

**KEY FACTORS AFFECT JOB SATISFACTION DURING USING
DIGITAL BUSINESS ENGAGEMENT IN THAILAND'S
PHARMACEUTICAL COMPANY**

The image shows a large, faint watermark of the Mahidol University logo in the background. The logo is circular with a blue center containing a golden emblem of a traditional Thai stupa. The outer ring of the logo contains Thai text: 'มหาวิทยาลัยมหิดล' at the top and 'วิทยาลัยการจัดการ' at the bottom.

BUNTHARIKA CHOMPOOBORISUTH

**A THEMATIC PAPER SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR
THE DEGREE OF MASTER OF MANAGEMENT
COLLEGE OF MANAGEMENT
MAHIDOL UNIVERSITY
2020**

COPYRIGHT OF MAHIDOL UNIVERSITY

Thematic paper
entitled
**KEY FACTORS AFFECT JOB SATISFACTION DURING USING
DIGITAL BUSINESS ENGAGEMENT IN THAILAND'S
PHARMACEUTICAL COMPANY**

was submitted to the College of Management, Mahidol University
for the degree of Master of Management
on
December 20, 2020



.....
Miss Buntharika Chompooborisuth
Candidate

.....
Assoc. Prof. Winai Wongsurawat,
Ph.D.
Advisor

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

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

.....
Asst. Prof. Pornkasem Kantamara,
Ed.D.
Committee member

ACKNOWLEDGEMENTS

I would like to express my sincere gratitude to several individuals and organizations for supporting me throughout my Master study. First, I wish to express my sincere thanks to my supervisor, Assoc. Prof. Winai Wongsurawat, for his patience, enthusiasm, helpful comments practical advice and unceasing ideas which have helped me tremendously at all times in my research and writing of this thematic paper. I am thankful to him for his precious time in guiding me, answering my queries, correcting and improving my thematic contents thoroughly. Without his guidance and relentless help, this thematic paper would not have been completed neatly.

I also wish to express my sincere thanks to the College of Management of Mahidol University for accepting me into the Master program. In addition, I am also grateful to the lecturers, staff and friends of CMMU for their kindness, hospitality and technical support which have helped me all along until my success of today.

Buntharika Chompooborisuth

KEY FACTORS AFFECT JOB SATISFACTION DURING USING DIGITAL BUSINESS ENGAGEMENT IN THAILAND'S PHARMACEUTICAL COMPANY

BUNTHARIKA CHOMPOOBORISUTH 6249019

M.M. (MARKETING AND MANAGEMENT)

THEMATIC PAPER ADVISORY COMMITTEE: ASSOC. PROF. WINAI WONGSURAWAT, Ph.D., ASSOC. PROF. SOOKSAN KANTABUTRA, Ph.D., ASST. PROF. PORNKASEM KANTAMARA, Ed.D.

ABSTRACT

These days the world is changing rapidly; digital disruption forces everyone to change. It affected from small business to even the big company that we thought it's strong and secure. They are all being tested by technology disruption. Some firms are able to adapt themselves quickly and use technologies to develop the business; they can survive. But some are not. Like the pharmaceutical industry, that should be one of a secured business from the other's perspective since medicine is a fundamental factor of living. Everyone needs medicine to get a good quality of life. This is, in fact; this business needs to face many obstacles as well. They need to adapt themselves suddenly when the COVID-19 comes, like other industries. And this effect creates tremendous change within and without the organization, including employees, customers, and stakeholders, especially the way of working. From the author's observation, this change directly affects job satisfaction resulting from discuss

Therefore, the author decided to conduct qualitative analysis to find out deeply details from the four interviewees with different backgrounds; the company, the working experience, and the age. The result of this study has shown interesting factors that digital business engagement affected job satisfaction. And the author hopes that it would be beneficial for the readers to understand and adopt this result into their own context for competitive advantage in the future.

KEY WORDS: digital business engagement/ job satisfaction/ motivation/ leading change for sustainability/ cross cultural management

37 pages

CONTENTS

	Page
ACKNOWLEDGEMENTS	ii
ABSTRACT	iii
LIST OF FIGURES	v
CHAPTER I INTRODUCTION	1
CHAPTER II LITERATURE REVIEW	5
2.1 Innovation engagement	5
2.2 Cross-Cultural Management	7
2.3 Motivation and Job Satisfaction	7
2.4 Leading Change for Sustainability	9
2.5 Conceptual Framework	11
CHAPTER III RESEARCH METHODOLOGY	13
3.1 Sampling Plan	13
3.1.1 Area Sales Manager	13
3.1.2 Medical Representatives	14
3.2 Interview Question	16
3.2.1 Question for Area Sales Manager	17
3.2.2 Question for Medical Representatives	18
CHAPTER IV FINDING ANALYSIS	19
4.1 Cross-cultural management toward digital engagement	19
4.2 Motivation toward digital engagement	21
4.3 Leading change for sustainability toward digital engagement	24
4.4 Influence of digital business engagement toward job satisfaction	27
CHAPTER V CONCLUSION & RECOMMENDATION	30
REFERENCES	35
BIOGRAPHY	37

LIST OF FIGURES

Figure		Page
2.1	Diffusion of innovation graph shows the stage of people perception in adoption process	6
2.3	Factors influencing overall job satisfaction	9
2.4	Eight Step change model to transforming your organization	11
2.5	Conceptual framework of this study	11



CHAPTER I

INTRODUCTION

Have you ever known anyone currently working as a salesperson? If the answer is YES, you might have known that one of the most essential things in the sale's job description is to meet their customers Face to Face. This is the most effective way of working for sale persons to sell anything to someone you barely know before. Because of meeting people face to face, you can understand the customers' wants and need by talking to them, seeing their reactions of acceptance or denial, or even their readiness to listen to your offers. Being a good sale person, you can not only have a good product knowledge or good personality, but you must have a good strategy as well, such as knowing who are you talking with, what is your goal, and thinking about what would you do to make this meeting effective in order for you to pick the right time to achieve your goal efficiently.

In pharmaceutical companies over Thailand, they use these strategies as well. Every company lets sales (also known as Medical Representative) working in their fields, which means working at hospitals in their assigned areas rather than staying at the office. Since this industry has high competition, many companies are selling medicines with the familiar drug of action or mechanism. Consequently, not only product information that has been provided to our customer but also creating customer engagement such as visiting the key customers frequently, reminding key prescribers with promotional materials, which these activities became the crucial things that medical representatives would normally do as a routine in order to increase product awareness and recognition. Because the more frequently you have visited the doctors, the more chance you can make them recognized and prescribed your product.

From time to time, visiting key customers by Face to Face seemed to be an effective way of working for this industry. Using technologies and digital tools only when necessary, lately, technologies seemed to be an important pharmaceutical

company tool. At first, they were trying to change a new way of working from paper into digital by providing an iPad to the sales team so that they can access the documents and the meetings everywhere anytime. It seems to be a good start because it helps the sales team have not to drive from their fieldworks to the office. The results turned out to be a satisfactory outcome. However, it has been launched just for internal processes to help workflow for internal staff.

