

**A STUDY OF EFFECTIVE BREAK ACTIVITY TO ENHANCE
WORK SATISFACTION OF OPERATION STAFF WORKING**



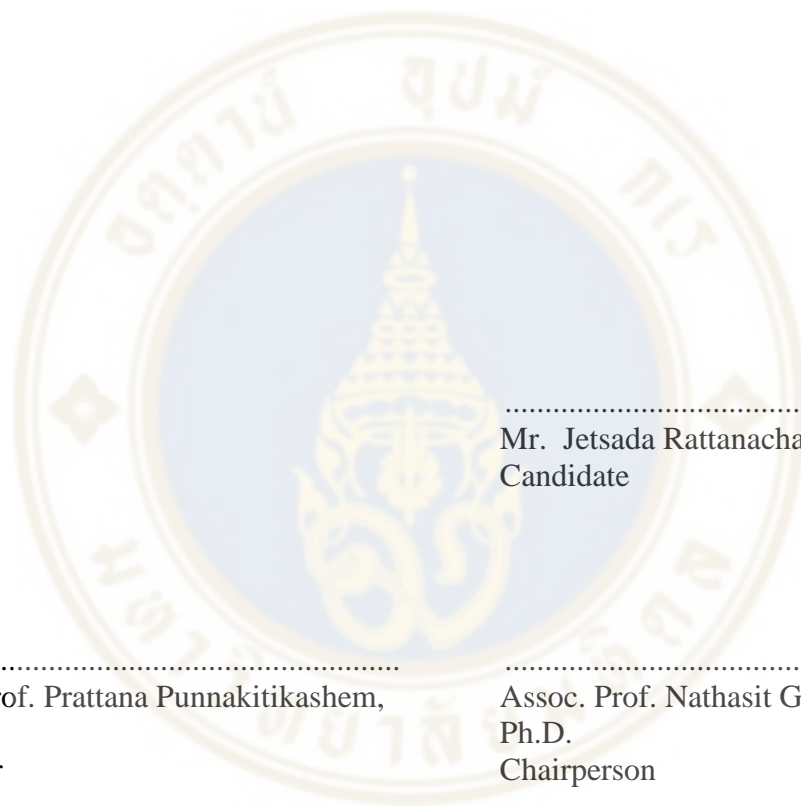
**A THEMATIC PAPER SUBMITTED IN PARTIAL
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entitled
**A STUDY OF EFFECTIVE BREAK ACTIVITY TO ENHANCE
WORK SATISFACTION OF OPERATION STAFF WORKING**

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.....
Mr. Jetsada Rattanacharakun
Candidate

.....
Asst. Prof. Prattana Punnakitikashem,
Ph.D.
Advisor

.....
Assoc. Prof. Nathasit Gedsri,
Ph.D.
Chairperson

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

.....
Assoc. Prof. Dr. Decha Dechawatanapaisal,
Ph.D.
Committee member

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Jetsada Rattanacharatkun

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JETSADA RATTANACHARATKUN 6149157

M.M. (ENTREPRENEURSHIP MANAGEMENT)

THEMATIC PAPER ADVISORY COMMITTEE: ASST. PROF. PRATTANA PUNNAKITIKASHEM, PH.D., ASST. PROF. RANDALL M. SHANNON, PH.D., ASSOC. PROF. NATHASIT GERDSRI, PH.D.

ABSTRACT

This study aims to understand and improve the level of service and operation staff's work satisfaction regarding their break period and experiences of their break activities. We would like to study the effect of the inappropriate break period to work satisfaction of operation staff, then identify effective break activities to replenish themselves from work exhaustion and provide recommendations to improve the work satisfaction of operation staff with this working condition. In addition, we apply the Effort Recovery model (ER model) and Conversation of Resources theory (COR) to identify the effective experience of break activities and apply the Herzberg's two factors theory for identifying the level of work satisfaction. We interview 40 participants in 4 working fields. From our analysis, we noted that there are two effects of inappropriate break period to level of work satisfaction which are working condition and break activity experiences. Moreover, the most effective break experience is the psychological detachment. In addition, they provide 3 recommendations to improve their level of work satisfaction based on this working condition.

KEY WORDS: Effective Break Activity/ Work Satisfaction/ Operation staff/ Break Experience

39 pages

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CHAPTER I

INTRODUCTION

1.1 Introduction (Background of the study)

Nowadays, there are many “Central Business District” (CBD) and urban areas developing in Bangkok. All employees in Bangkok flow into well-known CBDs such as Silom, Asoke, Sathon and Khlong Toey for their daily work. This situation creates the economic concentration by raising the enormous demand and causes of consumer and producer surplus. As the result, there are not only public transportation and infrastructures developed rapidly, but also many businesses are built among these areas, such as street food vendors, expanding shops or branches of big companies, and new local businesses, acting as suppliers to serve those demands to the appropriate break-even-point.

During the workdays, there is a lot of traffic only a few periods, such as before the work starting in the morning (before 8.30 a.m.), after the work ending in the evening (after 4.30 p.m. to 5.00 p.m.), and during the lunch break at noon (an hour at noon). There are not only many cars on the road, but also a lot of people traffic everywhere to spend their free time. There are many buyers and sellers matching within these CBD areas.

In generally, all people has personal activities (not related to work) what they have to perform by themselves, for examples, buy lunch, personal financial activities at commercial bank, send their parcel at the post office branches. These activities are required to be done during the office hours based on service providers’ policies. Therefore, many office workers spend their lunch break to perform their personal activities as mentioned above. These situations are forcing organizations to enforce their operation staff working while the others take their break, and these staff will break inappropriate period.

1.2 Problem Statement

As mentioned in the previous section, in case that these organizations enforce their operation staff arranged shifts and rotated their staff to allocate their break to avoid the peak period of their businesses. As the result of this solution, operation staff are facing the long queue of customers because they cannot operate with full capacity as calculated and designed.

Moreover, if these organizations already inform their working conditions and make agreements about the working hour and inappropriate break period during the working day with all their operation staff. It means that these operation staff already acknowledge and accept to work with these working conditions. However, in fact, acceptance is not developing the work satisfaction of operation staff.

Regarding the Herzberg's 2-Factor Theory, if operation staff clearly understand and accept their working conditions, rate of pay, and policies. Therefore, organizations already provide hygiene factors which could reduce the work dissatisfaction, but they cannot create employee's work satisfaction. In addition, the work satisfaction of operation staff is very important in these kinds of businesses because they are the first tier to interact and participate with customers. Thus, if they work with happiness, they will contribute their happiness to customers by smiling, servicing with pleasure or even having a nice conversation with their customers. On the other hands, if they are working with job dissatisfaction, they also spread their exhaustion and unhappiness to customers unintentionally.

According to aforementioned problem, in term of organizational management's perspectives, how organizations in these industries could develop the work satisfaction for their employees, especially operation staff. What they should provide to their operation staff in proper.

Therefore, this study will focus on the impact of inappropriate break period to work satisfaction of operation staff and how their organizations could create the opportunity to enhance work satisfaction of operation staff who are working with inappropriate break period. Moreover, the researcher also finds the recommendation to improve the employee's work satisfaction to respond their needs.

