them.

Style 2, Coaching, leadership (S2) is plotted in high-task and high-relationship behavior. The leader should provide support to the followers to increase their confidence and willingness. Sometimes, a person who is learning a new skill for the job might be disoriented. They need more time and, importantly, emotional support from the leader. The leader should provide guidance to them and pay attention to them closely. Encouraging the followers is a major characteristic of this style.

Style 3, Supporting, leadership (S3) is plotted in low-task and high-relationship behavior. The leader needs to let them engage with decision making. In the original model, this style is called 'participating style'. The leader gets these people to involve since they have the knowledge and ability to do. They just lack willingness or confidence, so having them involved will higher their commitment to the work and raise their self-esteem. It will make the leader enable their true potential and utilize them.

Style 4, Delegating, leadership (S4) is plotted in low-task and low-relationship behavior. The leader does not have to give them much support or direction because they know how to do and to do. The leader should keep distance and give occasionally give them support and feedback. The accomplishment of the followers should be recognized. The leader may celebrate their achievement in order to encourage them (Lynch, 2015).

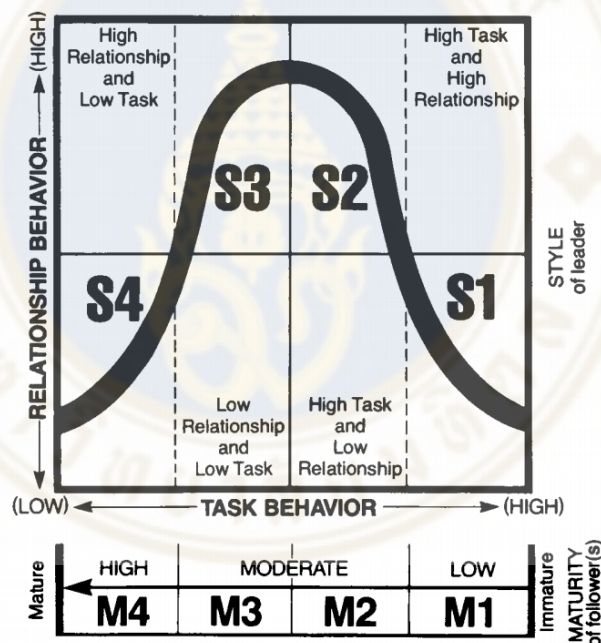
Development Level 1 (D1) describes people who are unable and unwilling to perform the task. They have no ability to do the task and lack commitment. They are not yet mature or developed to work independently. Project work is not appropriate for people at this level.

Development Level 2 (D2) describes people who are willing but unable to perform the task. They do not, currently, own skills for their job but they are eager to learn. They have the potential to learn and require training. They need support from the leader in order to maintain their confidence.

Development Level 3 (D3) describes people who are able but unwilling to perform the task. Sometimes, they lack the confidence to handle the work by themselves (Walters, 2001). They might feel insecure doing the work alone which causes them a lack of willingness.

Development Level 4 (D4) describes people who are able and willing to perform the task. They are well-equipped with a skill set and confidence in order to perform. They know how to get the thing done and are able to work independently. To improve their performance, the leader should provide feedback consistently. They will seek for improvement.

Each leadership style is suitable for a certain development level. S1 should apply with employees who are in D1. S2 tends to work well with D2. S3 will influence people in D3. S4 matches best with people in D4.



**Figure 2.2 Situational Leadership (Source:Hersey, Blanchard, & Natemeyer 1979)**

### **CHAPTER III**

## **RESEARCH METHODOLOGY**

To gain and find insight from the perspective of management and operational officers. The author decided to conduct an in-depth interview in order to measure the motivation level by asking questions about need fulfillment according to Maslow's Hierarchy of needs and find the leadership style of the supervisors. Each officer-level informant was given the same interview questions in order to measure what stage they are in the process of the fulfillment of need. However, there are some questions needed to be adapted because the informants may not understand the interviewer's question. The interviewer decided to ask some follow-up questions to narrow down their answers.