Until the pandemic of COVID-19, salespersons were not allowed to go to the hospital visiting the customers. The pharmaceutical industry, especially big famous multinational pharmaceutical company, tries to figure out a tool to access customers to remain customer relationship management. Finally, they came up with digital tools, like other countries under the same company. During the COVID-19 situation, digital tools became the main channel to engage the customer, following global policy from the parent company. These days, we use several digital tools in the pharmaceutical industry to educate and promote our products to our customers. The one tool that most frequently used is the live webinar. From McNally (2017), she was clarified the word "webinar" is a portmanteau from "web seminar." A webinar is a presentation, lecture, workshop, or seminar transmitted over the Web using video conferencing software. A key feature of a true webinar is its interactive elements: the ability to give, receive, and discuss information in real-time. It's true that relying on global policies by using provided digital tools like webinar, it's the easiest way to minimize risk and reduce the cost from generating a new way of working but is it always the good way to work for the Thai context?

Here's the thing, sometimes the meeting was set from the country of origin where they have a different time zone. Of course, when the schedule was set, the initiator would like to see several people joining in their live broadcast. So, they tried to communicate and ask headquarters from each country to promote this meeting to our customers. But our customers are doctors who don't have much time to join the conference meeting via the digital tools, followed the company's schedule. Moreover,

we can't force them to co-operate as we knew that the Thai context has a high power distance. Let me tell you a little of example, in Medical school; there are several levels of doctor positions from medical students to professors, especially the professors who have higher qualified and older-aged than a salesperson. It makes salespeople feel oppressive to contact them by digital tools or feel uncomfortable, even sending text messages via line because of politeness and appropriateness.

Consequently, many salespeople resist changing the way they'd worked even though they knew it caused terrible results. Finally, they can not reach their KPIs, their performances below the line of management expectation. In the end, the evaluation turns out to be dissatisfied; they will not be going to get a pay raise. It leads to job dissatisfaction eventually.

However, we can't avoid this happening since digital business engagement would use in the pharmaceutical field anyway. Since we cannot change anything about the situation and policy, the only thing we can do is to change our mindset instead. But as you know, changing people's mindsets wasn't easy. That's why the author would like to conduct this topic related to my thematic paper because of changing people mindset we can't do this by yourself. We need collaboration between people in the organization to make a better change and sustain the company becoming a good place to work not only on profitability in the short run.

Leading to this change, what can we do to make these changes become accepted. Understanding cross-cultural management is might be an important consideration for a multinational company as well. As Shacklett (2018) stated that there are 2 out of 10 key questions to ask before selling international and expanding into the global marketplace should be considered are

1. Do you understand your internal sales culture?
2. Do you understand the international environment in which you want to sell?

Before making the staff meet job satisfaction, we should keep in mind that people are different, especially where people grew up can influence their belief. Due to

different types of people, they think, need, and act differently. For example, Maslow's hierarchy of needs explains human needs with varying motivation factors; if we adopt this theory into our jobs, treating people followed their needs might help us achieve our goal together. Besides understanding nature of people, understanding corporate sustainability concept should be the lesson to be learned for the organization as well because it not only makes your corporate better internally but also increase your competitive business environment of the coming decade. As Kotter (2007) stated that "guiding change may be the ultimate test of a leader-no business survives over the long term if it can't reinvent itself. But, human nature is what it is; fundamental change is often resisted mightily by the people it most affects: those in the business's trenches. Thus, leading change is both essential and incredibly difficult".

This study aims to find the best practice to answer the challenging situation at this moment of what the company should do to manage the people in the organization to achieve the company's goal without job dissatisfaction? And what can they do to lead this change for sustainability? I will find out in deep details to find the solution that could help the employee learn the lessons from the good examples to motivate yourself and adopt the lesson learned to their own situation. Besides the employee, the organization will use this research as a tool to conduct a strategy that could bring the organization to sustainability for good.

CHAPTER II

LITERATURE REVIEW

2.1 Innovation engagement

This era, it's the time for technologies evolution and innovation, digital tools such as smart phone, computer or iPad became the crucial tools for every business. Especially, when the widespread of COVID-19, online platform like zoom or webinar is used as main channel to engage the business to internal staff and stakeholders. Whereas technologies were developed so fast, some people are hardly catching up. It creates the gap between useful technologies and lack of people knowledge to use it which consequently slower of progression than the organization expectation.

There is explanation about the diffusion of innovation theory through adoption process to create people engagement with innovation. Kaminski (2011) defined a simple term of the diffusion of innovation that is the process that occurs as people adopt a new idea, product, practice philosophy and so on. And Rogers (2003) distinguished five categories of adopters of and innovation: innovators-technology enthusiasts, early adopters-role model/trendsetters, early majority-opinion leaders but later in the process, late majority-conservatives and the last one are laggards-skeptics. The five categories of adopters are illustrated in the bell-shaped curve image below in order to describe them in the context of technology innovation adoption and their influence on innovation and adoption processes.

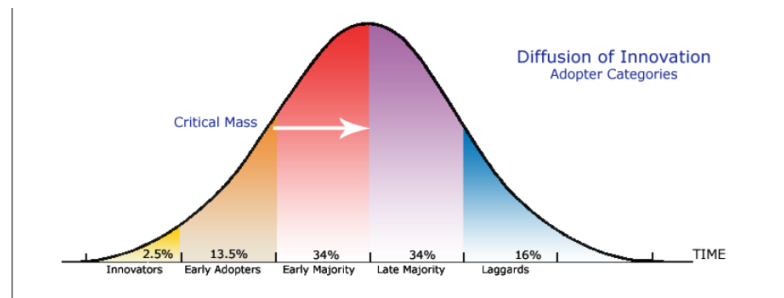


Figure 2.1 Rogers (2003): Diffusion of innovation graph shows the stage of people perception in adoption process

After understanding people in each stage of developing, Rogers (2003) also described the adoption process to clarify the stage of engagement. First, awareness stage is exposed to people who innovation but lacks complete information. Second, Interest stage is exposed to people who becomes interested in the new idea and seeks additional information. Third, Evaluation stage is exposed to people who are able to apply to innovation and anticipate future situation, and then decides whether he try it or not. Fourth, Trial stage is exposed to people who make full use of innovation. And the last stage is adoption stage which is exposed to people who decide to continue the full use of innovation.

Apart from the adopter category and adoption process, Rogers (2003) further explained about the diffusion of innovation is being communicated through certain major channels which are mass media channels and interpersonal channels. Using mass media channels such as system related video or television commercials within mainstream media to create knowledge about information or using interpersonal channels which mean person to person communication. Interpersonal channel is very effective in changing people's attitude about innovation. Peer subjective evaluations of an innovation are very influential. If we can adapt this theory into our business complying with the right channel and the right time. It would help to solve the problem

of the gap between technology and people and it would help the progression of business objective to succeed the ultimate goal faster.