1.3 Research Questions

What is the impact of inappropriate break period to work satisfaction of operation staff? What are effective activities during break to enhance the work satisfaction? How could their organizations create the opportunity to enhance work satisfaction of operation staff regarding their needs?

1.4 Research Objectives

1. To study the effect of the inappropriate break period to work satisfaction of employees, especially operation staff.
2. To identify effective break activities to replenish themselves from work exhaustion during daily work.
3. To provide recommendations to improve the work satisfaction of operation staff with this working condition.

1.5 Research Scope

This study focuses on the impact of inappropriate break to work satisfaction of operation staff. We focus on 40 employees who have potential to work with this condition, i.e., 10 street food vendors, 10 bankers and 10 supervisors, and 10 shop operation staff of telecommunication service providers (e.g., AIS, TRUE, DTAC, CAT). These study population are located among Center Business Districts (CBD), i.e., Silom, Asoke, Sathon and Khlong Toey.

1.6 Expected benefits

The researcher aims to understand the operation staff who is required to work with inappropriate break. Identifying whether the effective activities during their breaks and key factors to replenish themselves from work exhaustion during daily work. Finding out the practical recommendations to improve their work satisfaction, then fulfill their needs.

CHAPTER II

LITERATURE REVIEW

2.1 Theoretical Foundation

2.1.1 What is the break?

Regarding the Labour Protection Act 1998 (B.E. 2541) of Thailand, it is addressed in section 23, the worker has to work at most 8 hours per day and must not be more than 48 hours in a week. In section 27, the employer must allow their employee to take their break at least an hour, if it is less than an hour, they must have small breaks and total being not less than an hour during a working day. (The Council of State, 1998) Therefore, all normal employee is required to work during 5-6 days in a week.

In generally, 84.8 percentages of all employees in Bangkok, during the first quarter in 2020, work more than 35 hours per week. It is estimated to 7 hours per day during 5 workdays (Monday to Friday). (National Statistical Office, 2020) It means that they should have 3.5 hours in the morning which is starting from 8.30 a.m. to 12.00 p.m. and another 3.5 hours in the afternoon which is starting from 1.00 p.m. to 4.30 p.m. While an hour during 12.00 p.m. to 1.00 p.m., we call “Break” of all employees.

Normally, we do many activities during our break not only for having lunches, such as queuing for a cold beverage from a street vendor, do some personal financial transaction at bank and also have conversation with close friends. The question is why our breaks are very important as enforced by National Law.

2.1.2 Nature of operation in personal services

Nowadays, there are many personal services created in each organization to support their customers and aimed to leverage their customer relationship. These services are become into many forms of operations for examples Call centers, customer service centers, cashiers, counter staff, or even food vendors in term of their services, all of them provide their services for customer satisfaction.

Most of these types of businesses are investing a lot in operation staff recorded as labor cost because they have to maintain their availability of customer responsiveness and chat bot is not enough to serve in this moment. Therefore, the staff scheduling is needed, and they have to utilize their operation staff properly. Regarding the research, there are 2 peak periods, the period that high service demands, during the daily working that are in the morning, in the early evening, and an hour at noon. (Dai & Li, 2015)

During the peak period, the staff scheduling preparation is quiet challenging for the organization to optimize their services with maximizing their full operation staff capacity.

2.1.3 What happens during the break and why it is very important for everyone?

During the daily working, operation staff always face with the customers as the first tier as mentioned earlier. There are not only the customers' orders but also their emotions that they have to manage and interact with. Thus, they must use their power and energy in the morning to serve the organization's customers until the afternoon. As a result, this situation creates a lot of work exhaustion to operation staff, although, they also have their break period. The challenge is that how to provide the good break for them and how the good break is very important.

Starting with the question is what the good break is and how it is very important. The good break is the break period during the working hours of all staff which can recover their energy from the exhaustion during the working day. According to the study about relationship between working environment and work satisfaction is showing that the working environment is directly impact to the work satisfaction of employees, and their relationship is positive. This study demonstrates that the better working environment can increase the level of employee's work satisfaction. The working environments includes working or break hours, job security, relationship between colleagues, and respect. (Raziq & Maulabakhsh, 2015) The researcher would like to imply that the break period included in working condition what we could categorize into the hygiene factor regarding the Herzberg's two-factor theory, can improve the work satisfaction of operation staff. Therefore, the working period and break period are very

important because they do not only help operation staff to recover themselves from work exhaustion, but also increase the levels of employee's work satisfaction. Besides, how the organization provide the good break for their operation staff to recover themselves.

The next question is that how to make the good break and what the organization should provide to their break. Regarding the study about the recovery experiences during the break, they found that the good break is not dealing with how long it is taken, but it is about the experiences of activities during their breaks. (Bosch, Sonnentag, & Pinck, 2018)

2.1.4 What is the effective break?

Regarding the aforementioned statement as above, the effective break, as called good break, is not just taking a rest for a while, but the effective break is categorized in 4 core recovery experiences based on the Effort Recovery model (ER model) and Conversation Of Resources theory (COR) which are psychological detachment, relaxation, control, and mastery. (Bosch, Sonnentag, & Pinck, 2018) Firstly, psychological detachment is the experience of activities that mentally disconnect and stop thinking of work and job-related thinking. Secondly, the relaxation is the experience of activities that keeps calm of mind and body. Thirdly, the control is the experience of activities about the level of personal decision whether they know what is going to do at the time. Lastly, the mastery is the experience of activities about self-development in available time. The working stages of experience affecting to mind and emotion are shown in the conceptual model as figure 1.

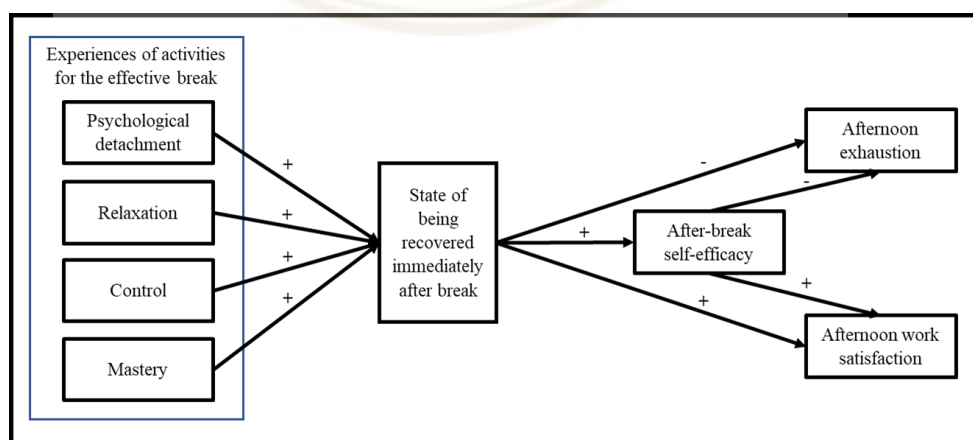


Figure 2.1 Conceptual Model of experiences affecting to mind and emotion
(Bosch, Sonnentag, & Pinck, 2018)

2.1.5 How operation staff can increase their level of work satisfaction

Firstly, what the work satisfaction is, it is the level of emotional adaption of employees performing in their role during their works. The work satisfaction is also reflecting the motivation and encouragement of employees for being better performance. (Raziq & Maulabakhsh, 2015) Therefore, organizations are strongly recommended to prior the increasing of employee's work satisfaction level, especially in the industry that lean on the service and operation staff who facing with their customers directly. Regarding the work satisfaction can raise the better performance of service and operation staff, therefore employees with the higher level of work satisfaction will lead the happiness passing forward to their customers.