The questions reflecting opinion toward their supervisor were asked in order to check the attitude between supervisor and subordinate. The interviewers would like to know whether they have common notion or not. For example, the interviewer asked the supervisor what leader style she is subordinates and what her direct report would think of her style. The question of the leadership style is not designed to be answered which style she is (S1, S2, S3, S4), but the interview asked an open-end question in order to make the interviewees describe how they supervise or are supervised. Then, the close-end question will follow up to ensure if the interviewer has the same understanding as the interviewee. The author analyzes the context of the answer and summarize the style of leadership of the supervisor.

As in the literature reviews, the modern world business seems to fulfill the need of physiology and security. Basic salary or wage and security standards in the workplace are mandatory in operating business. It is basic human rights that people are free from slavery. And it is required by the law that a company must provide wages or salary to its employees in exchange for their labor. Meanwhile, the applicants must inform their address to the company. A company cannot employ them if they don't have their address. A company may provide shelter to facilitate their employees. The set of interview questions is developed to identify the progress of fulfillment. As a result, the

questions are designed to measure the fulfillment of Social Needs and above. Physiological and Safety Needs are assumed to be fulfilled for all informants.

The structure of the company comprises of 3 departments: 1. Sales and Marketing 2. Finance 3. Production. Each department are operated by managers who are the offspring of the founder. From the structure, the department of human resources does not officially exist. However, the production manager is the person who does general management in the factory and the office. He spends time with his employees the most, so the production manager is a de facto human resource management.

As the owner mentioned that there are ‘some’ employees resisting the development program provided by the company, the informants are not selected in order to reduce biases. Therefore, all the informants are not the employees who were pointed out by the owner. The author creates a code name of each informant in order to avoid disclosing their privacy.

**Table 3.1 Informant list**

No.	Code Name	Position	Department
1	Manager A	Sales and Marketing Manager	Management
2	Manager B	Production Manager	Management
3	Employee A	Supervisor	Production
4	Employee B	Assistant Manager	Finance
5	Employee C	Assistant Manager	Sales and Marketing
6	Employee D	Staff	Production
7	Employee E	Staff	Production
8	Employee F	Staff	Production
9	Employee G	Staff	Production
10	Employee H	Staff	Production

The interviewer decided to interview 10 members of the organization. 2 out of 10 are the management team. They are family members of this family business, so they have a vital role in the decision-making process of the company. 3 of all informants are employees who work in the office. They can be compared to the middle management team in a big company because they get more privileges and benefits than other employees, so the interviewer assumed that they might have the role of supervisor, and they might have some part of the decision making role in the company. The rest of the



respondents are an employee who works a day-to-day job in the factory. They are an important workforce in the production department of this company.

The interviewer visited the factory and conducted a one-on-one interview without observation of a third party. The author interviewed 8 employees who are assistant manager, supervisor, and staff. The data collected from the interviews were voice-recorded and transcribed. Unfortunately, the managers were not ready during the factory visit. So, the interviews for the member of management were conducted by phone-call without voice-recording. The interviewer wrote down some important keywords, main ideas, and messages from the management. The interviewer also declares to the interviewees before the interview commences that the conversation between the interviewer and interviewees is non-exposure. The name of each informant will not be identified in the report.

The coding technique are involved to analyze the data from the interview in order to find the pattern of the answer and see what keywords or similar ideas are sharing in each question. The author takes the answers of the informants to match the concept of the theories, and summarize into a factor which can answer the research question. The author also develops the analytical framework to organize and interpret the data from the informants. The answers from the interviewees are analyzed with the framework.

Interviewee	Maslow Motivation Framework			Perspective toward the supervisor
	Social Need	Esteem Need	Self-actualization Need	
Questions, Answers, and Interpretation	Example question: Do you have any close friends from the workplace?	Example question: Does the company reward you when you achieve the target?	Example question: If you could change something in the company, what would it be?	Example question: Could you describe your supervisor role in the workplace? Does he/she provide you directions and support? How does she give you support?
	Example answer: "We can talk about personal matters, and we sometimes talk about work."	Example answer: "The red packet does not indicate their contribution to the company. It doesn't mean you work hard and you get more."	Example answer: "Employees do the same work but they get paid differently. The company should consider a little more wage to people who are hard-working."	Example answer: "I will go to ask her. We have a LINE (texting application) group. She works in the office, so she cannot always come to monitor. When a machine stops working, she will come to check whether there is a problem or not."
	Result: fulfilled	Result: not fulfilled	Result: fulfilled	Result: low-relationship and high-task behaviors.