2.2 Cross Cultural Management

Expanding of multinational company these day, it's facing various tough situations which is hard for the management level to make any decision. Especially, when the company expands across the country that it has totally different culture. Obviously between European and Asian culture, most of pharmaceutical company came from the other side of the continent such as America and Europe. Therefore, there are a lot of culture differences within company. To manage the cross-cultural diversification, Yousef (2020) referred to four pillars- psychology, anthropology, international business and strategic management. These pillars seek to understand and improve interaction between internal and external environment of the company to reduce culture differentiation. By using scientific explanations which are psychology and anthropology about human thought and behaviour combining with business practice like strategic business management. Another popular theory about cross cultural management is Hofstede (2010) model. It refers to six dimensions of national culture. In this case, power distance should be the most impacted factor related to current situation. Because of Asian context, especially in Thailand, it known as high power distance culture. Hence, we strict rigid hierarchy and accept differences in rank as normal. When doing business, especially our customers are doctors, the way sales persons approach the customers is essential to be aware of, since it can either cause positive or negative perception of our image as a representative of the company.

2.3 Motivation and Job Satisfaction

If we talk about active change or sustainability in long term, something that we can't overlook is about emotional engagement. How can we do to make employee motivation or satisfaction enough to continue what their works without getting bored or being discouraged? Because most of new projects usually fail from people lack of continuous concentration and emotional engagement. Therefore, to lead the change and keep them continuously on track, we need to understand them so that we can apply the strategies followed personal preference. Which is not only giving benefit for the company to achieve ultimate goal but also inspiring employee and getting their performance to be satisfied.

To motivate employee, a job should be influencing employee's satisfaction, it must provide the basis human needs first. For example, it gives you an appropriate salary in order for you to afford the cost of living. After the basic needs, had been satisfied, people will be considering about self-development. According to Maslow's hierarchy of needs (1943) explained five dimensions of motivation into physiological needs, safety, love and belonging, esteem and self-actualization. People usually meet the physiological need first because it's the basis need for life. But they also seek to higher needs until self-actualization if they achieve the state below since human behaviour naturally keep exploring something new. When people feel that they're worthy, they tend to be creating more productive results for others.

To make this change to be more sustainable, motivation strategy is not enough. Job satisfaction should be the influential factor to consider for the organization as well. Locke (1976) defined the word "job satisfaction" is a pleasurable or positive emotional state resulting from an appraisal of one's job or job experiences. It includes intrinsic and extrinsic factors. Sittisom (2020) explained more about the intrinsic factor that can be implied as the satisfaction gained from doing the job which includes skill, ability of that person. And extrinsic factor can be implied as the satisfaction gained from the external environment which includes supporting from others or given reward. If the management levels keep motivating employee without consideration of their readiness

and willingness. Of course, it wouldn't work in long term because employees were doing things without understanding why they should do or what's the benefit for this. And when the time pass by, it accumulates more unpleasant feeling for employees. In the end, job dissatisfaction will be the serious problem for this organization and it will cause increasing turnover rate instead of sustainability.

Even motivation and job satisfaction are two independent concepts but there is some evidence that showed these two topics are related. From Bălănescu (2019) study, he stated that satisfaction or dissatisfaction was being defined as motivation indicator. Both motivation and satisfaction are related together to work performance which it can influence either positive or negative results of working. Another study of Yüzbaşıoğlu (2018) was found that both factors had a significant effect on organizational commitment. Therefore, these two factors should play as an important role for the management level to consider so that he/she can identify the most effective way to fulfil potential of his/her subordinates and make them reach remarkable performance which can be conveyed to the organization achievement eventually. Teshome (2017) showed framework of motivation and job satisfaction. And regarding to result of this study, it can be concluded that both intrinsic and extrinsic factors has significant affected job satisfaction.

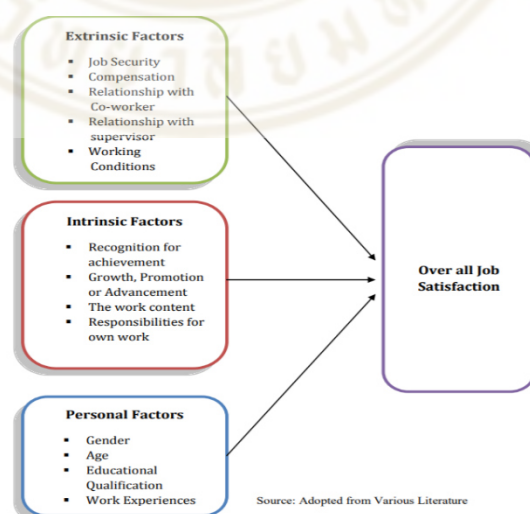


Figure 2.3 Teshome (2017) : Factors influencing overall job satisfaction

2.4 Leading Change for Sustainability

Change is a thing that we can't avoid in this century because when the time pass by, everything needs change for the better but the first step is always the hardest. So, before we will be leading to change process for the business, we should understand the heart of change in order to put up the right strategy which will lead to success of the organization's goal. According to Kotter and Cohen (2002) stated that the "heart of change" resides in the heart it self- the emotions of individual employees. Only deep feelings can motivate people to change familiar behaviour, and only individual behavioural changes can drive organizational change.

If the management level understands the process of people change if it's impossible to make people to follow your plan as the same speed. Treating them followed the stage of strategic change along with wrapping vision and the reason behind. It would help the staffs more understanding and willing to do without question. After they have emotional engagement, it will lead to their action for good. Kotter and Cohen (2002) again stated that the best way to engage the emotion is not to "tell" but to "show" - via video, displays. Kotter (2007) introduce his eight-step change model is consisted of establishing a sense of urgency, forming a powerful guiding coalition, creating a vision, communicating a vision, empowering others to act on the vision, planning for and creating a short-term win, consolidating improvement and producing still more change and institutionalizing new approaches which illustrates in the picture below. It can be adapted to every organization who facing the tough situation during process of change. And leading this change to corporate sustainability step.

Therefore, the organization should consider not only changing people mindset and behavioral from understanding employee personal need but also telling them another aspect about why digital engagement is important? Who gets the benefit from their actions? It could be helped convincing their emotional engagements to create their belief. And this could be the tools for corporate sustainability for long term benefits.

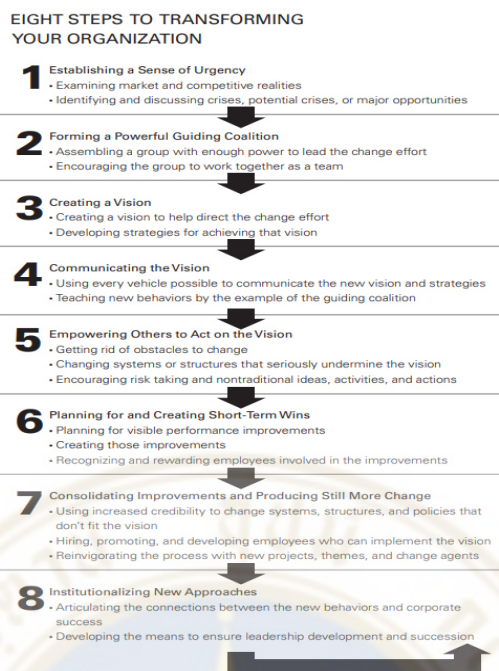


Figure 2.4 Kotter (2007): Eight Step change model to transforming your organization

