THE STUDY OF HOW TO INCREASE EMPLOYEE'S MOTIVATION IN SMALL FAMILY BUSINESS
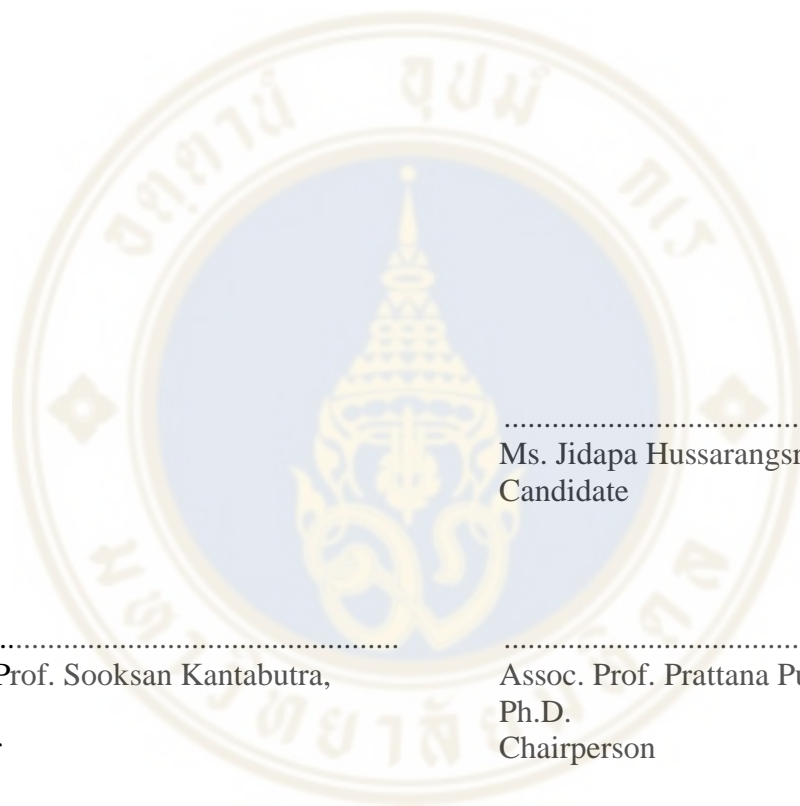
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THE STUDY OF HOW TO INCREASE EMPLOYEE'S MOTIVATION IN SMALL FAMILY BUSINES

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ABSTRACT

The objective of this thematic paper is to find how to increase employee motivation in small family businesses. This research was using an in-depth interview with employees who have been working in the small family business for over 10 years and the owner of the family business by asking open-ended questions in order to let them share their views and experiences. The two main theoretical frameworks that are applied in this paper are Maslow's Hierarchy of Needs and Goal Setting Theory. The result from the interview showed the employee's motivation level and the factors which motivated them.

The result from the analysis is shown that how could small family businesses can adjust and improve according to the requirement of the applied theories. At the end of the paper, there are recommendations for the small family business to follow in order to increase their employee's motivation which leads to higher performance of the employees and the company.

KEY WORDS: Small Family Business/ Employee Motivation/ Maslow's Hierarchy of Needs/ Goal Setting Theory

46 pages

CONTENTS

CONTENTS (cont.)

LIST OF TABLES

LIST OF FIGURES

CHAPTER I
INTRODUCTION

Human resources are one of the essential factors which drive an organization. The performance of employees is the key indicator of the whole organization's performance. For this reason, a company needs to keep employees motivated and satisfied, which leads to higher performance and better outcomes. Many big organizations provide high salaries, employee benefits, welfare, life insurance, training, career path, and other factors that support employees' well-being. It is much easier for the large-sized corporation since they have a big budget to support those programs. In contrast, small to medium-sized businesses have limited resources to support the well-being of their employee. That is why they need to study how to use those resources wisely in motivating and satisfying their employees.

Especially small family businesses managed by family members and employees who have been working with the family for a very long time, it is much tricky since the company is unstructured. There is no area for employees to grow and limited resources to support welfare programs other than salary and bonuses. Therefore, they must learn to use limited resources carefully to efficiently motivate and satisfy their employees to lead to their commitment and organizational citizenship. The purpose of this research is to find insight on how to increase employee motivation in a small family business.

The purpose is to investigate the use of Maslow's Hierarchy of Needs and Goal Setting Theory in increasing employee motivation in small family businesses. The in-depth interview will be conducted with the owner of a family business and employees who has been working in a family business for over ten years. This research is conducted to help family businesses who struggle to manage their employees who have worked for the company for a long time and lost motivation in their jobs. The purpose of increasing job motivation is to increase job performance leading to higher productivity of the company. When family business, which is a

major player in driving the economy in Thailand, performs better will lead to a better country's economy, which will lower numbers of unemployment and improve the standard of living of people in the country.

CHAPTER II
LITERATURE REVIEW

According to the survey of Thailand Family Business in 2019 by PWC (PwC Thailand 2019), Thai family business is one of the most driven factors of the Thai economy, accounting for 80% of the total GDP. Moreover, family businesses also create countless numbers of jobs in Thailand. 96% of family businesses in Thailand are expected to grow in the next two years. In addition, over 75% of Thai family businesses have the next generation of family members working in the business, including me.

I have been working for my family's small business for around three years, manufacturing and wholesaling garments. We are a small business with around ten employees who have been working for our company for over 15 years. Therefore, the relationship between my parents and their employees is more like a family member than boss and staff. Since our company is small, we did not have a clear organizational structure, and as a result, I often will see them avoid responsibility and throw work at each other. After working here for a while, I found that most of my employees are only do what they have been told and work day-by-day until the end of the month to get the salary. Furthermore, when I try to introduce them to a new system or technology, they will instantly deny it and say they cannot use it. Since they have been working here for over 15 years, they might feel low motivated as it shows out in their actions, including absenteeism from work.

From my observation, the motivation problem often happens in a family business where employees often stay with the company for a very long time. Moreover, small to middle size family businesses often do not have a clear organizational structure. As a result, there is no clear position or career path to motivate employees to try harder. Therefore, I would like to study how to increase the motivation of employees who work in the small family business by using the theory of Maslow's Hierarchy of Needs to see whether if the needs are fulfilled will lead to higher

motivation. Combining with Goal Setting Theory, which focuses on setting a SMART goal and giving feedback, will lead to higher motivation among employees who work in small family businesses.