One of the well-known theories of human needs is the Herzberg's two-factor theory, also known as motivation-hygiene theory. The main concept of this theory is about the two factors categorized of the human needs that are hygiene factor and motivation factor affecting to the level of work satisfaction and dissatisfaction. The hygiene factor is mentioning about 'the need to avoid unpleasantness' while the motivation factor is about 'the need of the individual for self-growth and self-actualization'. (Alshmemri, Shahwan-Akl, & Maude, 2017) The hygiene factor seems like the extrinsic factors of humans including working condition, organizational policies, relationship, and wages while the motivation factor also seems like the intrinsic factors including the self-esteem, self-achievement, recognition, and self-actualization.

According to the Herzberg's two-factor theory, the motivation factor leads to positive job attitudes and work satisfaction. Therefore, the motivation factor has ability to increase the work satisfaction of staff while the hygiene factor has ability to decrease the work dissatisfaction. Regarding the Herzberg's explanation, the zero level of job dissatisfaction is not equal to job satisfaction. (Alshmemri, Shahwan-Akl, & Maude, 2017) Thus, the organization should not only reduce the work dissatisfaction of operation staff but also improve the level of work satisfaction at the same time.

CHAPTER III

METHODOLOGY

3.1 Research Setting

In this study, the researcher designs the studying process by collecting data from representatives of our defining population and limited scope. The data collection process is performing by interview of the focusing groups categorized by their works and businesses.

3.2 Samples

Regarding the research setting section, the researcher designs to interview our representatives, categorized by their works and businesses and they are located among CBD in Bangkok, as follows:

Table 3.1 The sample description, sample size and reference codes

No.	Sample Details	Sample size	Reference codes
1	Street food vendors with small size shop and contain staff less than 3 people	10	SF01 – SF10
2	Bank Counters	10	BC01 – BC10
3	Bank Supervisors	10	BS01 – BS10
4	Shop Operation Staff of telecommunication service providers (e.g., AIS, TRUE, DTAC, CAT).	10	SO01 – SO10

3.3 Set of Leading Questions for interview

In this study, the researcher designs to identify the level of work satisfaction of our population among this work condition and the effect of the inappropriate break period to work satisfaction of employees. Then, we identify effective break activities which are affecting to their work satisfaction. Finally, we gain and conclude their comments and suggestions to analyze for identifying the practical recommendation to improve the level of work satisfaction during their routine work. Therefore, we categorize our questions in 4 groups, as follows:

Table 3.2 The list of sample questions

Question
<ol style="list-style-type: none"> 1. Employee's background <ol style="list-style-type: none"> 1.1. What is your working field? 1.2. How long have you been working in this field? 1.3. When is your break time during working day? 1.4. What types of work environment do you prefer? 1.5. Do you think your work relates to your skill? 2. Current level of work satisfaction of their works (If there is any rating, 1 = Very Dissatisfied to 5 = Very Satisfied.) <ol style="list-style-type: none"> 2.1. Please rate your current level of satisfaction in working condition, physical work environment and your organizational structure, including administration, and why? 2.2. Please rate your current level of satisfaction in psychosocial work environment such as relationship with your colleagues and why? 2.3. Do you think that wage and benefits are suitable for your work? 2.4. How do you feel about growth, achievement and recognition in your organization and are they important for you? Why? 2.5. Can you balance your work and your life appropriately? 2.6. How do you feel about your break period?

Table 3.2 The list of sample questions (cont.)

Question
2.7. Do you think this break period is appropriate? Why?
2.8. Do you prefer to work with this break period? If not, what's happened and what would you like to recommend?
2.9. Are there any effects of the inappropriate break period to your level of work satisfaction? If there are any, please identify?
3. Identifying effective break activities to replenish from work exhaustion.
3.1. What do you normally do during your break period within working day?
3.2. Do you prefer to take a break with your colleagues?
3.3. How frequently do you decide to take a break before/after break time to avoid the crowd?
3.4. Do you think that taking a break on time is necessary for your health? /Taking a break prior/subsequent to normal time has an effect on health?
3.5. Is it better if the company arranges break time to avoid the peak period during the daily operation?
3.6. Do you normally stop thinking or disconnect from work and job-related issues during your break? If yes, what do you normally do? (psychological detachment)
3.7. Do you prefer to do relaxed activities, reducing activation of body and mind, during your break? If yes, what do you normally do? (Relaxation)
3.8. Do you normally know what you want to do during your break? If yes, what do you normally do? (Control)
3.9. Do you normally continue thinking and doing about your future, hobbies, or self-improvement plans during your break? If yes, what do you normally do? (Mastery)
3.10. Do you think your break period and time are appropriate for your working field? Why?
3.11. What do you normally do after you finish your daily work?

Table 3.2 The list of sample questions (cont.)

Question
<p>4. Comments and Suggestions which could improve their breaks, work satisfaction. If they are required to change their break from the normal period.</p> <p>4.1. Is it necessary that the company strict of employee break time?</p> <p>4.2. Do you prefer taking a break in normal period to inappropriate period as your work? Why?</p> <p>4.3. What do you want to recommend your employer about break period and time?</p> <p>4.4. What do you think about factors that could increase your level of work satisfaction?</p>

3.4 Data Collection

According to the section 3.2, the researcher collects all information from our samples by interviewing them individually with the set of questions following the section 3.3. These interviews are conducted by using convenience communication protocols regarding the informant's requests. Each informant spends their time during 30 to 45 minutes for interview.

Regarding the information security, the researcher maintains the confidentiality of collecting information whether only the researcher can access and identify each individual informant. All information is kept in the offline devices of the researcher.

3.5 Data Analysis

Regarding the interview for data collecting, data are analyzed by coding, interpreted, and summarized by the researcher according to each research objectives. Then, they are transformed into information regarding the target of each questions. Firstly, this information is categorized into each group of working fields and their

background. Secondly, they are identified the current level of work satisfaction related to their break period and interval. Thirdly, they are analyzed for identifying their effective activities recovering them from work exhaustion. Finally, the researcher summarizes all information to be the practical recommendation from these operation staff.



CHAPTER IV

RESEARCH FINDINGS

According to the data collection, the researcher got all information from samples regarding the method in Methodology chapter. The sources of information came from 4 different groups of operation staff. This paper focuses on the qualitative research methodology. Therefore, we will draw research's findings based on their information from interview.