**Figure 3.1 Analytical Framework of Maslow Hierarchy's of Need and Situational Leadership**

## **CHAPTER IV**

### **FINDING**

#### **4.1 Finding**

##### **4.1.1 Proposition 1: Nonfulfillment of needs leads to low motivation.**

Overall, the social need of most informants has been fulfilled even though social bonding activities such as orientation, sports day, company outing, etc have not been provided by the employer. They also realize that there was no such activity which gave them a chance to getting know their colleagues right after joining the team. Most informants mentioned that there was an informal introduction on the first day when they joined the company. So far, they have known each other quite well. As the nickname of each member is a default noun when the informants mention to other members, it can imply that they tend to have a personal relationship among themselves—However, using the nickname as a pronoun is common in Thai cultural context but it can infer intimacy level of the relationship. Their social activity which developing their relationship is to have lunch together in the factory. As the size of the company is small, it is easy to gather operating member in the company. They use this time to get to know each other almost every day.

From the perspective of the management, the respondents mentioned that the company does not provide an official activity such as orientation because the company is too small. It is easy to get their employees acquainted with each other. The non-work-related social activity that the company provides to the employees is the Chinese New Year. All employees will come to have lunch together every year. However, the management team is aware of the importance of social bonding activities. They inform the interviewer that they planned for a company outing too, but it did not happen because of the budget.

From the analytical framework, the common responses support that the social need of the informants has been fulfilled and the relationship among employees

is quite firm. All employee has passed Social Needs. Moreover, there is another point that the author finds interesting. Some of the informants also mentioned that they held a company outing without sponsorship from the employers. There is a social leader among employees who gathered people and held social bonding activity. This also helps fulfill the social need of the other members.

5 out of 8 informants can be considered that they have fulfilled their Esteem Needs. For example, some patterns from the self-esteem employees are 1. They have experienced in a job promotion. 2. They are aware that a reward will be given for their achievement, although the reward may have or may not have a monetary value. 3. Their accomplishment has been recognized by the manager, and/or the supervisor.

An expression of praise from the manager and supervisors can be recognized among the informants. Many of them say that the manager or the supervisor gives them compliments when they did well or they achieve their goal.

The management team gave some information to the interviewer that the company provides an incentive for the employees who never take leave in a month. The money will be given to the

Theoretically, people, who are seeking for self-actualization, are people who already have fulfilled their Esteem Needs. Not many informants contain a characteristic of a self-actualized person. The answers from 2 respondents include self-actualization questions. Their answers tend to focus on the future of the company and they think of others rather than themselves.

The management mentioned that they try to encourage their employees to engage and participate in the company. They said they have established a monthly meeting but it was not efficient because not many employees have active engagement during the meeting.

#### **4.1.2 Proposition 2: Low motivation causes staffs lack of willingness to improve skills.**

Not many employees could fulfill Esteem and Self-Actualization needs. It leads to a lack of willingness to improve themselves. They are stuck in seeking their own level of needs. They need to fulfill their current level of needs, so they are not

interested in improving skills. This is a possible factor why they tend to resist any training session provided by the company.

As the question “In the next 5 years, what do you think you will be doing in the company?” was asked by the interviewer, some responses from the informant indicate that they are not thinking of their growth and development. They tend to focus on today rather than the future. There are some examples of quotes from the informants that aligned with the propositions.

“The growth of this company takes it slowly. The employer does not dedicate to the company. They are demanding but they never support us. So, I cannot imagine how it is going to be in the next 5 years”

Employee D, staff

“I don’t know. I don’t have a target for now, but I like being here. I can work here because my priority is consolation. Many people here have been working together for long time”

Employee A, supervisor

“Now, the managers are planning for the future. And, I will be responsible for machinery job”

Employee H, staff

“If the company grows, I might get a better benefit. However, my position cannot grow bigger because my position is after the financial manager. It is the highest rank.”

Employee B, assistant manager

From the response shown above, the answers from various informants could be implied that some of them have an awareness of their growth. Some of them do not give a signal of self-esteem or self-actualization. The reward that the supervisor and the employer have given to operational officers may not contain tangible values. Most informants responded that they get compliments from the employers and supervisor. Receiving reward could be a signal for the employee that they have achieved and it could raise their esteem. As the intrinsic reward is hardly to be perceived by the staff, they are not aware that they have done an achievement. So, most of them are struggling in the stage of Esteem Needs. The author thinks that they are unconsciously seeking a sense of accomplishment with a visible reward.