2.1 Maslow's Hierarchy of Needs
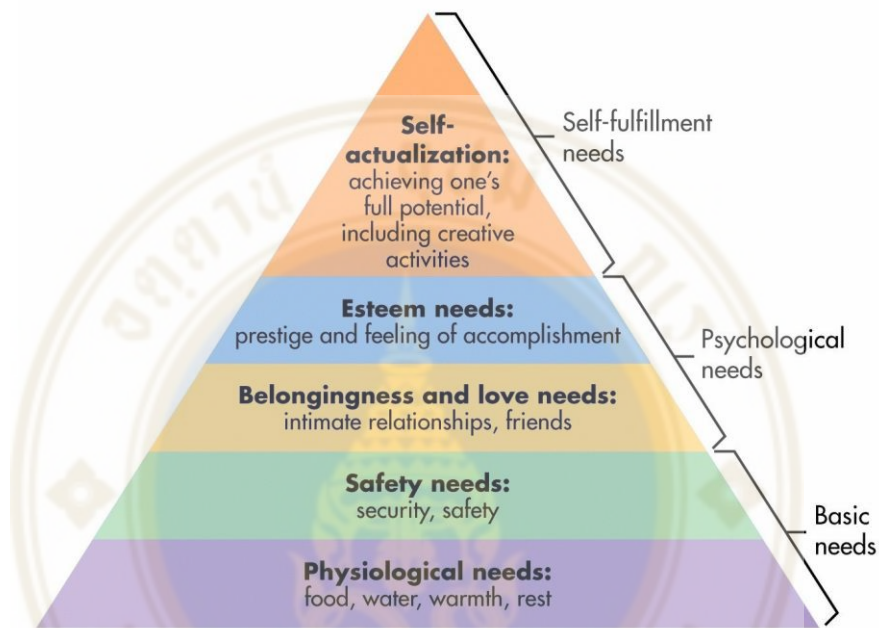
Figure 2.1 The Pyramid of Maslow's Hierarchy of Needs

Maslow's Hierarchy of Needs (Maslow 1943) is originated from "Theory of Human Motivation" by Abraham Maslow. According to Maslow (Maslow 1943), the level of human motivation comes from achieving different kinds of needs starting from physiological needs or basic needs, safety needs, social needs, self-esteem needs, and self-actualization needs, respectively. The theory noted (McLeod 2007) that the lower level of needs needed to be fulfilled first to pursue the higher level. The theory often portrays hierarchical levels in the form of the pyramid, as shown in Figure 2.1. An organization can use Maslow's Hierarchy of Needs (Sadri and Bowen 2011) as a tool to create motivation among employees to fulfill the lower levels and move up along the pyramid of the hierarchy of needs.

2.1.1 Physiological Needs

Physiological needs, or called basic needs (Sadri and Bowen 2011), include the necessities that humans need to survive in the world, including air, food, water, clothing, shelter, sleep, and sex. At the same time, monetary compensations (wages, bonuses, or stock options) would be the most common job motivation item for physiological needs since salary is one of the most significant factors that many people consider while choosing their job. In addition, work environment and work-life balance would be included to fulfill the workplace's basic needs.

2.1.2 Safety Needs

After physiological needs are satisfied, humans will continue pursuing their safety needs (McLeod 2007) from physical and mental safety, including protection from elements, law, order, security, stability, and freedom from fears. Organization can motivate their employees through a sense of security. (McLeod 2007) Nowadays, companies are expected to provide disability and life insurance for their employees which creates a sense of safety and security while helping to build trust and loyalty among employees. (Sadri and Bowen 2011) Moreover, the provision of a retirement plan (Sadri and Bowen 2011) gives the sense of long-term security for the employee, which helps them feel secure even after they are retired. In some companies, they provide consulting sessions to help their employee with their mental health.

2.1.3 Social Needs

Social needs or Love and Belonging needs (Rahman and Nurullah 2014) is the next tier on Maslow's Hierarchy of Needs pyramid. As a human, individuals seek love, friendship, affection, and acceptance. The two primary sources to fulfill this tier of needs in the workplace (Sadri and Bowen 2011) are the boss and their colleagues. The organization can encourage employees to work in a team, both formal and informal. Furthermore, creating an office environment include breaking rooms and arranging table, which support social interaction. While organized social events within the organization such as sports days or New Year party or casual Friday dinners to create opportunities for employees to socialize and fulfilling the needs of belongings.

2.1.4 Esteem Needs

According to Maslow, Self-Esteem needs (McLeod 2007) can satisfy from two sources: first, esteem for oneself includes dignity, mastery, independence, and achievement, and second, reputation or respect from others as social status and prestige. In this stage (Rahman and Nurullah 2014), individuals mainly focus on ego, status, self-respect, autonomy, attention, recognition for accomplishments, and feeling of self-confidence. Providing business cards (Sadri and Bowen 2011) with the employee's name and job title by the organization helps create a sense of connection and pride in the organization. Titles and promotions are essential tools for the organization to fulfill this level of needs and create employee motivation.

2.1.5 Self-Actualization Needs

Self-Actualization Needs (Maslow and Frager 1987) is human's desire "to become everything one is capable of becoming." Individuals who fulfilled all four lower levels of needs (Sadri and Bowen 2011) will seek personal growth and a future path in their lives. When the lower tiers on the pyramid are fulfilled, employees will be looking forward to improving themselves in a better way. (Sadri and Bowen 2011) Companies use this tier of needs to inspire their employees to perform their tasks better by encouraging them to enroll in classes or provide tuition programs related to their responsibilities while considering employees' personal and professional growth and development. (Sadri and Bowen 2011) Mostly, approximately only 10% of the total employees can satisfy the level of Self-Actualization Needs. (Rahman and Nurullah 2014)

2.2 Goal-Setting Theory

Goal-Setting Theory (Muizzuddin, Ghasarma, et al. 2017) is another theory in the Theory of Motivation that indicates the significant relationship between setting the goal and the performance's result. When employees understand what they are expected from their organization, they will do their best to achieve the goal even though it was highly set. (Muizzuddin, Ghasarma, et al. 2017) The basic idea of the

theory is that setting a goal combined with feedback on performance will lead to higher motivation and better performance results, as shown in Figure 2.2.