2.5 Conceptual Framework

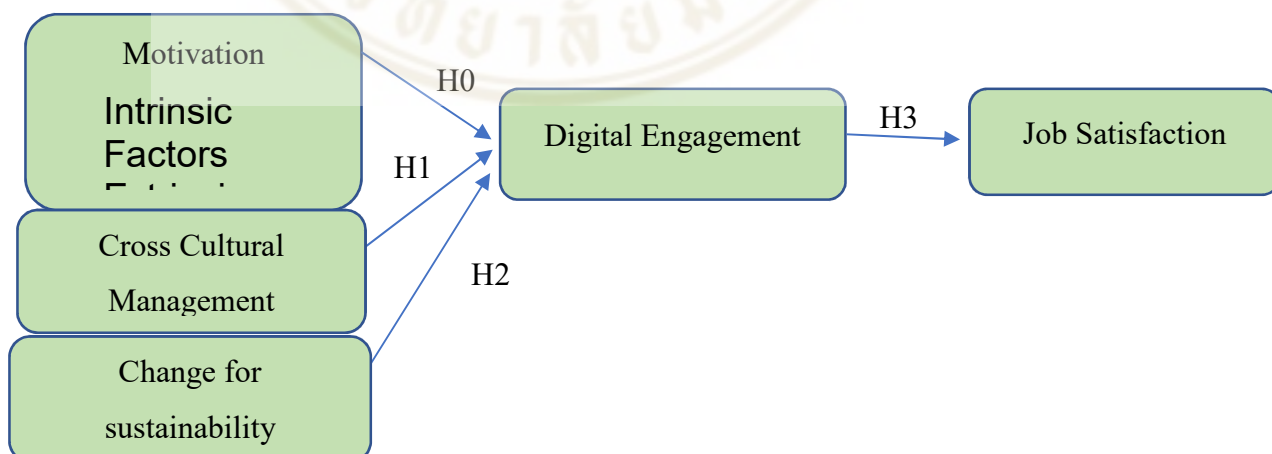


Figure 2.5: Conceptual framework of this study

The concept of this study can be described following the table above which tend to find the influence factors that could enhance employee's job satisfaction when the transformation of pharmaceutical industry has begun by using digital engagement. The author chooses three concepts which are motivation, cross cultural management and leading change for sustainability in order to see the effect from each factor toward this new way of working and how can we lead this change into job satisfaction in final.



CHAPTER III

RESEARCH METHODOLOGY

This research was conducted to study the key factors affect job satisfaction on digital business engagement of pharmaceutical company in by assumed hypotheses for this study;

H0: There is a positive influence of motivation toward digital engagement.

H1: There is the effect of cross cultural management toward digital engagement.

H2: There is the effect of change for sustainability concept toward digital engagement.

H3: There is the positive influence of digital engagement toward job satisfaction.

To find out the answer of hypotheses, the survey is consisted of sampling plan and the questionnaires in order to gather all data from the interviewees.

3.1 Sampling Plan

This paper is conducted by using data collection with the qualitative method to get into deep details about job satisfaction related to digital engagement in pharmaceutical company. The author decided to interview 4 people compared the different aspects from interviewees who are running in different level in the firm. One is the area sales manager who responsible for taking care of her subordinate and the others are medical representatives who working in field.

3.1.1 Area Sales Manager - 1 person

Generally, sales manager is roughly assigned to work in responsible area which divided into 2 major areas of the country which are Bangkok side and Upcountry side. Each of them has their own subordinates, the number of sales manager in each side of country and their subordinate depends on business unit function design of each company. In this case,

SM. A, Male, 30 years old - has been working as area sales manager for 1 year and has been working in pharmaceutical for 7 years. He is currently working in multinational pharmaceutical company where head office in Thailand located on Si Lom Road, Bang Rak district at Bangkok. He is responsible for Upcountry area, Northern and South Eastern part of Thailand, includes University hospital (Medical school), government and private hospitals. He has 7 subordinates under his responsibilities. The author conducted the interview by phone call on November 12th, 2020, since He need to be in field with his one of subordinate in other part of Thailand on the day that we interviewed. The time consumed for this interview is around 25 minutes.

3.1.2 Medical Representatives - 3 persons

Each medical representative is responsible for the assigned area where also divided into two major parts of the country- Bangkok and Upcountry, like the manager. He/she works as intermediary between customers in the hospital and the company. Mostly their work based time are in the hospital more than office. Their responsibilities are presenting product and image of the company to the customer whether it be doctors or pharmacists. Besides being the presenter, they are the vanguard to confront every situation that happened and they must handle it efficiently. But potential of handling the situation in the field, needs experience as well. That's why the author decided to choose medical representative from their past work experience, one from the young generation who has just started working in pharmaceutical industry not exceed 3 years and others who have been working in this industry at least 5 years' experiences in order to see the different perspective from these two.

MR1, Female, 28 years old – has been working as medical representative for 3 years since she graduated Bachelor's degree. She had been started her career as medical representative at the S pharmaceutical company for 2 years and another 1 year is her current company, company R, which these two firms also be big multinational companies as well. Currently, she is responding for Eastern part area of Thailand such as Chon Buri, Chanthaburi and some area of Bangkok such as Rajavithi and Samitivej hospital. This type of medical representative also known as hybrid type. The R company where she working for, currently adjusting incentive for sales following 2 main KPIs which has been divided into sales achievement and digital engagement activity achievement. Which means apart from achieving her sales target, creating digital activity is being a factor that affect her performance as well. This interview took place in Bangkok on November 8th, 2020, via phone call. It took 27 minutes to finish the interview.

MR2, Female, 29 years old – has been working as medical representative for 6 years. And has been working at the same company for the past 6 years. So, she sees a lot of transformation in the organization also in pharmaceutical industry. Now, her responsible area located in Bangkok and Suburb which mainly in medical school such as Thammasat University hospital at Pathumthani province, and government hospital such as Bhumibol Adulyadej hospital in Don Muang, Bangkok. Her company is also one of famous multinational pharmaceutical company which is starting to promote digital business engagement but still step behind some big famous companies in this industry. Therefore, this is the opportunity for the author to see her perspective which is might be difference aspects of digital transformation process. The interview was conduct by face to face on November 10th, 2020, at Thammasat University Hospital. It took time around 30 minutes.

MR3, Female, 38 years old – has been working as medical representative for 13 years. And has been working in current company for 5 years. Her responsible area mainly located in Medical School around Bangkok such as Vajira and Thammasat University hospital. Her company is also known as top 5 highest rank of big firm in pharmaceutical industry. The different point of her company apart from those two companies of former interviewees is that this company doesn't provide commission scheme to sales person. On the other hand, its turned into pay roll in each month. So, their achievements are not to reach a number of sales from target but to reach other KPIs such as creating content or activity to engage customers instead. From dissimilarity of pay roll scheme, the author expected to see the various influence factors of working motivation that might be differed from others. This interview was taking place in the same day and the same place by face to face, as MR2, which was on November 10th,2020, at Thammasat University Hospital. The time consumed for this interview around 31 minutes.

The objective in the paper would like understand the way of how people manage their acceptance about change process, create motivation and job satisfaction in the long run. So, this study could be benefit to anyone who is facing this kind of situation in term of helping them understand the real situation and giving them an instruction for the future.