4.1 The nature of working hours and break periods

Background

Regarding the first group of questions, the researcher aims to categorize samples based on their working field and nature of their break during their working day. The researcher categorizes and codes them into 4 groups according to the chapter 3 which are following:

Table 4.1 In-scope samples

No.	Sample Details	Sample size	Reference codes
1	Street food vendors with small size shop and contain staff less than 3 people	10	SF01 – SF10
2	Bank Counters	10	BC01 – BC10
3	Bank Supervisors	10	BS01 – BS10
4	Shop Operation Staff of telecommunication service providers (e.g., AIS, TRUE, DTAC, CAT).	10	SO01 – SO10

The nature of working hours and break periods

According to the result of interview, we noted that there are two types of working natures. The first nature named “many concerns employee” which have a few periods of break during a working day and their break periods are allocated by their supervisors. The second nature named “less concerns employee” which have the long period of working hours, around 10 hours per day, and they have no specific period of break. These two types of natures are shown as the Table 4.2 below.

Table 4.2 The natures of working hours and break periods

No.	Name	Nature of working	Break period	Participants
1	many concerns employee	8.00 - 18.00 or 9.00 - 22.00	3 fixed periods	BC, BS, SO
2	less concerns employee	6.00 - 16.00	No specific period	SF

Regarding the information shown in Table 4.1, there are two types of working natures. The first nature named “many concerns employee” which have a few periods of break during a working day and their break periods are allocated by their supervisors. Interviewees belong to this nature that are Bank counters, Bank supervisors, and Shop operation staff, for example, in banking operation industry, their working hours is during 9.00 a.m. to 7.00 p.m. and they have an hour break for each individual and 3 periods of break that are 1 p.m. - 2 p.m., 2 p.m. - 3 p.m., and 3 p.m. - 4 p.m. Bank operation staff are always allocating and rotating their break period on weekly basis. Therefore, they are working with fixed break time, however, some of their supervisors allow them to flexibly change their schedules within these 3 offering periods.

“We have the break period schedule which is specific each individual and arranged by our supervisor. While we are working, we also allow to have some small portion of food inside the break room at our branch when our customer do not visit us.”

BC01

The second nature named “less concerns employee” which have the long period of working hours, around 10 hours per day, and they have no specific period of break. However, they allow to break during their free-time or no customer. Interviewees

belong to this nature that is the street food vendors, for example, they start working at 6.00 a.m. then work until 6 p.m. They do not have specific break time and they have lunch during their free time which is no customer visiting.

“I have lunch during my working hour. I just sit at the back of store and have some food. If I hear the customer calling, I put my food and sell to customer, then back to continue eating.” SF04

4.2 Current level of work Satisfaction related to their break period and interval

Break period impacts to work satisfaction level of employee

According to the result of interview, we noted that the break period directly impacts to level of employee’s work satisfaction. The break period effects in both factors of Herzberg’s two factors theory that are the clear working condition in the hygiene factor and the experience of break activity in the motivation factor. Regarding the result of interview, if their break period is not explicitly addressed in their working condition, their level of work satisfaction will be decreased and also increased the work dissatisfaction.

“Normally, we work according to the schedule of our supervisor, and they allow us to change flexibly. However, it is not certainty, if it is not clearly addressed in our working condition. We do not appreciate to work under this uncertainty.” BC06

Comparing with the Herzberg’s two factors theory, if the organization provides less hygiene factor to employees, their level of work dissatisfaction will be increased, and the working condition or contract of employment are classified into the hygiene factor regarding the theory. Moreover, as the result of interview, we noted that there are two groups of interviewees that are a group of many concerns employees about the period of their break such as Bank Counters (BC), Bank Supervisors (BS), and Shop Operation Staff (SO) and another group of less concerns employees about the period of their break during their working day such as Street food vendors (SF). Regarding their answers of interview, the group of employees who have many concerns about their break period, they prefer to have the fixed period addressed in their working condition, therefore they can manage their time and their activities each day. As the results of

interviews, they are showing in table 4.3 that the numbers of interviewees and their level of hygiene factor satisfaction as follows:

Table 4.3 The summary of numbers of interviewees and their level of hygiene factor satisfaction

Group of Interviewees	Codes	Level of hygiene factor satisfaction	Numbers of interviewees
Bank Counters	BC	Satisfied	5
		Normal	5
Bank Supervisor	BS	Very satisfied	2
		Satisfied	5
		Normal	3
Street food vendors	SF	Very satisfied	5
		Satisfied	3
		Normal	2
Shop Operation Staff	SO	Very satisfied	2
		Satisfied	5
		Normal	3
Total			40

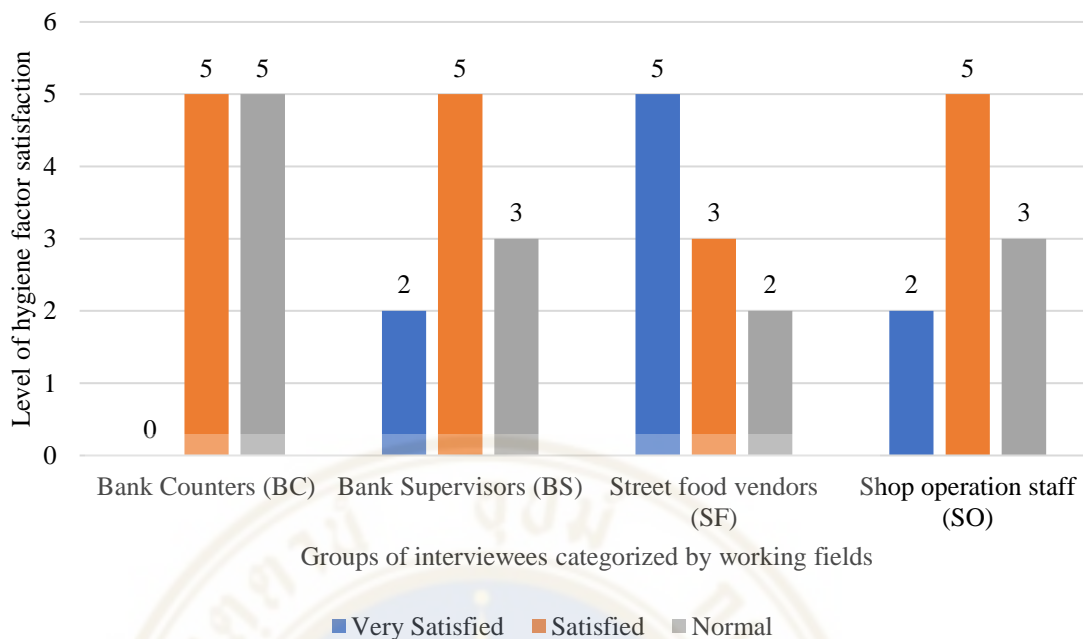


Figure 4.1 The relationship between working fields and level of hygiene factor satisfaction

Regarding the figure 4.1, the chart is showing that the group of many concerns employees, which are Bank Counters (BC), Bank Supervisor (BS), and Shop operation staff (SO), numbers of “very satisfied” level of interviewees is lower than the group of less concerns employees, which is street food vendors (SF). As the result showing that because the group of many concerns employees, even they already satisfy with their options of break periods, around 3 allocated periods, however they have many concerns about their job security and expect to have certainty break period options addressing in their working condition, such as working rules or condition in their contract of employment. Therefore, the level of hygiene factor satisfaction of “many concerns employee” group is less than another group is. In addition, the uncertainty of working condition is directly affecting to the level of hygiene factor satisfaction according to the Herzberg’s two factors theory.