Figure 2.2 Goal-Setting Theory

Humans tend to be motivated and perform better when they are working toward a goal. (Lunenburg 2011) As a result, the Goal Setting Theory can be used as an essential tool for an organization to increase motivation among employees, which will lead to better performance results. (Lunenburg 2011) In order to put this powerful motivation tool in action in an organization (Werle Lee 2010), the boss needs to understand how to set the SMART Goal, which refers that the goal needs to be specific, measurable, achievable, relevant, and time-bound.

2.2.1 Goal Need to be Specific

The goal needs to be very specific and in detail. The more detailed the goal is, the higher chance to be a success. (Werle Lee 2010) It should state what to achieve and who is involved, when, and where to be achieved. Moreover, the goal should be written to be easy to communicate. (Cothran and Wysocki 2005) In addition, research shows that specific goals able to help reduce other organization problems, including absenteeism. (Werle Lee 2010)

2.2.2 Goal Should be Measurable

The goal should be able to measure or quantified, which helps employees know when the goal is reached and know where they are in the process. (Lunenburg 2011) The first step to set a measurable goal is to create the data list, which is the list

of relevant data needed to measure to know when the goal is achieved. (Cothran and Wysocki 2005)

2.2.3 Goal Should be Achievable or Attainable

The goal needs to be realistic and accomplishable, while it should not be too easy since it will create a ceiling that limits employees' performance. (Cothran and Wysocki 2005) The goal should be challenging to create motivation and raise higher performance. (Lunenburg 2011) However, it should not be too difficult where employees to reject the goal due to unreasonable and unachievable targets. (Lunenburg 2011)

2.2.4 Goal Should be Relevant

To set the goal (Cothran and Wysocki 2005), it needs to be important and ally with its mission and vision. Each goal should be set to help the organization move forward to be as their vision statement. (Cothran and Wysocki 2005)

2.2.5 Goal Must be Time-Bound

It is important to set the deadline for each goal. (Cothran and Wysocki 2005) The employees need to know where is the starting and ending point. Moreover, by setting the timeline, the employee will focus on the priority goal that needs to be achieved first. (Cothran and Wysocki 2005) Setting the goal's deadline creates a sense of short-term achievement, which helps motivate employees to move closer to the final organization goal. (Werle Lee 2010)

Another important component of the Goal Setting Theory (Lunenburg 2011) is about giving feedback on performance. The feedback (Lunenburg 2011) should be given at the end when the goal is reached and along with the progress to achieving the goal. Giving feedback will help employees learn how well they are doing, are they on the right track, and where they need to be improved to move forward to the goal efficiently. (Lunenburg 2011) Moreover, providing feedback to employees will keep them motivated since humans naturally do more of the action from which they receive the positive reaction.

Proposition for Qualitative Research

P1 The provision of basic needs improves staff motivation

P2 The provision of safety needs improves staff motivation

P3 The provision of social needs improves staff motivation

P4 The provision of self-esteem needs improves staff motivation

P5 The provision of self-actualization needs improves staff motivation

P6 The provision of SMART goal improves staff motivation

P7 The provision of giving feedback on performance improve staff motivation

CHAPTER III
RESEARCH METHODOLOGY

For this research, the qualitative method (Jamshed 2014) will be implied since the research question is intended to ascertain and theorize issues related to increasing employee motivation in a small family business. The most common data collection technique (Jamshed 2014) for the qualitative method is an in-depth interview used for this research. Interview (Showkat and Parveen 2017) will help reveal opinions, experiences, values, and various aspects of employees working for a family business for over ten years. The series of questions will be asked to gain and find insight on the correlation between employee's motivation level and the fulfillment of needs according to Maslow's Hierarchy of Needs and SMART goal setting and give feedback according to the theory of Goal Setting.

The purpose of the interview is to find out the truth about employees' motivation toward their work. The questions can be categorized into three topics: first related to employees' motivation level by seeing how employees are willing to do more for the organization even when they were not told to do so. Second, the questions related to the fulfillment according to the different levels of needs along the pyramid of Maslow's Hierarchy of Needs. Last will be related to Goal Setting theory which is another powerful motivation tool in the organization. The finding from the interview will be concluded in the next chapter by using coding techniques to analyze the collected data following the previous studies (Tippawat 2019, Pantitanonta 2020, Klongkitkarnka 2021). In addition, suggestion actions, which will help solve the problem of increasing employee motivation in a small family business, will be discussed in the following chapter.

The interviewees are working for a small family business as a wholesaler and retailer of construction supplies and tools. The company has approximately 10-15 employees, which can be classified into three main departments: accounting, sales, and purchase departments. The company has an unclear organizational structure; therefore,

there are few areas for employees' vertical career growth. A total of four interviewees, the three interviewees, are employees who have been working for the family business for over ten years. The last interviewee is the 3rd generation owner of the family business with six years of working experience in the company. The same list of open-ended questions in Table 3.1 will be asked to the three employees. While another list of similar open-ended questions in Table 3.2 will be asked to gain insight from the owner's perspective on what the company provides for their employees.

Table 3.1 List of Interview Questions for Employees

Maslow's Hierarchy of Needs	
Physiological Needs	- Do you satisfy with your current salary? Why? - How do you feel about your current work environment? If you can change one thing, what would you like to change?
Safety Needs	- How does your company provide safety in the workplace? - Do you feel safe coming to work?
Social Needs	- How is your relationship with your colleagues? - Is there any social activity in your company to involve and participate in?
Self-esteem Needs	- Do you get trained to improve your skill? - Have you ever gotten a reward from your company? How? - Have you ever felt successful or proud of your job? When? Why? - How is your performance being evaluated?

Table 3.1 List of Interview Questions for Employees (cont.)