3.2 Interviewee Questions

At the beginning of interview process, the author will let the interviewee introduce themselves about the name, age, work experience in current company and work experience in pharmaceutical field, and current position. Then we started to conduct the interview with insight questions in order to see the perspective from each of them. However, the identity of the interviewees is being concealed regarding to data privacy. The author is going to use the undercover name instead of the interviewee real name.

3.2.1 Question for Area Sales Manager

Topics	Questions
Cross cultural management perspective	Please tell me about good/bad experiences from new global policy using digital tool to create customer engagement at this moment?
	How does the feedbacks of digital business engagement that you had received from your subordinates?
Job satisfaction and motivation perspective	From your experiences, which action or activity about the transformation of your company into digitalized, would bring more positive or negative effect toward your job satisfaction also your subordinate job satisfaction?
	Have you ever had experiences about your subordinate resigned from transformed working into digitalized? What are the cause of that decision?
	Do you think using digital business engagement in long term will create dissatisfaction in your job and your subordinate until it made you decided to leave the company or industry? Why?
	Regarding to unavoidable situation from global policy forcing you to use digital tool approaching your customer at this moment, what would you do to manage this change and motivate your subordinate? Please provide the best-case scenario
Leading change for sustainability perspective	From your experiences, which factors that could bring the success/failure of using digital engagement? What's your recommendation to the company or your subordinate for improvement of using combination of F2F and digital tool to engage customers?
	In the long run, what would you do to make your subordinates still work with you and satisfied their job even if they have to continue using digital business engagement?

3.2.2 Question for Medical Representatives

Topics	Questions
Cross cultural management perspective	<p>Please tell me the good/bad experiences from new global policy using digital tool to create customer engagement at this moment?</p> <p>Before the company was launching digital tool, do you/your colleagues have any involvement about this decision? If not, what does the strategy that management level use to make you accept this transformation of working into digital?</p>
Job satisfaction and motivation perspective	<p>What's the advantage and disadvantage in using digital tools in your field-based work? Please provide success case and unpleasant case....</p> <p>Which factors that motivate you if you need to do your job by using digital engagement tools with your customers?</p> <p>What's you expect in return from the company or your supervisor after your job was done? (count only works that involved with digital engagement)</p> <p>Do you think using digital business engagement in long term will create dissatisfaction in your job until it made you decided to leave the company or industry? Why?</p>
Leading change for sustainability perspective	<p>What's your recommendation for the company or your supervisor in adapting F2F+digital tools in your job to make you more satisfied?</p>

CHAPTER IV

FINDING ANALYSIS

These interviews were conducted by both face to face and phone call interview according to easiness of the interviewees. Each interview took 30-45 minutes to complete. The questionnaires were created to find the answer following 4 hypotheses that the author would like to find out. Which can be divided to;

4.1 Cross cultural management toward digital engagement

SM.A - He mentioned that digital tool quite useful a lot since he is taking care of Upcountry area, it'd better to join meeting online instead of travelling to office in Bangkok. Sometime he has management level meeting which included the manager from other countries, it's really convenience and make the gap between cross cultural working has been reduced. It makes him having time to work in field base with his subordinates. Although he thinks its quite good using new way of working by digital, some feedback that he got from his subordinate and customers didn't seem very well as much as the firm expected. Some customers said to him when the problem had occurred that "you're responsible for service part, you should meet me by face to face instead of doing it online, isn't it?" As a result of his experience, he suggested that in Thai culture, face to face meeting is still being a priority. And at this moment, fully digitalized engagement is not the answer yet because the customers whom we're dealing with, are in civil system which its has level of hierarchy. It's rather make the customers feel dissatisfied if we use it in appropriate time together with the wrong person. He also

suggests that a good combination of using digital and face to face is about 40% and 60% respectively.

MRI- She talked about the advantages of using digital tool in different culture are convenience, save time for travelling to international meeting across country also save budget for the company spending on each support such as plane ticket, hotel booking etc. So, they can utilize budget to do other important things even more. Besides the cost saving issue, the convenience for customers is another benefit, customers can access the information from everywhere anytime because online meeting is not only provided live session but also provided playback session where the audience can join after live session was ended, the administrator will give the access link to the audience and for example, its valid in one month after live session ended. Another side of the story is a bad experience about digital engagement is when before the meeting was conducted, the customers were invited to each meeting by various channels i.e. texting, e-mail, or face to face invitation. If she asking the customers for pre-register online, they would do it for her but during live session, it's quite not success in persuaded the customers to join in real time since they have their own businesses to do. And this issue lately became more common problem for digital engagement due to difference in time zone so the company solves this problem by adapting the flexible time along local time zone and then let sales person create event in their own area by playing back video online followed their convenience time.

MR2 - She said there are a lot of benefits of using digital tool on across culture if we use it with the right target and right content because customers' types and eagerness to learn new thing is individual. She also reveals the success case for digital engagement about right content was that the time of COVID-19 widespread in Thailand, company was set up schedule and invited doctors from online channels, the topic related to intensive care of in-patient with prostate cancer during COVID-19. The feedback went very well and the company got a lot of compliments from customers. Another aspect of

benefit apart from customer's side, digital tools also help internal workflow process in the organization running smoothly. She was mentioned about the company providing iPad for employee, it helps people in field feel like they always connected with people at the office based. The workflow can be approved via e-document, sales person doesn't need to drive a car to office for picking up a hard copy and the meeting can be held online anytime. It's less time consumption and save environmental as well. Although digital tool is useful for across functional working, she suggests that another thing we should consider is timing. Every content or activity that we'd like people to engage, it will not be going to take too long time because people are going to lose their concentrations. To sum up, well-responding of people engage not only came from the right content but also including the right time to do so.

MR3 - She said there are many details about digital tool in different context of culture but the important thing is people. Because of the different in generation, the older one seems to adapt themselves slower than the younger. Similar to customer approach, we should know our customer profiles and then choose the way to approach them differently. She admitted that the young staff are more open-minded and more cooperative on digital engagement than the elders. As a result, when each digital campaign was launched, she usually presented it to young staff first. On the other hand, she will determine the personality type and level of position of each customer. She also revealed, if she is going to meet the professor who has high position in that department, she will not be going to finish the task within one call. And she also suggested that face to face appointment is the priority for this group of customers especially when we are asking for their personal information or advertisement permission sending from her company such as e-mail. She needs to be well-prepared and explain them with respect using the more formal way compared to young staff since they are in a high position in the hospital and they expect us to treat them with manners.

Conclusion from 4 interviewees: They refer about timing is essential for the cross-cultural management based on different in time zone. Not only perfect timing to

set the virtual meeting but also letting salesperson create their convenience time on the area themselves to set the meeting. Moreover, knowing customer's personality type and well-prepared approach is another key success factor.