Comparing with the Herzberg’s two factors theory, the experience of break activity is classified into the motivation factor. As the result of interviewees, the information showing that the summary of numbers of interviewees and their level of motivation factor satisfaction as shown in table 4.4 below:

Table 4.4 The summary of numbers of interviewees and their level of motivation factor satisfaction

Group of Interviewees	Codes	Level of motivation factor satisfaction	Numbers of interviewees
Bank Counters	BC	Very satisfied	1
		Satisfied	5
		Normal	4
Bank Supervisor	BS	Very satisfied	4
		Satisfied	6
Street food vendors	SF	Very satisfied	6
		Satisfied	3
		Normal	1
Shop Operation Staff	SO	Very satisfied	6
		Satisfied	4
Total			40

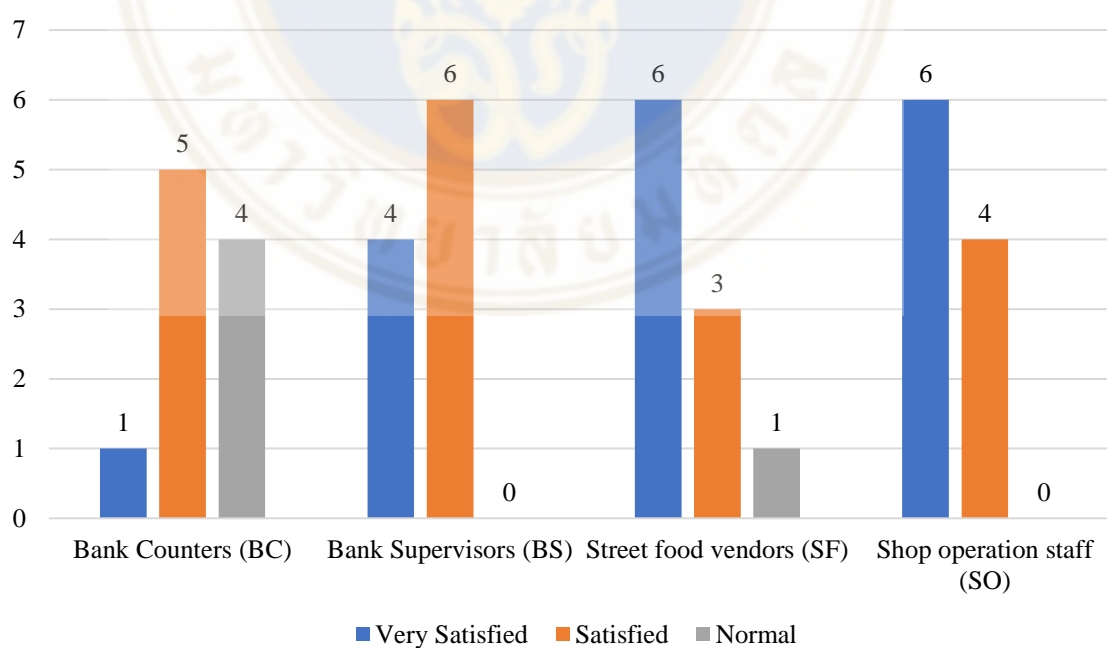


Figure 4.2 The relationship between working fields and level of motivation factor satisfaction

According to the figure 4.2 as above, it is showing that their break experiences are directly affecting to their level of motivation factor satisfaction. The information showing that experiences of their break activities are very important to them. Contrasting with satisfaction of hygiene factor, the numbers of “very satisfied” in motivation factor are higher than the numbers of “very satisfied” in hygiene factor are. Regarding the Herzberg’s two factors theory, experiences during their break activities are really fulfilling them to recovery from their work exhaustion.

“Our break periods are very important because our works are not only the operating monetary transactions, but also do the customer services. If a day that we are allocated to have working hours longer than the other day, we are really stressful and exhausted. However, it is really great that our supervisor allowing us to swap to take the short break during our working hours.” BC02

However, the number of “very satisfied” in motivation factor of bank counters is quite lower than the others because they usually have some terrible experiences during their break that are affecting to their level of motivation factor satisfaction, for example, they have work-related issues and start their break past 10 - 20 minutes from their normal period, therefore their break period are remaining around 40 - 50 minutes because they are expected to start their afternoon working on time.

4.3 Identification of effective break activities to replenish themselves from work exhausting during their daily works.

Effective break activities

According to the result of interview, we noted that there are five most frequency activities during their break that are having lunch, spending their time with social medias, discussing with colleagues without working topic, shopping online stores, and shopping offline stores. The effective break activity is the activity during the break period having the experience to replenish and fulfill from work exhaustion. There are many types of activities which are mentioned by informants as follows:

Table 4.5 The summary of numbers of interviewees and their activities during break period

No.	Activities	Numbers of participants				Total by act.
		BC	BS	SF	SO	
1	Having lunch	10	10	10	10	40
2	Preparing for afternoon working	4	1	-	-	5
3	Spending time with social media	8	5	4	7	24
4	Discussion with colleagues to improve their works	-	3	5	-	8
5	Having conversation with customers	-	-	3	-	3
6	Discussion with colleagues without working topics	5	4	8	4	21
7	Listening to music	2	1	1	-	4
8	Reading books	-	-	1	-	1
9	Watch Netflix	-	-	1	-	1
10	Exploring new ideas	-	-	1	-	1
11	Taking a nap	2	-	-	5	7
12	Calling to family	-	-	-	2	2
13	Shopping	6	3	-	3	12
14	Online shopping	8	5	-	5	18
15	Meditation	1	1	-	-	2
Total 128 answers		41	28	30	29	128

Regarding the information above, we found that there are five most frequency activities during break period which are having lunch, spending time on social media, discussion about non-working topic with their colleagues, shopping online and offline stores. However, there are many activities and their percentage as follows:

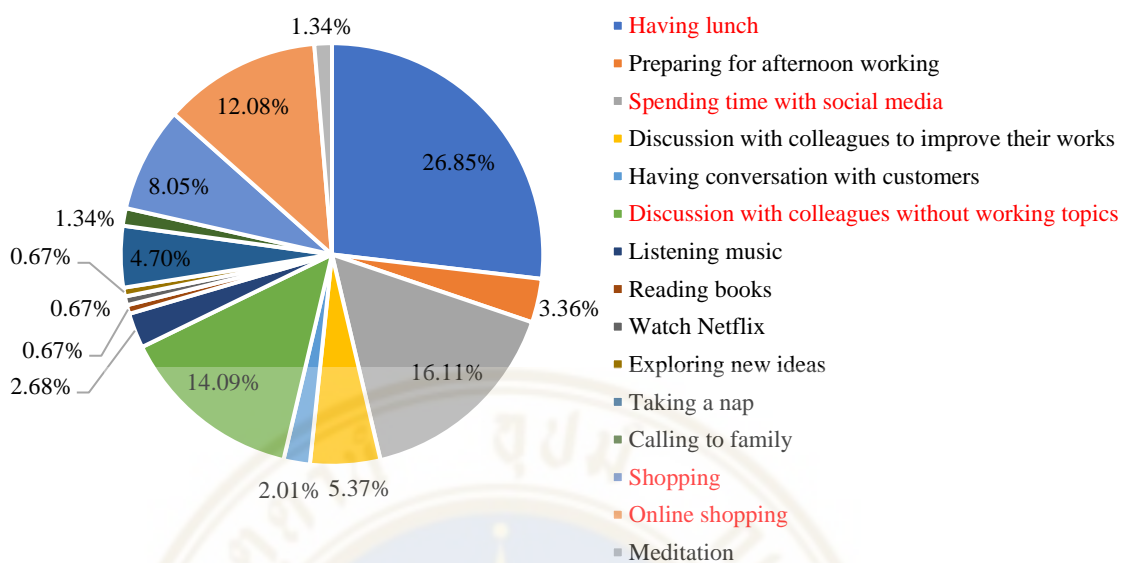


Figure 4.3 Percentage of activities during break period of operation staff

Moreover, comparing with the Effort Recovery model (ER model) and Conversation of Resources theory (COR), there are four types of experiences which are effective to recovery and replenish the employee from work exhaustion. There are four types which are psychological detachment, relaxation, control, and mastery. Regarding the information analysis, we noted that all 15 activities are covered by four types of experiences according to these two theories and the ratios of each experience types are following:

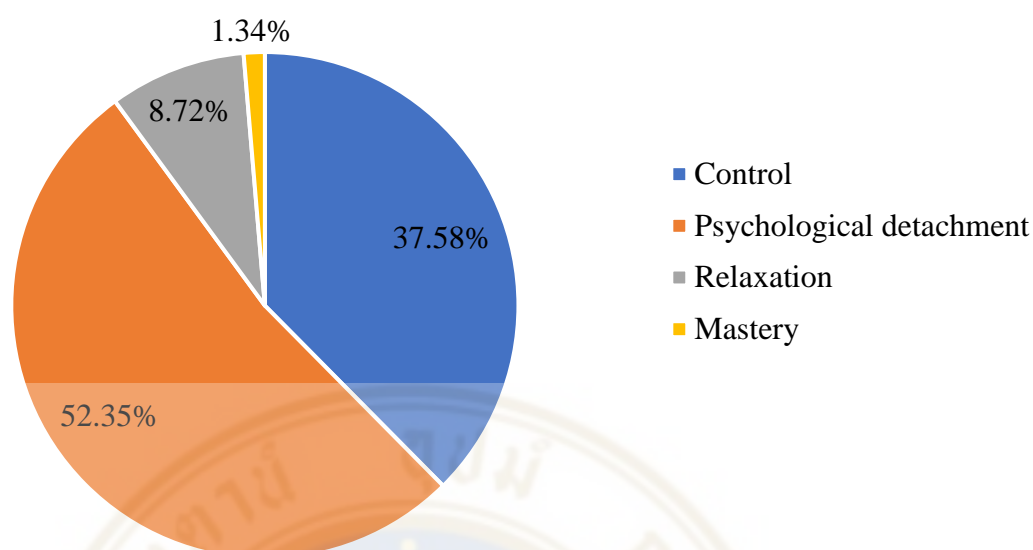


Figure 4.4 Percentage of experience types of break activities

Regarding the ratio as shown in figure 4.4 above, we noted that all 15 activities are covered by four types of experiences according to these two theories and the ratios of each experience types are following the table 4.6 as below:

Table 4.6 The matching between break activities and break experience types

No.	Activities during break period	Experience types
1	Having lunch	Control
2	Preparing for afternoon working	Control
3	Spending time with social media	Psychological detachment
4	Discussion with colleagues to improve their works	Control
5	Having conversation with customers	Control
6	Discussion with colleagues without working topics	Psychological detachment
7	Listening to music	Relaxation
8	Reading books	Mastery
9	Watch Netflix	Psychological detachment

Table 4.6 The matching between break activities and break experience types (cont.)

No.	Activities during break period	Experience types
10	Exploring new ideas	Mastery
11	Taking a nap	Relaxation
12	Calling to family	Psychological detachment
13	Shopping	Psychological detachment
14	Online shopping	Psychological detachment
15	Meditation	Relaxation

4.4 Identification of effective break activities to replenish themselves from work exhausting during their daily works.

Recommendation

According to the result of interview, we noted that even interviewees are happy and have high level of work satisfaction related to their break period and conditions, however, they also have recommendations about their break period and activity to improve their work satisfaction. Firstly, the “many concerns employee” group, they prefer having the break period allocated into a few period options as being now rather than specific and not allow them to adjust according to their requests.

“I am happy with this break period. We have 3 options which are weekly allocated by our supervisor. However, we also allow asking her to re-arrange my schedule sometime if it is possible. That’s really helping me to control my time and my plan to do anything I have during my break.” SO02

Secondly, service and operation staff suggest that they should allow them to have a full break period, as an hour, even they lately start their break due to work-related issues. For example, their normal break period is an hour during 2 p.m. to 3 p.m. but they have work-related issues causing that they are starting their break at 2.15 p.m. However, they are restricted to start their afternoon working on time at 3 p.m. Therefore, in this case, they have 45 minutes to spend their break which are quite short time to do other activities than having lunch.

“I really like our flexible break time as being, but we do not allow to lately start the afternoon working. Even we start our break after 1 p.m., past 20 minutes, since

we have work issues. It means that our break is remained 40 minutes to select the limited choices of food, but also having queue. Hurry eating is not good for both our health and emotion.” **BC02**

Thirdly, we also found that only street food vendors, they prefer having specific break period during their working hours because they do not have a long enough for break. If there is the day that they have customer visiting for all time, so they have been continually working for many hours before the ending of their daily work. Regarding our interview, it would be better if their break is specified, and they also accept the break swapping and rotation for each staff. Thus, they will know when they are allowed to break and replenish their health and emotion from work exhaustion.

“Our branch has only 2 staff for each shift, we start working at 6.00 a.m. to 18.00 p.m. Even we are allowed to take my rest during there is no customer, but most of the time, we always have a lot of customers for the whole day. So, we have to work without break for 5 or 6 hours continually. It is quite long, and we are very stressful for many times.” **SF07**

CHAPTER V

CONCLUSION

According to our research objectives, we have 3 main research objectives to identify the effect of the inappropriate break period to level of employee's work satisfaction. Then, we identify the experience of break activity which is effective to recover their mind and body from work exhaustion during daily work. Finally, we gather and conclude the practical recommendation to improve their experiences of break activities during the inappropriate period.

5.1 Conclusion

Regarding our findings of this study, we noted that there are two directly effects of the inappropriate break period to the level of employee's work satisfaction, in term of both, hygiene factors and motivation factors. The first effect of the inappropriate break to level of work satisfaction is affecting to employee's hygiene factors that are job security and working condition because they feel insecure with uncertainty of their working condition and they resist to change in their break period condition. The second effect of the inappropriate break to level of work satisfaction is affecting to employee's motivation factor that is the experience of break activities because bad experiences of their break activities are able to decrease their level of work satisfaction, for examples, they do not have enough time to rest during their break or they cannot achieve their intention such as cannot talk to their children regarding their plan.

Secondly, based on our findings, we noted that there are most frequency five break activities which are having lunch, spending time on social media, discussion with their colleagues about non-working topic, shopping online, and offline stores respectively. Moreover, regarding the Effort Recovery model (ER model) and Conversation of Resources theory (COR), there are four main experiences of break

activities that are able to replenish themselves from work exhaustion which are psychological detachment, control, relaxation, and mastery.