**4.1.3 Proposition 3: The improper management style of the leader (management or supervisor) demotivate staff.**

The author analyzes that the leadership style of the supervisors is not flexible. It appears that the strictness of the supervisor is the main tool she uses to rule the factory. As her scope of work is broad, she needs to be mindful of many activities of her subordinates. A one-size-fit-to-all leadership style may not suitable for others. However, there is also a sign that she could support her subordinates well in the task.

To frame the feedback from her team, she has a high relationship behavior. She needs to make sure everything in the factory running smoothly with the least mistake. She engages with her team a lot in order to prevent making mistakes. She is eager to solve the problem by herself. It could be identified that she has low supportive behavior.

However, too much engagement might not fit the staff who are in D2 and D3. Mismatching between the leadership style and development level of staff causes the staff to become uncomfortable. The staff cannot bring out their true potential or even make them resistant to the supervisor.

“I am too strict. I will go straight forward. If someone makes a mistake, I speak out too direct” “For the work, I want my team to do it right and prevent mistake. If something goes wrong, I am responsible for the mistake because I am a supervisor.”

Employee A, supervisor

From the response above, being direct in Thai cultural context, being too direct can be interpreted that she criticizes harshly

“The supervisor does everything. She does everything. We do together. She leads me and we work together.” “Sometimes, we short of the workforce. She comes to help”

Employee D, staff

“She is cruel to be kind. She is actually kind. If someone takes her word seriously, there would be a conflict. That kind of person may not get along well (to work) with her.”

Employee G, staff

From the examples of the respondents' answers above, the author would like to analyze that staffs recognize the role of their supervisor as a directive style. She involves their team during the work to make sure that the job must be done in the right way. She manages her team to work and come to give advice or instruction when her staffs need help. There is no sign that she leaves her subordinate to work autonomously or ask opinions. Participation in decision making between the supervisor and the subordinates is low, so she is the one who has the power in making decisions.



## CHAPTER V

### CONCLUSION AND RECOMMENDATION

#### 5.1 Conclusion

The analysis of the qualitative research concludes and answers the research questions that the employees are not ready to develop their professional skills due to lack of motivation, and the inflexible style of leadership affects staff motivation. Nonfulfillment of Needs is a factor that demotivates staff. Motivation is the key factor that could lead to staff's willingness. As the characteristic of self-actualization person is not widely expressed among the majority of employees. It would be difficult if the employer wishes to conduct a training session for them. There would be high resistance for those employees who are not ready.

Interviewee	Maslow Motivation Framework			Leadership style
	Social Need	Esteem Need	Self-Actualization Need	
Employers	2/2	2/2	1/2	n/a
Employees	8/8	5/8	2/8	High task, low relationship 5/5

#### Figure 5.1 Summary of Analytical Framework

The result shows that some informants are seeking for Esteem Needs. The company may start focusing on fulfilling Esteem Needs to its employees. According to the finding section, many employees are able to recognize intrinsic reward such as an act of appreciation or an expression of praise. It would be the first step for firming their esteem need.



## 5.2 Managerial Implication

From the analytical information, the informants have low motivation in their work-life. They are focusing on their current level of needs. They need to fulfill their esteem first. It possibly applies to other employees who are not involved in the data collection, so it affects to overview of staff in the company. The table below shows the overall finding.