4.2 Motivation toward digital engagement

SM.A - He mentioned about the way to motivate people in his team depends on different type of people. After, each digital assignment was ended, he asked his subordinate for feedbacks and then consider how his subordinate react in the same situation. For example, he got feedback from the elders' generation in his team about digital transformation in the firm and some of the elders said it was hard for them to learn some innovation or some people can't do it because they don't understand how does the system work. On the other hand, it seems easy for the younger generation to do digital thing because they grew up with this. So, the solution for this is that he was looking for some talents who can be the role model and influencer in each team that they called "the champions" and talking to them for volunteer first. If they're willing to do, he would assign task for them to teach and communicate the messages from management level to the other teammates. The reason for choosing the champions to communicate the teammates instead of manager alone is, it creates more relax environment because people usually reveal the truth to whom they think they comfort to be with, or people are in the same level. In this way, it builds win-win situation; management achieve their goal, the champions satisfy developing their capability and teammates have a good relation within. Another aspect of motivation toward digital engagement that he mentioned is a reward. As you know, sales person usually drive their motivation by commission scheme. He suggests that if we'd like sales person to do anything even they disagree with you, then try to give an incentive for that task, and you will see the incredibly different result.

MR1 - She said money is still being an essential motivation for sales person. Which KPI that involves with commission fee, she seems more focus on achieving it first, compared with other KPIs. Although extrinsic factor like money is important for her, intrinsic factor like self development still being the next step for motivation. Regarding what she said about the advantage of proficient skill in digital business engagement these day, it seems to be a personal benefit for those whom are familiar with digital tools. Because the global trend was changed, digital disruption is a real fact that we're facing right now, so we need to change following the trend. If we have skills related to digital marketing, it would be a competitive advantage these day no matter you're using it within company for the future career path or using it for the next career application.

MR2 - She stated that the company used commission fee strategy combining with KPI. Similar to MR1's company, since the structure of salary of these two company are mainly from incentive scheme. So, if the company want to drive any strategy, it usually uses money for the attraction. The example case from her company about motivating people in digital engagement is that the company assigned sales person to ask the customer's permission for sending digital marketing via e-mail. But the highlight is, the customers must give other identity information except e-mail address as well, like medical license number. Which is such a private information. Some customers understand and accept the permission but some are not. As a result, at the first period of launching this project, sales persons don't want to do this and try to avoid doing as much as they can since they don't want to invade the customer's privacy if it's not necessary. So, the management level solved this problem by setting KPI and combining it with commission fee. And here's the thing, it's not only using commission fee to motivate sales person but also using one person performance to provoke the others, by tracking performance of each person and sending e-mail or showing everyone's performance during team meeting. She illustrates 2 sides of using this strategy that it can be either

positive or negative influence. The positive one, it might be a positive pressure to activate people within team since no one would like to see yourself on the bottom rank of the team. On the other hand, it could demotivate some people whom sometimes try to do their best but result turn out to be unexpected due to the different context of each area. Therefore, her suggestion about this, apart from providing commission fee to sales person, is that the management level should understand nature of customers and understand your subordinate personality first and then conduct digital to be a efficient tool to serve customer needs and help sales person reducing their task, not just launching digital tool because of showing others that I'm the one of innovative company.

MR3 - She revealed the different point of view about motivation in her company since her pay roll structure is different from other companies. Her company didn't provide commission fee to sales person anymore. Instead of using incentive scheme depending on sales achievement, her company paid fixed salary to employee. Which mean no matter how much you can achieve sale target, you will receive the same total amount of salary every month. And how this could motivate our eagerness toward working? She also revealed that even if the company didn't count on individual sales performance but it still had other KPI performances for us to achieve. At this moment, using digital tools create customer engagement, is the one of her KPI as well. From her experiences, motivation came from herself trying to complete her work followed her KPIs since these KPIs indicate her performance rating in year-end evaluation. If her performance turns good, her evaluation would be meet the company expectation, and her position still be secured. She also believed in win-win situation. If the company provide good earning and welfare for you, you should do your best on your job in return. And if the company survives, we will survive too. She talked about one tip of motivating people from her team is that her upper level use 2-way communication so that they could understand the subordinates and understand their customers very well. If they get any negative feedback from sales person, they will defend the consequence of each strategy to global in order adapt the new way of working it in the future if it's doesn't work in

Thai context, so that makes everyone feels comfort to give the feedback. Especially at this moment during digital transforming process in company. If the management won't accept the feedback from sales person or understand that we can't make every customer accept digital engagement, the result of transformation process to digital would be bad. However, she said that motivation mostly from her mindset, sometime she thinks that it would be great if the company give extra money for excellent performance in creating new way of working.

Conclusion from 4 interviewees: Understanding people is the key for motivation. If you know what they need, you provide the right tool to meet their needs, it will create win-win situation and satisfaction for all aspects; the company, employees, the stakeholders.

4.3 Leading change for sustainability toward digital engagement

SM. A - He talked about his tip during the change process that he did frequently was communication. Because of communication matters, especially in the beginning of transformation something in the organization. Creating sense of urgency that we should do because of the current situation. Obviously seen from COVID-19 crisis, forces us to change the way of working since we can't go to the fieldwork to visit our customers, so what we can do is to create a new way to approach our customers which is to use digital platform like other industries. Otherwise, we're not going to survive as well since every country that our company has subsidiaries, its also facing the same situation and may be even worst than Thailand. Hence, the direction from global needs to be clear and act it fast in order for management level to take the message and process it accurately. He continued saying that the factor that influence his acceptance about digital is that its made him done his job faster and easier. He can set up team meeting anytime that his subordinates are available. He can join the product

presentation which his subordinates were set up with their customers via zoom from many areas in one day instead of working in field that he enables to go just one area in a day. However, in order to make this process of change to be sustainability in the future, he suggest that in Thai context may be its need time for change. Not only our employee but also our customers sometimes they don't ready to change yet. So, the thing that we should do right now is to keep communicating our vision, our goal in order for everyone understanding along the same direction. And face to face is still being the crucial thing that we can't ignore.

MRI - She revealed changing her mindset is the crucial thing to do first like the others said. Because if we don't change, the company won't hire you anymore or even you'll find the new company in this industry, you will face the same problem since every company has changed. Apart from herself accepted the change, she suggested that the supervisor should have innovative characteristics and ability to communicate the company's vision in order to create understanding in the same way. Moreover, a superior level should act as a role model which mean they should have acknowledgement and ability of using innovation tool. If they can't do it or try it first how are they going to teach us and make us rely on them. To make this change of digital transformation, reach sustainability in the future, she suggested that all activities related to digital, should turn the benefit to everyone which included internal and external environment; employee, stakeholders, customers, and the company itself. She was mentioned about setting webcast during the severe COVID-19 situation in Thailand. The company provided the right content with the right time to the right people, the activity was turned the positive results to everyone. Customers are interested in the content, sales person and company got the compliment reputation, stakeholders such as event agency got a continuous contract for the next campaign from the company. Lastly, the external people want to be a part of our company because it has vision for the company to grow and its indicated that the company has a bright future due to transforming itself through digital very successfully.

MR2 - She gave the author about the bad experience of launching digital tool in her company. She said, from her operation level as a sales person, she has never been invited to join the meeting or pre-launching process involving any digital tool campaign. The only thing that sales person need to do was taking the order from management levels and did it followed their orders without emotional engagement of willingness. The management level only concern about getting the job done by persuading sales person with reward and money. And she suggested that its not the right way to lead this change to be sustainability because its just a short-term win. To make this change efficient, the company should listen feedback from sales person, consider what the other companies do and don't and using it as a role model. Most importantly is to understand customer's need, then allocate the right digital tools serves the right needs of customers because some digital engagement event still needed face to face invitation anyway. If we only focus on our own benefit without providing the benefit to stakeholders, we will not be going to win in the long run.