Maslow's Hierarchy of Needs	
Self-Actualization Needs	- How do you see yourself in 3 years? - What are your goals? - Have you ever been involved in decision-making with your boss? When? - If you were able to change something about your job, what would it be? Why?
Goal-Setting Theory	
SMART goal	- What is your company vision and mission? - What are your company goals? - Do you know what you are expected from your company?
Feedback	- How does your company measure staff performance? - How your boss gives you feedback?
Motivation Level	
Motivation level	- What motivates you to go to work every day? - Tell me about a time where you went above and beyond your role and expectations? Why did you do this? - Can you describe a time where you identified a new or unusual approach to address a problem or task? How did this approach work?

Table 3.2 List of Interview Questions for Owner

Maslow's Hierarchy of Needs	
Physiological Needs	- What are the benefit and welfare you provide for your employee? - How are these basic needs of employees important for your company?
Safety Needs	- How your company provides safety for staff in the workplace? - Do you have a well-defined career path for your employee?
Social Needs	- How is your relationship with your staff? - Is there any social activity in your company to involve and participate in?
Self-esteem Needs	- How do you feel about people's development? - How did your staff get trained? And how often?
Self-Actualization Needs	- How did employees participate in company decision-making or goal setting?
Goal-Setting Theory	
SMART goal	- How is your company goal set?
Feedback	- How does your company measure staff performance? - How do you give feedback to your staff? How often?

CHAPTER IV
FINDINGS

This chapter will show the results and insight which were gained from the in-depth interviews with the 3rd generation owner and the three employees of the construction supplies and tools company, including salesperson1, salesperson2, and accountant. The findings show how the company fulfilled the needs along the Maslow's Hierarchy of Needs pyramid to motivate employees and have SMART goals and feedback leading to higher motivation among employees.

4.1 Maslow's Hierarchy of Needs

4.1.1 Physiological Needs

From the interviews, all three employees are satisfied with the salary which they received from the company. Moreover, they are also happy with their working environment. There is evidence that shows that salary is a part of what motivates them to come to work every day. In addition, the 3rd generation owner also recognizes the importance of the fulfillment of basic needs, especially in terms of monetary because these days, human need them to survive. Even though the company did not provide house accommodation for the employee, but the company compensated by offering higher salaries than other companies so that their staff was able to find a place to stay.

"I'm satisfied with my salary, even in the covid-19 pandemic, many companies got affected and cut off employees' wages. However, our company did not which very helpful to us" said the salesperson1.

"I'm happy with my current salary because it helps me to live my life comfortably without bothering others," said the accountant.

"Salary that I receive and responsibility toward my job is what motivates me to come to work every day," said the accountant.

"Of course, the basic need is important, especially wages. If we did not pay our employees enough compared with what our employees do for our company, they wouldn't be able to work with us. Moreover, they will not be motivated because one of the job motivations is money because human needs money to survive," said the 3rd generation owner.

4.1.2 Safety Needs

According to the three interviewees, the fulfillment of the safety needs by the company considers at a moderate level since there were contradictory answers from the three interviewees. However, in terms of job security is a different story. Even though there are no well-defined career paths, but all three employees who have worked with the company for over ten years can consider as fulfillment in terms of job security. The salesperson1, the salesperson2, and the accountant have been working with the company for 18 years, 20 years, and 16 years, respectively.

"I feel safe coming to work. Even when the covid situation is very bad, but my office manages really well by limiting the area when customer come to our store and also providing protection for employees" said by the accountant.

"Our company is not quite safe, no life insurance provided, no security system, or alarm. Our office only has fire extinguishers; however, we don't know how to use them," said the salesperson1.

4.1.3 Social Needs

Even though the company did not have any social activities which promote social interaction between employees, but all three employees have a good relationship with their boss and colleagues. They all mentioned that they are like family members working together. One of the employees mentioned that a good boss and good colleagues are part of her job motivation. The only social activity that occurs in the company would be a new year party where everyone, including the owner, both 2nd and 3rd generation, will join. However, due to the Covid-19 pandemic, the gathering had been canceled for two years already.

"My relationship with my colleagues is very good. We are like brother and sister. If there is any problem, we can discuss and consult with each other," said the accountant.

"Our company did not provide any social activities because we are both wholesaler and retailer; therefore, there are many customers. If we take days off for social activities, it might affect our business," said the salesperson1.

"First is of course salary and bonus. Next is our good boss and colleagues. These three are what make me want to come to work every day," said the salesperson1.

"Our company did not have social activities other than a new year party where everyone in the company joins, including me. At the party, we sing, dance, eat and also do lucky draws to give presents to our employees. However, due to the covid pandemic, we canceled the party for two years already" by the 3rd generation owner.

4.1.4 Self-Esteem Needs

At this level of self-esteem needs, employees comment about training skills provided by the company for their job which different training provided for different job positions. For example, the salesperson got trained about the products and selling skills while the account learns about how to use the accounting program. According to the 3rd generation owner, every employee will take turns to join the training and seminar informing about the products almost every month. Moreover, the company also creates a sense of success and pride by giving out rewards. As a result, all three employees feel proud and successful about their job.

"I have been to training before, but a long time ago already. To train about the products which I think it's good because it helps me understand more about the products and gain selling skills" said by the salesperson1.

"I received rewards all the time both for the best salesperson who reaches the goal or year-end bonus, and also gold for employees who work with the company for ten years," said the salesperson1.

"I received 1 baht of gold as a reward when I work here for ten years and about to get another 1 baht of gold this year as a reward for my 20th anniversary of work with the company" by the salesperson2.

"I feel proud about my job. Even though it might not be 100% perfect, but I always try my best," said the accountant.

"I feel good with my job because I think I always do my best with every task I got which help our company grow and be better" by the salesperson2.

4.1.5 Self-Actualization Needs

The company tries to fulfill the highest level of need by giving autonomy to their employees, allowing them to make their own decision both on delegating work and dealing with customers to get the deal. Moreover, the company creates a sense of responsibility by allowing staff to set their own goal. By doing this make employees feel they are an important part that drives the company to move forward to grow, which creates inner self-motivation as one of the interviewees had mentioned that she would like to grow together with the organization.