## 5.3 Recommendation

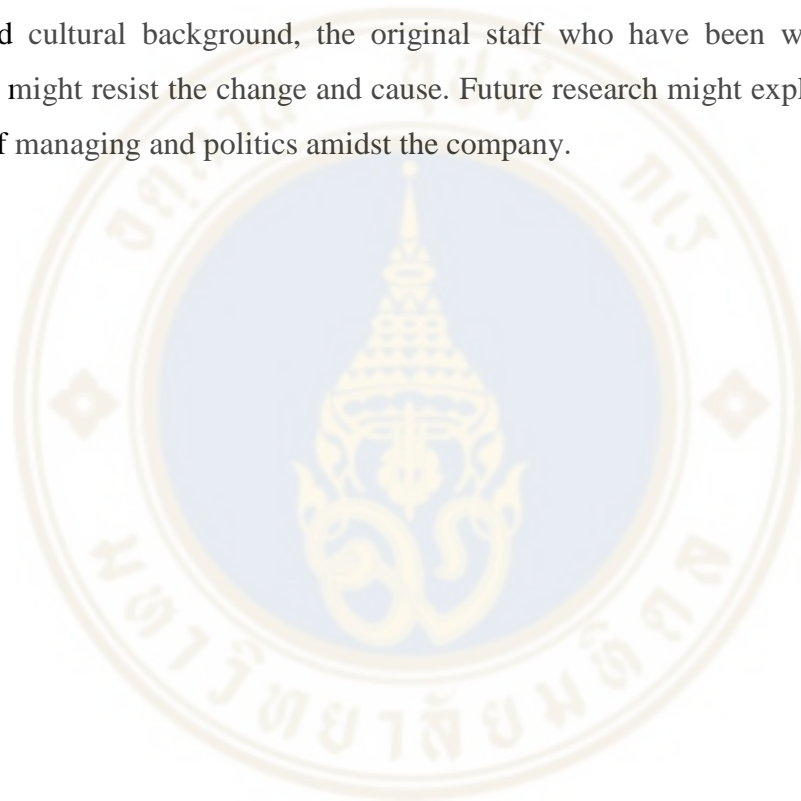
In response to the problematic issues, the author would suggest the company to build more motivation through activities. At the same time, the company also should maintain all the Needs for the employee in the future. The company may introduce activities as follows:

1. Subsidize company outing budget: As found in the case study, the employees do want social bonding activity. They need to spend time in order to firm their relationship.
2. Create recognition: To fulfill esteem needs, recognition is an important tool to build one's esteem. The company may conduct the "Employee of the Month" program. Moreover, an employee recognition program can increase the performance of the employees (Luthans and Stajkovic, 2006).
3. Encourage more participation among employees: The employer provides the fact that the employees rarely express their opinion in the meeting. This fact reflects the consequence of low motivation. Most employees may be stuck in seeking for their esteem. After most employees have fulfilled their esteem, the employers may encourage participation by a simple mechanism such as a vote. It is an initiative step for creating more participation among employees.
4. Establish a clear role of human resource manager: As a family business, the employees perceive that every manager who is a member of the family is reliable. Sometimes, the member of the family may not share the same idea with each other. They might get approval from one manager but the rest may not approve, so the decision-maker of human resource affairs should be officially appointed. The employer will be more reliable to their employee.

## 5.4 Limitation

As the Situational Leadership approach has been involved in this case study, the author can only check the leadership style of the supervisor. Due to time constraints, the author could not observe and obtain information about the readiness of the staff. For the further study, the next research should analyze the readiness of the staff and analyze the mismatching of leadership style according to Situational Leadership theory.

Besides, the company is in during the transition of power period, the founder still has a significant role in managing the company. With Chinese-immigrant-to-Thailand cultural background, the original staff who have been working with the founder might resist the change and cause. Future research might explore the different styles of managing and politics amidst the company.



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## Appendix A: Interview Questions

### Interview Questions for employees

1. Does the company provide social bonding activity such as orientation, sports day, etc?
2. Do you have any close friends from the workplace?
3. Have you been promoted since you joined the company?
4. Does the company reward you when you achieve the target?
5. In the next 5 years, what do you think you will be doing in the company?
6. If you could change something in the company, what would it be?
7. What are your responsibilities in the company? How long have you been working in this role? Could you describe your work flow?
8. Could you describe your supervisor role in the workplace? Does he/she provide you directions and support?
9. What should company provide or improve to respond your satisfaction in order to motivate you to work?

### Interview Questions for Managements:

1. Does the company provide social bonding activity such as orientation, sports day, etc.? Please explain how.
2. How does the company reward an outstanding employee?
3. Does the company reward when they achieve the target?
4. How the company provide an opportunity to participate in decision making?
5. Does the company establish a career path for the employees?

### Additional questions for supervisor

1. What is your method in supervising your direct reports? How do you supervise them?
2. Have you talked to your direct reports about their career path? What is your role in the team?
3. How would you describe the characteristic of your leadership style? And what would your direct report describe your style?