MR3 - said that changing is starting from our mindset. If we understand the situation that the company is facing, so we will understand why we must change and then we could persuade our customer to change behaviour in the next step. Even if the number of sales achievement is not an indicator for any function business unit anymore but its still important for company to grow in the future. Therefore, if the company has launched any activities to drive our sales, we have been doing this anyway because it's going to be the KPI for force us to be done. The only thing that we can do is to accept and try to change our mindset first, she said. However, the management level didn't force sales person to do digital engagement with every customer but they suggest us to choose the customers who seem to understand the situation and accept our company policy by choosing the key doctor who still be medical residents. These residents are young, easily adapt to technology very well and comfort to communicate with. However, it's not guarantee that these group of customers that we choose, they will satisfy if we interrupt

their time too much. So, she thinks at this moment, it quite hard to talk about sustainability since this is a step of trial. we should take step by step because it has plenty of time to see what does the result is going to be.

Conclusion from 4 interviewees: Communication matters. If we would like to change someone's mind, not only told them to do, but communicate them to understand why they have to do, what's the benefit that they will get. Sharing the information and knowledge during transformation process is necessary because no one knows what to do with innovation from the beginning. Changing a mindset is challenging, but it had better for the organization sustainability.

4.4 Influence of digital business engagement toward job satisfaction

SM.A - He talked about management meeting before launching each digital campaign that they decided to set pilot team for every project in order to see the feedback of employee and customer. Giving sales person a chance to talk freely during team meeting which is held on the first week of each month. Also, let the pilot team act as the advisor for other teams. In this way, the members in pilot team are able to develop themselves by instructing others and get a recognition from the others as well. Besides, it's more comfortable to ask your teammates for helping since they're at the same level of position. Moreover, he gave us an example of happiness through digitalized transformation that the company set internal activities related to digital engagement such as motivating staff to join the challenge by making video about how to work with happiness during work from home to create engagement. Giving the winners a reward and sending their video through all staff's e-mails for celebration. The result turns out well since the staff who are in office base and sale person who are in field base has a chance to do things together which normally hardly to do.

MR1 - As her young aged, the interviewer can see an eagerness and the positive attitude about digital transformation from her interview. She said which company having vision about digitalization, it's the one where she wants to apply for. She talked about her experience in this industry is less than the elder in her team. When she was in the field, sometimes she didn't know what to say to the customers but when the company has launched a digital event, she has a topic to talk with her customers which it helped her build up her relationship with the customers at the same time. Another noticed that the interviewer has seen the reason why she has positive toward digital was, her company system is completely support her work. To be clarify, her company set up an official channel called "Rconnect" which every digital event has shown in this channel prompt with the administrator who is ready to answer all the question from users. And the benefit of having one main channel is that no matter events that you have, the customers can remember that they have to log in only one channel and they will get every information that they want. It's not confusing, easy to remember and user's friendliness

MR2 - She express about job dissatisfaction was influenced by her company situation related to digital engagement by giving the interviewer an example of one digital tool that was launched recently, called Econsent, is the tool for asking the customer's authorization to use their personal information for digital marketing in the future. To do that, the customers need to register via the company platform, after the submission, the registered submission was sent to the customers again by e-mail. Her dissatisfaction about Econsent apart from the management level forces sale person to finish this task with limited of time, only 3 months for 100% achievement. And a hardship of asking customers' information. But the system itself is also complicated. She further explained about Econsent confirmation that after the doctors submitted their information via online link, they have to open their e-mail to press the bottom to reconfirm their submission again. For her opinion, its makes the doctors frustrated when they have to do redundancy check and sales person feel embarrassed to force the customers keep

checking their e-mail for reconfirmation. She revealed her expression about this task that even when she got the completely outcome, she doesn't appreciate her accomplishment and still worry about the customer feeling after this. Although she seems to be displeased with this type of digital tool, this is not a cause to resign from this company because no matter the firm you go, you will face the same situation due to transforming into digitalized will be the future strategy for every company in this industry. Hence, her suggestion for her company is to listen the feedback from sales person and use digital tool properly.

MR3 - Since her company mainly used non-incentive KPI as a performance indicator for sales person and digital tool became an essential tool to help achieving her performance, she thinks the investment on system is important as much as investment on people. If the company invest on digital properly, it should help reduced our workload. For instance, despite herself making the relationship with customers and gathering the corrected data to the server, the system itself should evaluate 360 degree of inputs and then giving us the useful outputs as well. If we have a useful information such as knowing who is a key prescriber of our products, then we can invest more on that particular person in order to stimulate sales efficiently. Also, knowing who we have to keep up the relationship for the long run. Which in the future, we might could have built him up as key influencer. Therefore, if we go to the right direction with less time consumed, everyone would do his job with pleasant.

Conclusion from 4 interviewees: Diffusion of innovation needs the completion of system. A good or bad experience depends on system as well. Every company can use technology but the best one is to utilize all data into intelligent in order to reduce the complexity of employees' work.

CHAPTER V

CONCLUSION & RECOMMENDATION

Regarding the hypotheses that the author would like to find out the correlation between whether these factors, cross-cultural, motivation, leading change for sustainability during the digitalized era, would affect job satisfaction in Pharmaceutical company or not. The result has shown some exciting correlation. The author also found four key results involving job satisfaction during the used digital business engagement. It consists of timing, people, communication and supporting systems. To conclude this, the author is going to talk about interesting factors related to this topic in a nutshell. Firstly, **perfect timing**. In this case, perfect timing is representative of positive influence related to cross-cultural management. Choosing the right time not just about knowing when does the right time to do digital things but also including the flexibility of working on it. Due to the Thai context, especially our customers are doctors, we have been taught to respect the hierarchy level and see femininity as important, which means we value the harmonious relationship with win-win solutions. That's why flexibility time would be an effective solution because it helps both employees and customers feel comfortable cooperating with each other. The next key pillar is **understanding people**. Because understanding people is the priority consideration, you must know before coming up with any motivational strategies. If you don't know your customer's type or don't care about employee opinions in real field situations or what they need for your support, you can't make them follow your way with willingness. Finally, you are going to get the task done but you can't access to people's heart. In the long run, you might end up losing a talented employee or losing your relationship with stakeholders. Another thing that we can't ignore, apart from understanding people because it should coherent together is, **having technical skills of communication**. Let's say if you're such a supportive

person, caring people, understanding what the other needs, but you cannot communicate properly. You will not get what to want, right? So, here's the thing that I found from interviewing a sales representative, the one who has a strong ability to communicate, will be the one who achieves his/her goal first. Similar to use digitalized engagement, the art of communication is a crucial factor for salespeople or managers that could influence acceptance or denial from customers and subordinates as well. The last key pillar that we're going to talk about is a **completion of system**. All the essential factors that we have discussed earlier means nothing without a good supporting system. The difference between a good case and worst-case scenario came from the system as well. It could make people step ahead if they have good experience with a good system or resist change if they faced a bad experience initially. Or even if we have people who eager to use the digital tool but the system is unavailable, or there is no technician to provide the recommendation for users. The task won't be accomplished smoothly. Moreover, every interviewee said the good system must be considerate of user's friendly. It should decrease the complexity of working. And at the end, it should evaluate 360 degrees of information that we've got in order to develop the future strategy and utilize data to be the competitive advantage for the organization. Overall study, it might help the readers more clearly understand what is going on in the pharmaceutical industry, what did they do to survive during the critical situation. And you can use the result of this study as a tool to enhance the capability of the future working in order to sustain the organization in the long run.