"We allow our employees to participate in setting their own goals. Every year, we let our staff set their own sales target, percentage of growth, and yearly bonus, and let us revise whether we are happy with the goal or not and sign the paper. However, if we are not ok, we will discuss with our employees that we are not ok with this amount of growth for this amount of yearly bonus that you have asked could the target be higher. If they were able to achieve the goal at the end of the year, we would pay the same amount of bonus which we are agreed on, but if they are unable to, they will receive this lower amount of bonus which has also already been discussed in the first place" said by 3rd generation owner.

"My salary and bonus are what motivates me to come to work every day. Moreover, I would like to be a part of that help company to grow, and I want to grow together with the company," said the salesperson2.

4.2 Goal-Setting Theory

4.2.1 SMART Goal

There is evidence proving that the company is using this motivation tool effectively. At the beginning of each year, the owner and their employees will discuss together to come up with the specific numbers of sales and percentage of growth they need to achieve, which both are quantifiable numbers that will be measured by the end of the year. When both sides agree on the number, the boss will sign the agreement paper as evidence. Moreover, the three employees all said that their company goals are reasonable and able to achieve. In addition, the set goal is relevant and aligns with the company's vision and mission, which is to grow and become the first choice of construction supplies and tools company in the construction industry. As mentioned above that, the company allows their employee to participate in setting their own goal and reward system, which make them more committed and motivated to achieve the target since it was set by themselves.

"The goal that has been set by the company is reasonable because every company wants to grow. No one wants to stay the same. The company needs to continue growing," said the salesperson1.

"Our company wanted to be well-known in the construction industry. Our customers are able to trust us to take care of their construction supplies and tools," said the salesperson2.

"We discuss together to set the specific number on sales and growth each year. We measure our staff performance based on a number of sales and growth," said the 3rd generation owner.

4.2.2 Feedback on Performance

According to the three employees, their performance will be evaluated by the owner at the end of the year. Each employee will meet with the owner one on one while he gives feedback on their performance throughout the year, pointing out what they are doing great and where they can improve, and give them the year-end bonus. The feedback is often given after the employee is able to win the big project or close the deal with customers. Moreover, since they are a small family business, it is easy

for the employee to go and discuss with their boss. When dealing with a project, they will update the owner throughout the process. Therefore, when the problem occurs, they can help each other fix the problem immediately. One of the interviewees mentioned that the praise from the owner inspired her to work harder.

"Both positive and negative feedback because our performance has both good and bad. When we cause a mistake, our boss will warn us so that we don't make the same mistake again. Praising gives us inspiration to work harder, while negative feedback helps us learn our false and do better" by the salesperson1.

"We usually give feedback throughout the year, when our employees are able to win the big project or close the deal. However, at the end of every year, we will call each employee and talk one on one about their performance throughout the year, where they are doing good and where we want to see their improvement" by the 3rd generation owner.

The finding also shows the motivation level of the three employees by measuring the willingness to do more than their responsibility and how they react when facing new challenges. The result shows that all three employees are highly motivated and have been doing more and over than their responsibilities even when the boss did not tell them to do so. In addition, when they face a new challenge or problem, they are open-minded, willing to learn and fix the problem by asking someone who knows, including discussing with their boss or colleagues.

"Sometimes I do over my responsibilities because I am able to learn by myself what is the scope of my responsibilities, no need to wait for the order from the boss" by salesperson1.

"I'm always open-minded and try to learn new things for both organizations and for myself so that we can continue to develop same as others. Nowadays, there are many new technologies that play an important part in the organization. Therefore, we need to be open learn new things all the time because nothing is too difficult if we are willing to learn" by salesperson1.

CHAPTER V

CONCLUSION AND RECOMMENDATION

5.1 Conclusion

Table 5.1 Summary of Analyzing Framework

CORE ELEMENT	SUPPORTED CODE DATA	INFORMANT	Support Evidence for				
			Physiological Needs	Safety Needs	Social Needs	Self-Esteem Needs	Self-Act. Needs
Motivated From	"Salary that I receive and responsibility toward my job is what motivates me to come to work every day"	Accountant	/			/	
	"First is of course salary and bonus. Next is our good boss and colleagues. These three is what makes me want to come to work every day."	Salesperson1	/		/		

Table 5.1 Summary of Analyzing Framework (cont.)

CORE ELEMENT	SUPPORTED CODE DATA	INFORMANT	Support Evidence for				
			Physiological Needs	Safety Needs	Social Needs	Self-Esteem Needs	Self-Act. Needs
	"My salary and bonus are what motivates me to come to work every day. Moreover, I would like to be a part that helps the company to grow, and I want to grow together with the company"	Salesperson2	/				/
	"I think the year-end bonus is what motivates our employees. The higher performance the bigger bonus that they will gain"	3rd Generation Owner	/				

The result from the study shows the positive correlation between employee motivation and the fulfillment of needs along the pyramid of Maslow's Hierarchy of Needs starting from Physiological, Safety, Social, Self-Esteem, and Self-Actualization Needs. The interview result shows that in a family business, the most common factor that motivates employees is salary and bonus, which refer to the fulfillment of physiological needs or basic needs since humans need money to survive in society.

Different employees are also pursuing different levels of needs, as a result, shown in Table 5.1.

Besides Maslow's Hierarchy of Needs, the theory of Goal Setting, which consider one of the most powerful tools for an organization in increasing employee's job motivation, also has a positive result. The goal needed to be SMART which is specific, measurable, achievable, relevant, and time-bound. People will work harder when they are working toward the goal, even much harder when it is the goal that they set by themselves, plus the tempting reward at the end. In addition, providing feedback on performance also increases the motivation of employees since it is the nature of human-being which is to do more of what they got positive feedback on. As a result, combining the SMART goal setting with feedback on performance will help to increase employee motivation.

In conclusion, the fulfillment of needs according to the theory of Maslow's Hierarchy of Needs and the theory of Goal Setting are important tools in increasing motivation among employees. Not only for those who are working in a small family business but also able to apply to the bigger size corporation too.