Finally, there are 3 recommendations related to break period and experiences provided by our interviewees to improve their level of work satisfaction. The first recommendation is that the “many concerns employee” group, they prefer having the break period allocated into a few period options as being now rather than specific and not allow them to adjust according to their requests. Secondly, they would like to have a full break period, as an hour, even they lately start their break because of work-related issues. Thirdly, the “less concerns employee” group that is the street food vendor, they prefer having specific break period during their working hours because they usually do not have any break if customers visit for the whole day.

5.2 Recommendations

Regarding findings of our study, we mainly give three recommendations to organizations. Firstly, since the break period is directly impacting to level of hygiene factor in term of working condition or contract of employment. These service and operation staff prefer their allocated break periods into a few options, however they would like to have this break period statement addressed in their working condition or contract of employment for the certainty of their work, such as it would be better if their employment contracts are addressed about their break period options which are properly allocated by their supervisor. Moreover, the organization should analyze their service and operation staff's break period and time to identify the possibly break period for them, for examples, if their branch are always busy during 10.00 a.m. – 12.30 p.m., so organization might offers them only 2 break period options which are 1.00 p.m. to 2.00 p.m. and 2.00 p.m. to 3.00 p.m. because their employees do not prefer breaking during 3.00 p.m. to 4.00 p.m., it is affecting to their health, because of too long working in the morning.

Secondly, the break activity is directly impacting to level of motivation factor in term of break experience. There are many factors affecting to experience of break activities of service and operation staff. However, there is the thing that organization can provide to their employees which is the flexibly starting and ending

break period, for example, if they start their break past 10-20 minutes from their normal time because of remaining of work-related issues, therefore they should be allowed to start their afternoon working after they take their break for an hour. Regarding this situation, they will have enough time to do their break activities and replenish them from work exhaustion.

Thirdly, as a result of this study, we found that experiences of break activities are categorized into 4 types of experiences regarding the Effort Recovery model (ER model) and Conservation of Resources theory (COR Theory), which are psychological detachment, control, relaxation, and mastery. It would be great if organizations are able to provide some compensation to support their break activities, for example, organizations could improve the work environment to have the area for taking their break appropriately, and enhance their replenishing experiences from work exhaustion., for example, organization could allow them to take a short break having some snacks or beverages during their working hours. These supports could make these employees happier and ready to develop the level of customer satisfaction by providing good services to customers of organization.

5.3 Limitations

Regarding this study, we noted that there are two important limitations of this study. Firstly, there is limited time to study according to our research objectives. We do not have enough time to deeply interview and reduce other key factors that affect to the result of this study. Secondly, there are other key factors mentioned that affect to the level of employee's work satisfaction such as wages, workloads, benefits, and work environments.

5.4 Future Research

According to limitations, it would be better if this research has enough time to deeply interview and gain sufficient information to reduce other key factors that also impact to the result of the study. Moreover, it would be better if the future research is properly identified other key factors that affect to the level of employee's work

satisfaction such as wages, workloads, benefits, and work environments, then reduce and control those factors to improve the direction of the future study result.



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Appendix A: Interview Reference

แบบสอบถามประกอบการศึกษา

เรื่อง การศึกษาปัจจัยที่สำคัญที่ส่งผลกระทบต่อการเพิ่มความพึงพอใจในการทำงานของผู้ปฏิบัติงานส่วนหน้า

คำชี้แจง

แบบสอบถามฉบับนี้ จัดทำขึ้นเพื่อประกอบการค้นคว้าอิสระ ซึ่งเป็นส่วนหนึ่งของการศึกษา ตามหลักสูตร นักศึกษาปริญญาโทในหลักสูตรการจัดการผู้ประกอบการ วิทยาลัยการจัดการ มหาวิทยาลัยมหิดล โดยมีวัตถุประสงค์ของการวิจัย คือ เพื่อพัฒนาความเข้าใจในเชิงลึกว่าปัจจัยที่สำคัญที่ส่งผลกระทบต่อการเพิ่มความพึงพอใจในการทำงานของผู้ปฏิบัติงานส่วนหน้า ผู้วิจัยจะเก็บข้อมูลของท่านเป็นความลับและใช้เพื่อประโยชน์ในการศึกษาเท่านั้น กรุณาตอบแบบสอบถามตามความจริง และผู้วิจัยขอขอบพระคุณอย่างสูงที่ท่านได้สละเวลาอันมีค่าในการตอบแบบสอบถามครั้งนี้

แบบสอบถามแบ่งออกเป็น 4 ส่วนดังนี้

- ส่วนที่ 1 ข้อมูลทั่วไป และข้อมูลเบื้องต้น
- ส่วนที่ 2 ข้อมูลระดับความพึงพอใจในงานปัจจุบัน
- ส่วนที่ 3 กิจกรรมการพักที่มีประสิทธิภาพในการเติมเต็มจากความเหนื่อยล้าในการทำงาน
- ส่วนที่ 4 ข้อเสนอในการพัฒนาการพัก และความพึงพอใจในการทำงาน

แบบสอบถาม

ลำดับที่	คำถาม	คำตอบ	หมายเหตุ
ส่วนที่ 1 ข้อมูลทั่วไป และข้อมูลเบื้องต้น			
*1.1	ปัจจุบันคุณทำงานอะไร (What is your working field?)		
*1.2	คุณทำงานนี้มากี่ปีแล้ว (How long have you been working in this field?)		
*1.3	คุณมีพักกี่ครั้ง (เมื่อไหร่) ต่อวันทำงาน (When is your break time during working day?)		
1.4	คุณชอบทำงานในสิ่งแวดล้อมแบบไหน (What types of work environment do you prefer?) เช่น - ขาของแบบลูกค้าเข้าคิว - ขาของในที่คนพลุกพล่าน - นั่งเก็บเงินที่เคาท์เตอร์ - ขาของที่ต้องลงมือทำด้วย เช่น ชง, ปรุง ฯลฯ		
1.5	คุณคิดว่างานที่ทำตรงกับความสามารถของคุณหรือไม่ (Do you think your work relates to your skill?)		
ส่วนที่ 2 ข้อมูลระดับความพึงพอใจในงานปัจจุบัน			
*2.1	กรุณาให้คะแนนความพึงพอใจในเงื่อนไขการทำงาน, สภาพแวดล้อมในที่ทำงาน และหรือโครงสร้างองค์กร ซึ่งรวมถึงการบริหารจัดการ (Please rate your current level of satisfaction in working condition, physical work environment and your organizational structure, including administration, and why?) - สิ่งแวดล้อมในที่ทำงาน รวมถึงสถานที่ สิ่งอำนวยความสะดวก เครื่องมือ และอุปกรณ์ที่ใช้ในการทำงาน เป็นต้น	5 - พอใจมาก 4 - พอใจ 3 - ปานกลาง 2 - ไม่พอใจ 1 - ไม่พอใจมาก	
*2.2	กรุณาให้คะแนนความพึงพอใจในสังคมของที่ทำงาน เช่นความสัมพันธ์กับเพื่อนร่วมงาน	5 - พอใจมาก 4 - พอใจ 3 - ปานกลาง 2 - ไม่พอใจ 1 - ไม่พอใจมาก	