Limitation in the scope of the study

This study tries to understand how does the pharmaceutical companies in Thailand adapt to survive during a crisis by transforming the way they work into digitalization. But this study only included the multinational companies in order to see the relation between the cross-cultural issue and digital business engagement from the author's curiosity. In fact, many Thai pharmaceutical companies are facing the same situation, and they're forcing to transform as well. Therefore, it would be advantageous

for the readers if the further study could find out more details or study further about the differentiation of change process between Thai pharmaceutical companies and multinational companies in terms of their management and future perspective about digital business engagement. Besides, there is only one area sales manager whom performing as representative from the management level. Suppose the author can conduct more interviews from the management level side. In that case, it might be an interesting strategy since each manager has a different background so, they must have a way to manage subordinates differently. Lastly, the factor that the author has chosen only comes up from the author's special interest, but in fact, there are more exciting factors that might influence job satisfaction through digital engagement. Like the author found out that communication is matters in this study. Hence, if we dig deep in detail about communication issue in the firm, such as the organization communication and politic at work would be further noticeable to discuss. To see if we think that digital transformation is the solution for the firm survival, then how the digital transformation can be the solution to solve the communication issue or politics at work and make it better.

Recommendation

Even though transforming into digitalized turned out to be satisfactory among employees working with the cross-cultural environment in terms of helping their work easier in many ways. Still, the author found out from this study that it is essential to use face-to-face visiting the customers in the Thai context. Similar to the interviewee's perspective, they also suggest that the combination of face-to-face visiting and digital usage is supposed to be 60% and 40%, respectively. Therefore, it had better take step by step in changing process into digital because when we like to make any change, it takes time to get a great success. Apart from cross cultural management, motivation within an organization is crucial for every level. A good motivation is supposed to come from intrinsic rather than extrinsic motivation because it can lead the firm's change into sustainability. Creating a great place to work or persuading employee working with the

same company for a long time is not just providing an incentive when you want the employee to do something in return. Still, the company should offer the opportunity to employees, giving them a chance to bring out their best potentials as much as they can. For example, setting a self-development program to expand their capacity, provoking them by giving them a challenging assignment followed their expertise. After they accomplish the task, using extrinsic motivation such as reward to support their intrinsic motivation. Make them proud of what they deserve. Doing this creates a win-win situation that employees can unlock their full capability, which can influence the productivity of their work that they would give to the organization. Moreover, this would be a way to complete both intrinsic and extrinsic motivation. If the firm can do both, it's no doubt that employees can satisfy their job in the long run. The last thing that the author would like to suggest besides the internal environment concern is, the external environment such as the customers, don't forget that the relationship between human is delicate. If we like to change the way we work into digital, we should consider our partners thoroughly if they're willing to do it, whether they accept the way we approach it or not. If the answer is YES, then go.

On the other hand, if the answer is NO, then stop and re-examine the strategy very well, well-prepared by setting an objective for each visit. After that, visiting customers with appropriate ways to maintain our good relationship feels comfortable for both of us. By three pillars of recommendation: cross-cultural management, motivation, and leading change for sustainability, the author expects that it might help the readers more explicit about the factor influencing job satisfaction. It can be used adoption tool toward job satisfaction during the digital transformation of Thailand's pharmaceutical industry. And it helps all firms leading to sustainability in the future.

REFERENCES

- Andersen, M., & Skjoett-Larsen, T. (2009). Corporate social responsibility in global supply chains. *Supply Chain Management: An International Journal*, 14(2), 75-86. doi:10.1108/13598540910941948
- Bălănescu, R. C. (2019). A Study on the Satisfaction at the Workplace. *eLearning & Software for Education*, 3.
- Carter, C. R., & Rogers, D. S. (2008). A framework of sustainable supply chain management: Moving toward new theory. *International Journal of Physical Distribution & Logistics Management*, 38(5), 360-387. doi:10.1108/09600030810882816
- Elkington, J. (1997). *Cannibals with Forks: The triple bottom line of 21st Century Business*. UK: Capstone.
- Flores, F. S., Gavronski, I., Nardi, V., & Haag, R. (2017). The influence of triple bottom line on international operations management. *Journal of Operations and Supply Chain Management (JOSCM)*, 10(2), 85-99.
- Hofstede, G. (2010). Geert Hofstede. *National cultural dimensions*, 2-7.
- John, K., & Dan, C. (2002). *The Heart of Change: Real-Life Stories of How People Change Their Organizations*. Harvard Business School Press, Boston, Massachusetts, USA.
- Kaminski, J. (2011). Diffusion of innovation theory. *Canadian Journal of Nursing Informatics*, 6(2), 1-6.
- Kotter, J. (2007). P. (2007). *Leading Change. Why transformation Efforts Fail*. Harvard Business Review, 2-10.
- Maslow, A. H. (1943). A theory of human needs. *Psychological Review*, 50, 370-396.

REFERENCES (cont.)

- McNally, E. (2017). Webinars: Learning at Your Fingertips. *Delta Kappa Gamma Bulletin*, 84(2), 50-52. Retrieved from 19 Oct 2020
- Rogers, E. (2003). *Diffusion of Innovations*. Fifth edition. Free Press: New York.
- Shacklett, Mary. CRM Magazine. July/Aug 2018, Vol. 22 Issue 6, p30-33. 4p.
10 Key Questions to Ask Before Selling Internationally: Expanding into the global marketplace should be carefully considered. Retrieved from 18 Oct 2020
- Sittisom, W. (2020). Factors affecting Job Satisfaction of Employees in Pharmaceutical Industry: A Case Study of Thailand. *Systematic Reviews in Pharmacy*, 11(3), 125-133.
- Ştefan, S. C., Popa, Ş. C., & Albu, C. F. (2020). Implications of Maslow's Hierarchy of Needs Theory on Healthcare Employees' Performance. *Transylvanian Review of Administrative Sciences*, 16(59), 124-143.
- Teshome, M. (2017). The Effect of Motivational Factors on Employee Job Satisfaction. The Case of Lion International Bank (Doctoral dissertation, St. Mary's University).
- Yousef, K. (2020). Four pillars of cross-cultural management. *Vezetéstudomány/Budapest Management Review*, 51(5), 27-38.
- Yüzbaşıoğlu, N., & Doğan, O. (2018). Relationship between paternalistic leadership and organizational commitment in hospitality industry: Case of Antalya, Turkey. *Academic Journal of Interdisciplinary Studies*, 7(1), 163-163.