5.2 Recommendation

5.2.1 Improve the fulfillment in safety needs

The finding shows that the company did not provide much in fulfilling employees' safety needs, only providing fire extinguishers in the office, which employees do not know how to use. It is important that the company provide a health and safety policy so that employees are able to work worry-free. For example, install a security camera and alarm in the office, therefore when an employee working overtime will feel safe and able to work at ease. The company can also arrange safety training includes on how to use a fire extinguisher and providing a fire drill to rehearse when the real situation happens what employees should do. It might be too much for a small family business to provide life insurance for every single employee. However, there should be an agreement on what the company can provide for them regarding a health issue. For example, in this current situation, the company can provide the Covid-19

vaccine for their employees or provide free flu shots to reduce the risk in the office and help to reduce the cost of vaccination from employees. As a small business, the policy might not need to be written down, but it must exist, and all employees need to know about it.

5.2.2 Create short-term goals and Individual achievement

The company sets the goal every year. However, short-term goals are as important as long-term goals. The short-term goal provides a clear guideline to attain the company's long-term goal. By setting short-term goals like setting shorter time-bound includes weekly, monthly, or quarterly goals, will help employees able to focus and prioritize the important task, plus manage time efficiently. The short-term goal is not only to prevent procrastination but by achieving those goals build employee's self-confidence and fulfilling the needs of Self-Esteem. As a result, when employees are able to see progress and results more often, they will feel more motivated and excited to achieve the goal. Combining with personal rewarding such as the best employee of the month to the high performer and reward him or her publicly, in order to create a sense of achievement and confidence for oneself while gaining respect and recognition from others to fulfill the two different parts of the Self-Esteem Needs.

5.2.3 Personal Development Plan

From the interview, each employee has a different perspective and different personal values. Therefore, the company needs to treat them as an individual. The owner should be focusing on employees' skills and abilities and put them in the position that is suitable for them while the tasks still need to be challenging to give the sense of success but not to over their potential; otherwise, the employee will become demotivated instead. Another way to treat the employee as an individual is to provide a personal development plan. For example, during the end of the year, when the owner gives feedback and bonus to the employee, the owner can have a session discussing with the employee about their personal future plan, is there any area they want to develop which might improve their personal abilities and help them to look advanced their career, or maybe encouraging them to apply for classes or provide free tuition program that will enhance their skills and abilities to become the best they can be. By

doing these will help to fulfill the highest levels of needs, Self-Actualization Needs, on the pyramid of Maslow's.

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APPENDICES
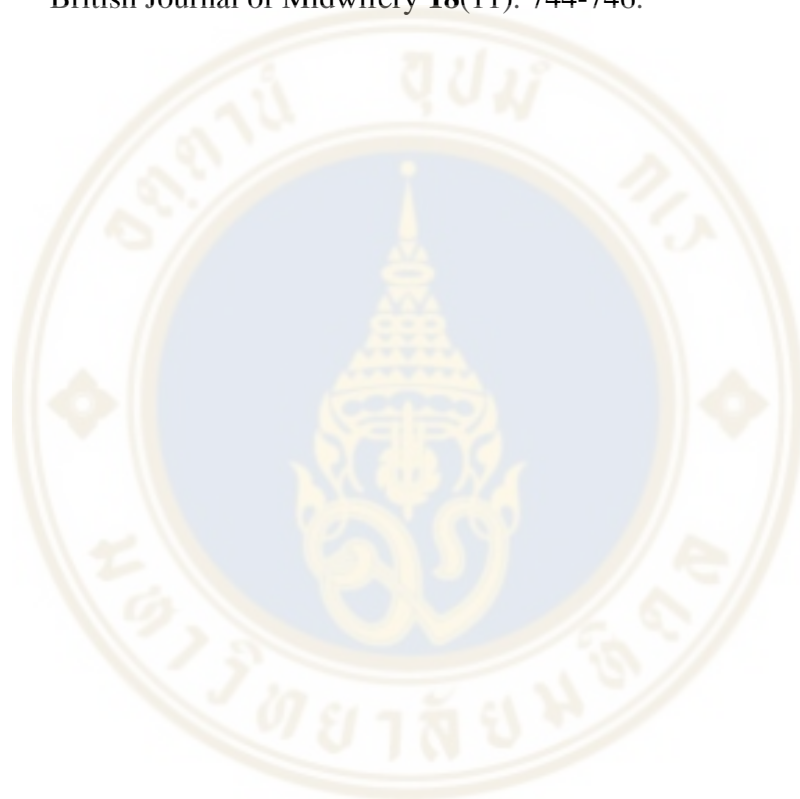
Appendix A: Physiological Needs

NO	CORE ELEMENT	SUPPORTED CODE DATA	INFORMANT	DATA TYPE	Support Evidence for		
					Not Fulfilled	Average	Fulfilled
1	Physiological Needs	"I'm happy with my current salary because it helps me to live my life comfortably without bothering others."	Accountant	Interviewed			/
		"Working environment is great including location, and colleagues who are like brothers and sisters to me, we can talk about anything together."	Accountant	Interviewed			/
		"I'm satisfy with my salary, even in covid-19 pandemic, many company got effected and cut off employees' wages, however, our company did not which very helpful to us."	Salesperson1	Interviewed			/
		"Working environment about colleagues and boss are great. However, the office is not well arranged due to limited space, therefore I understand. I would like to have a gym so that we can exercise after work which help employee to stay healthy and strong. When our body is healthy and strong leading to the best work performance."	Salesperson1	Interviewed		/	
		"I'm satisfied with my current salary"	Salesperson2	Interviewed			/

NO	CORE ELEMENT	SUPPORTED CODE DATA	INFORMANT	DATA TYPE	Support Evidence for		
					Not Fulfilled	Average	Fulfilled
1	Physiological Needs	"I'm ok with my working environment. However, if I could change one thing about my working environment would be people mind-set"	Salesperson2	Interviewed		/	
		"If talk about welfare other than wages, our company provide social security, yearly holiday, and bonus for our employees. Even though we don't have house accommodation, but we give higher salary which from what I know it higher than a lot of places, so that our employees able to find the place to stay."	3rd Generation Owner	Interviewed			/
		"Of course, basic need is important especially wages. If we did not pay our employee enough compare with what our employees do for our company, they won't be able to working with us. Moreover, they will not be motivated because one of the job motivations is money, because human needs money to survive.	3rd Generation Owner	Interviewed			/