ลำดับที่	คำถาม	คำตอบ	หมายเหตุ
	(Please rate your current level of satisfaction in psychosocial work environment such as relationship with your colleagues and why?)		
2.3	คุณคิดว่าเงินค่าจ้าง และสวัสดิการที่ได้รับเหมาะสมกับงานที่ทำหรือไม่ (Do you think that wage and benefits are suitable for your work?)		
*2.4	คุณคิดอย่างไรกับการเติบโต ความสำเร็จ และการเป็นที่ยอมรับ คุณคิดว่าสิ่งเหล่านี้สำคัญหรือไม่สำหรับคุณ (How do you feel about growth, achievement and recognition in your organization and are they important for you? Why?)		
2.5	คุณสามารถบริหารความสมดุลของการทำงาน และการใช้ชีวิตได้อย่างเหมาะสมหรือไม่ (Can you balance your work and your life appropriately?)		
2.6	คุณรู้สึกอย่างไรกับช่วงเวลาพักของคุณ (How do you feel about your break period?)		
2.7	คุณคิดว่าเวลาพักของคุณเหมาะสมหรือไม่ (หรือช่วงเวลาพัก เหมาะสมหรือไม่) (Do you think this break period is appropriate? Why?)		
*2.8	คุณชอบที่จะทำงานที่มีเวลา (หรือช่วงเวลา) พักเช่นนี้หรือไม่ ถ้าไม่ชอบ คุณอยากแนะนำว่าควรเป็นอย่างไร (Do you prefer to work with this break period? If not, what is happened and what would you like to recommend?)		
*2.9	คุณคิดว่าการมีเวลา (หรือช่วงเวลา) พักที่ไม่เหมาะสม (พักก่อน หรือหลังเที่ยง) ส่งผลกระทบต่อระดับความพึงพอใจในการทำงานหรือไม่ ถ้ามีผลกระทบ รบกวนอธิบายว่ามีผลกระทบอย่างไร (Are there any effects of the inappropriate break period to your		

ลำดับที่	คำถาม	คำตอบ	หมายเหตุ
	level of work satisfaction? If there are any, please identify?)		
ส่วนที่ 3 กิจกรรมการพักที่มีประสิทธิภาพในการเติมเต็มจากความเหนื่อยล้าในการทำงาน			
*3.1	ปกติในช่วงเวลาพักระหว่างวันทำงาน คุณนิยมทำกิจกรรมอะไร (What do you normally do during your break period within working day?)		
3.2	คุณชอบใช้เวลาพักร่วมกับเพื่อนร่วมงานหรือไม่ (Do you prefer to take a break with your colleagues?)		
3.3	คุณคิดว่าคุณตัดสินใจที่จะปรับ (ก่อน หรือ หลัง) เวลาพักจริง เพื่อหลีกเลี่ยงความวุ่นวายบ่อยแค่ไหน (How frequently do you decide to take a break before/after break time to avoid the crowd?)		
*3.4	คุณคิดว่า การพักเป็นเวลานั้นจำเป็นต่อการมีสุขภาพที่ดีของคุณหรือไม่ และการพักก่อนหรือหลังเวลาปกติส่งผลต่อการมีสุขภาพที่ดีของคุณหรือไม่ (Do you think that taking a break on time is necessary for your health? /Taking a break prior/subsequent to normal time has an effect on health?)		
*3.5	คุณคิดว่าดีหรือไม่ที่องค์กรมีการจัดเวลาพักให้คุณ โดยหลีกเลี่ยงช่วงเวลาที่ลูกค้าเยอะ - ดีหรือไม่ที่บริษัทให้คุณพักเวลาเที่ยง หรือเวลาอื่นๆ ที่ลูกค้าเยอะ โดยให้ไปพักเวลาอื่นแทน (Is it better if the company arranges break time to avoid the peak period during the daily operation?)		
3.6	คุณชอบทำกิจกรรมที่ช่วยให้คุณหยุดคิดเรื่องงาน หรือปัญหาที่เกิดขึ้นในงานในระหว่างพักใช่หรือไม่ ถ้าใช่ ปกติคุณทำกิจกรรมอะไร (Do you normally stop thinking or disconnect from work and job-related issues during your break? If yes, what do you normally do?)		

ลำดับที่	คำถาม	คำตอบ	หมายเหตุ
3.7	คุณชอบทำกิจกรรมที่ผ่อนคลายที่ลดการใช้ งานของร่างกายและสมองในระหว่างพัก หรือไม่ ถ้าใช่ ปกติคุณทำกิจกรรมอะไร (Do you prefer to do relaxed activities, reducing activation of body and mind, during your break? If yes, what do you normally do?)		
3.8	ปกติในช่วงพัก คุณรู้ว่าคุณต้องการที่จะทำ อะไร ใช่หรือไม่ ถ้าใช่ ปกติคุณทำอะไร (Do you normally know what you want to do during your break? If yes, what do you normally do?)		
3.9	ปกติในช่วงพัก คุณมักจะคิดและทำสิ่งที่ช่วย พัฒนาตนเองเพื่อให้บรรลุเป้าหมายหรือ อนาคตที่คาดหวังไว้ ใช่หรือไม่ ถ้าใช่ ปกติ คุณทำอะไร (Do you normally continue thinking and doing about your future, hobbies, or self-improvement plans during your break? If yes, what do you normally do? (Mastery))		
*3.10	คุณคิดว่าเวลาพักและจำนวนของช่วงเวลาที่ ได้พักเหมาะสมกับลักษณะงานของคุณ หรือไม่ เพราะอะไร (Do you think your break period and time are appropriate for your working field? Why?)		
*3.11	ปกติคุณชอบทำกิจกรรมอะไรหลังเลิกงาน (What do you normally do after you finish your daily work?)		
ส่วนที่ 4 ข้อเสนอในการพัฒนาการพัก และความพึงพอใจในการทำงาน			
*4.1	คุณคิดว่ามีความจำเป็นที่บริษัทควรจะ กำหนดเวลาพักของพนักงานไว้อย่างชัดเจน หรือไม่ (Is it necessary that the company strict of employee break time?)		
*4.2	คุณชอบที่จะพักในเวลาปกติ (เที่ยง) หรือ พักในเวลาที่สุดคล้องกับลักษณะงานซึ่ง ไม่ใช่เวลาที่ปกติ (พักเวลาอื่นที่ไม่ใช่ตอน เที่ยง) เพราะอะไร		

ลำดับที่	คำถาม	คำตอบ	หมายเหตุ
	(Do you prefer taking a break in normal period to inappropriate period as your work? Why?)		
*4.3	อะไรบ้างที่คุณต้องการแนะนำองค์กรหรือบริษัทของคุณเกี่ยวกับเวลาและช่วงเวลาของการพัก (What do you want to recommend your employer about break period and time?)		
*4.4	คุณคิดว่าอะไรเป็นปัจจัยที่จะช่วยเพิ่มความพึงพอใจในการทำงานของคุณ (What do you think about factors that could increase your level of work satisfaction?)		