Appendix B: Safety Needs

NO	CORE ELEMENT	SUPPORTED CODE DATA	INFORMANT	DATA TYPE	Support Evidence for		
					Not Fulfilled	Average	Fulfilled
2	Safety Needs	"Our office has only fire extinguisher."	Accountant	Interviewed		/	
		"I feel safe coming to work. Even when the covid situation is very bad but my office manages really well by limited the area when customer come to our store and also providing protection for employees."	Accountant	Interviewed			/
		"Our company is not quite safe, no life insurance provided, no security system, or alarm. Our office only has fire extinguisher; however, we don't know how to use them."	Salesperson1	Interviewed	/		
		"Sometimes I feel safe when coming to work because there are many colleagues working together. However, sometimes when I have to work overtime alone, I don't feel safe. Or when I have to walk to warehouse, I don't feel safe too because there are trucks coming in and out all the time."	Salesperson1	Interviewed		/	
		"Our office has fire extinguisher"	Saleperson2	Interviewed		/	
		"I feel safe when I come to work"	Salesperson2	Interviewed			/

NO	CORE ELEMENT	SUPPORTED CODE DATA	INFORMANT	DATA TYPE	Support Evidence for		
					Not Fulfilled	Average	Fulfilled
2	Safety Needs	"Our office does not have any security system only fire extinguisher and first aid. However, if there is an accident happen or our employee got sick, we will take them to the hospital to use their social security."	3rd Generation Owner	Interviewed		/	
		"Our company did not have area for vertical career growth, however, if our employee able to achieve the goal, they will receive the bonus as a reward."	3rd Generation Owner	Interviewed			/

Appendix C: Social Needs

NO	CORE ELEMENT	SUPPORTED CODE DATA	INFORMANT	DATA TYPE	Support Evidence for		
					Not Fulfilled	Average	Fulfilled
3	Social Needs	"My relationship with my colleagues is very good. We are like brother and sister. If there any problem, we can discuss and consult with each other."	Accountant	Interviewed			/
		"Our company does not have social activities."	Accountant	Interviewed		/	
		"My relationship with my colleagues is good. We are like brother and sister. When there is a problem, we can talk. Even though we fight sometimes, but we love each other like a part of a family."	Salesperson1	Interviewed			/
		"Our company did not provide any social activities because we are both wholesaler and retailer therefore there are many customers. If we take days off for social activities, it might affect our business."	Salesperson1	Interviewed		/	
		"We have good relationships. We are like good friends, like brothers and sisters"	Salesperson2	Interviewed			/
		"No, our company does not have any social activities"	Salesperson2	Interviewed		/	

NO	CORE ELEMENT	SUPPORTED CODE DATA	INFORMANT	DATA TYPE	Support Evidence for		
					Not Fulfilled	Average	Fulfilled
3	Social Needs	"Our company is working together like a family. They respect me as their boss but we able to talk to each other about everything even it's not related to the work."	3rd Generation Owner	Interviewed			/
		"Our company did not have social activities other than new year party where everyone in the company joins including myself. At the party, we sing, dance, eat, and also do lucky draw to give present to our employees. However, due to covid pandemic, we cancelled the party for 2 years already."	3rd Generation Owner	Interviewed			/

Appendix D: Self-Esteem Needs

NO	CORE ELEMENT	SUPPORTED CODE DATA	INFORMANT	DATA TYPE	Support Evidence for		
					Not Fulfilled	Average	Fulfilled
4	Self-Esteem Needs	"Yes, I joined training before related to by job."	Accountant	Interviewed			/
		"Yes, I used to receive a reward from my company for working with the company for 10 years."	Accountant	Interviewed			/
		"I feel proud about my job. Even though it might not 100% perfect, but I always try my best."	Accountant	Interviewed			/
		"I have been to a training before, but long time ago already. To train about the products which I think it's good because it helps me understand more about the products and gain selling skills."	Salesperson1	Interviewed			/
		"I received rewards all the time both for best salesperson who reach the goal or year-end bonus, and also gold for employees who work with the company for 10 years."	Salesperson1	Interviewed			/
		"I think my life is success already. I have a good job, good boss, good colleagues. I feel proud about my job because it helps my life to be better."	Salesperson1	Interviewed			/

NO	CORE ELEMENT	SUPPORTED CODE DATA	INFORMANT	DATA TYPE	Support Evidence for		
					Not Fulfilled	Average	Fulfilled
4	Self-Esteem Needs	"I received 1 baht of gold as a reward when I work here for 10 years and about to get another 1 baht of gold this year as a reward for my 20th anniversary of work with the company."	Saleperson2	Interviewed			/
		"I feel good with my job because I think I always do my best with every task I got which help our company grow and be better."	Saleperson2	Interviewed			/
		"We usually send our employee to train and learn about the product we sold from our supplier. And also let our employees participate in seminar related to new product. Everyone will take turn to join the seminar and training. Almost every month we will send them to join training."	3rd Generation Owner	Interviewed			/

Appendix E: Self-Actualization Needs

NO	CORE ELEMENT	SUPPORTED CODE DATA	INFORMANT	DATA TYPE	Support Evidence for		
					Not Fulfilled	Average	Fulfilled
5	Self-Actualization Needs	"My boss allows us to participate in decision-making when delegating our work"	Accountant	Interviewed			/
		"Our company allow is to make a decision on purchasing and selling the products, including solving problems. Both decided on my own or discuss with my colleagues, and sometimes with our boss."	Salesperson1	Interviewed			/
		"Our boss allows us to make our own decision. For example, when customer ask for discount, we able to make decision on our own in order to win the project."	Saleperson2	Interviewed			/

NO	CORE ELEMENT	SUPPORTED CODE DATA	INFORMANT	DATA TYPE	Support Evidence for		
					Not Fulfilled	Average	Fulfilled
5	Self-Actualization Needs	"We allow our employees to participate on setting their own goal. Every year, we let our staff set their own sales target, percentage of growth, and yearly bonus, and let us revise whether we happy with the goal or not and sign the paper. However, if we not ok, we will discuss with our employees that we are not ok with this amount of growth for this amount of yearly bonus that you have asked could the target be higher. If they able to achieve the goal at the end of the year, we will pay the same amount of bonus which we are agreed on, but if they unable to, they will receive this lower amount of bonus which also already discussed in the first place."	3rd Generation Owner	Interviewed			/

Appendix F: Smart Goals

NO	CORE ELEMENT	SUPPORTED CODE DATA	INFORMANT	DATA TYPE	Support Evidence for	
					Have	Not Have
6	SMART Goal	"Our company vision and mission are company grow and sales also grow."	Accountant	Interviewed	/	
		"Our goal based on sales performance; I think the goal is possible to achieve if the economic is good"	Accountant	Interviewed	/	
		"My company expect me to be honest, responsible to my duty, hard-working, and do my best."	Accountant	Interviewed	/	
		"Our mission would be to maximize the profit from sales each moth to reach the setting goal each year. For our company vision is to grow our company to catch up with other competitors or even grow bigger."	Salesperson1	Interviewed	/	
		"The goal that has been set by the company is reasonable because every company want to grow. No one want to stay the same. Company needs to continue growing."	Salesperson1	Interviewed	/	
		"Company expects me to be better, able to think, and have skills in management. Able to solve problem, working in team efficiently to make our organization become bigger."	Salesperson1	Interviewed	/	
		"Our company wanted to be well-known among construction industry. Our customer able to trust us to take care of their construction supplies and tools"	Saleperson2	Interviewed	/	

NO	CORE ELEMENT	SUPPORTED CODE DATA	INFORMANT	DATA TYPE	Support Evidence for	
					Have	Not Have
6	SMART Goal	"I think our company's goal is reasonable, but it also depends on the current economic condition too"	Saleperson2	Interviewed	/	
		"Our company expected me to be honest, discipline, and no corruption"	Saleperson2	Interviewed	/	
		"We discuss together to set the specific number on sales and growth each year. We measure our staff performance based on number of sales and growth"	3rd Generation Owner	Interviewed	/	

Appendix G: Feedback on Performance

NO	CORE ELEMENT	SUPPORTED CODE DATA	INFORMANT	DATA TYPE	Support Evidence for	
					Have	Not Have
7	Feedback on Performance	"Our company evaluation my performance based on sales performance each year."	Accountant	Interviewed	/	
		"At the end of the year when our boss giving bonus, he will give us feedback."	Accountant	Interviewed	/	
		"Our company evaluation is done by our executive to measure whose performance is good or bad which will affect the amount of wage in the following year. Everyone knows well about their performance is better or worse by looking at the amount of salary each year."	Salesperson1	Interviewed	/	
		"Both positive and negative feedback because our performance has both good and bad. When we cause mistake, our boss will warn us so that we don't make the same mistake again. Praising gives us inspiration to work harder, while negative feedback helps us learn our false and do better."	Salesperson1	Interviewed	/	
		"Our evaluation is based on company sales performance and profit margin we gain each year."	Salesperson2	Interviewed	/	
		"My boss gives me feedback include positive and negative feedback because I often impatient. However, I willing to accept those feedback because there is no one 100% right or 100% wrong"	Salesperson2	Interviewed	/	

NO	CORE ELEMENT	SUPPORTED CODE DATA	INFORMANT	DATA TYPE	Support Evidence for	
					Have	Not Have
7	Feedback on Performance	"We usually give feedback throughout the year, when our employees able to win the big project or close the deal. However, at the end of every year, we will call each employee and talk one on one about their performance throughout the year, where they are doing good and where we want to see their improvement"	3rd Generation Owner	Interviewed	/	

Appendix H: Motivated From

NO	CORE ELEMENT	SUPPORTED CODE DATA	INFORMANT	DATE TYPE	Support Evidence for						
					Physiological Needs	Safety Needs	Social Needs	Self-Esteem Needs	Self-Act. Needs	SMART Goal	Feedback on Performance
8	Motivated From	"Salary that I receive and responsibility toward my job are what motivate me to come to work every day"	Accountant	Interviewed	/			/			
		"First is of course salary and bonus. Next is our good boss and colleagues. These three is what make me want to come to work every day."	Salesperson1	Interviewed	/		/				
		"My salary and bonus are what motivate me to come to work every day. Moreover, I would like to be a part that help company to grow, and I want to grow together with the company."	Salesperson2	Interviewed	/				/		
		"I think the year-end bonus is what motivate our employees. The higher performance the bigger bonus that they will gain"	3rd Generation Owner	Interviewed	/						

Appendix I Motivation Level

NO	CORE ELEMENT	SUPPORTED CODE DATA	INFORMANT	DATA TYPE	Support Evidence for		
					Low	Average	High
9	Motivation Level	"Yes, I did more than my responsibilities before, if it not too difficult for my ability"	Accountant	Interviewed			/
		"When I'm facing problem or new challenge, I will ask someone who know how to fix the problem both from my boss and colleagues."	Accountant	Interviewed			/
		"Sometimes I do over my responsibilities because I able to learn by myself what is the scope of my responsibilities, no need to wait for the order from the boss."	Saleperson1	Interviewed			/

NO	CORE ELEMENT	SUPPORTED CODE DATA	INFORMANT	DATA TYPE	Support Evidence for		
					Low	Average	High
9	Motivation Level	"I'm always open-minded and try to learn new things for both organization and for myself so that we can continue to develop same as others. Nowadays there are many new technologies play an important part in organization therefore we need to be open to learn new thing all the time. Because nothing is too difficult if we willing to learn."	Saleperson1	Interviewed			/
		"I always work over my duties because my parent teaches me to do my best with my job and responsibilities as if this company is my own. Therefore, when I do more for my company, I feel good and happy because I think it is the right thing to do."	Saleperson2	Interviewed			/

NO	CORE ELEMENT	SUPPORTED CODE DATA	INFORMANT	DATA TYPE	Support Evidence for		
					Low	Average	High
9	Motivation Level	"When facing problem, first I need to admit and deal with the problem carefully, taking step by step fixing those problems."	Salesperson2	Interviewed			/
		"I would say that our employees' motivation level is varied. Because our staff did not receive the same amount of salary and bonus. Even though our company did not have clear organization structure, however some employees perform better than others and others look up to them as a leader and motivated each other"	3rd Generation Owner	Interviewed		/	