

**UNDESIRABLE OF GETTING THE PROMOTION TOWARDS THE  
HIGHER POSITION: THE CASE OF PERMANENT SALES  
EMPLOYEES IN THE GOLD SHOPS, RATCHABURI PROVINCE**



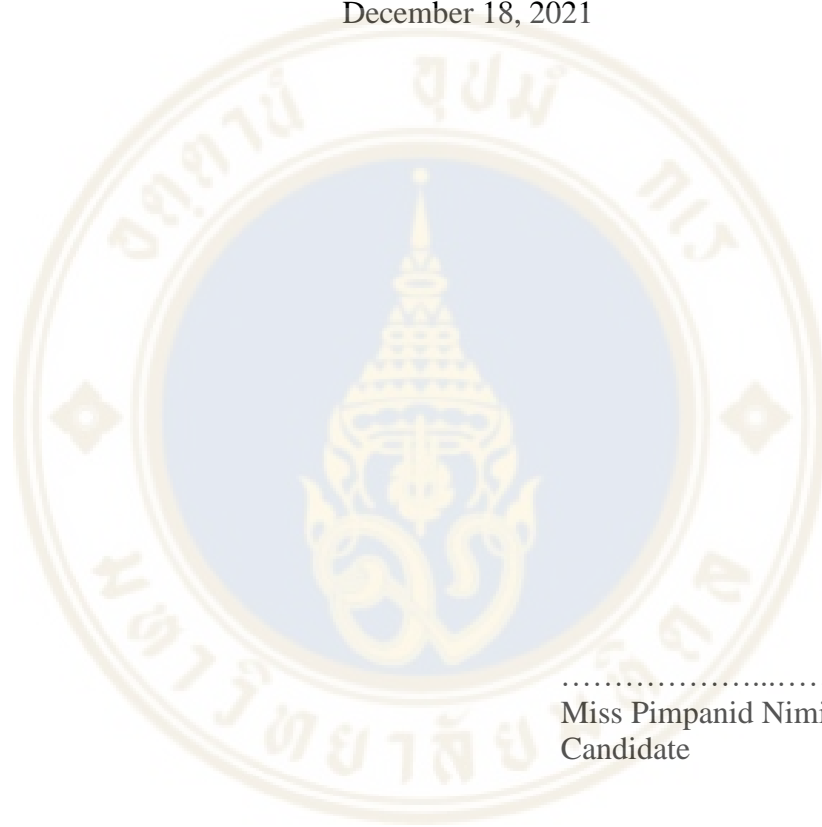
**A THEMATIC PAPER SUBMITTED IN PARTIAL  
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Thematic paper  
entitled  
**UNDESIRABLE OF GETTING THE PROMOTION TOWARDS THE  
HIGHER POSITION: THE CASE OF PERMANENT SALES  
EMPLOYEES IN THE GOLD SHOPS, RATCHABURI PROVINCE**

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Pimpanid Nimitpornsuiko



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ABSTRACT

The research was focused on studying permanent sales employees in the gold shops, Ratchaburi Province who have been working for more than three years but do not want to be promoted to a higher position. These people enjoy working with good employee relationship, and they do not think about the higher position which is for career development. Maslow's Hierarchy of Needs and Transformational Leadership were applied for employees' needs and leadership style analyses to make employee satisfaction in the organization. The qualitative method was used by in-depth interviews with one hundred percent of permanent sales employees. The employees were positive in all variables and had job satisfaction. However, the researcher found that there were three factors why the permanent sales employees at the gold shops, Ratchaburi Province were undesirable of getting the promotion towards the higher position; employee relationship among their colleagues, management policy, and their level of expertise and responsibility. Lastly, the employees have suggested the organization for a standard commission payment, strong organization's vision and mission, and individual training program.

KEY WORDS: Job satisfaction / Employee relationship / Permanent employee / Job promotion

33 pages

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# CHAPTER I

## INTRODUCTION

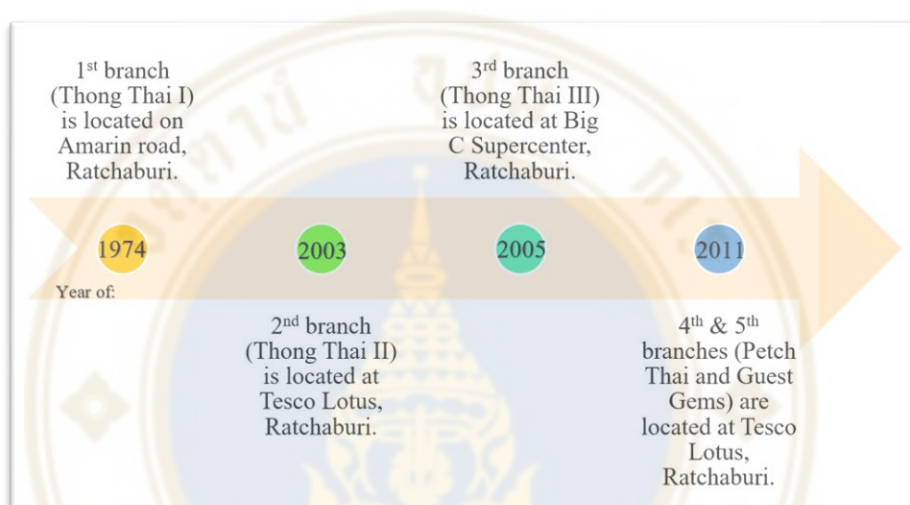
### 1.1 Background

Nowadays, many companies would like to motivate and promote their permanent employees to higher positions rather than the new employees because their stability, experience, loyalty, and diversity are all advantages of permanent employees who are known for their strong work ethic, loyalty, and increased tenure. Most of the organizations have issues about promoting employees to higher position on who should be promoted; hence, the promotions of employees need positive impacts on their job satisfaction, performance, and discrimination in their career (Valsecchi, 2000).

Nonetheless, not all of permanent employees would like to get a job promotion and even are uninterested in taking on more to fulfill their success in work-life. Additionally, most of the promotions were described as “Non-competition”, but the promoted person was the only one considered for the position, not every person in the organization (Pergamit & Veum, 1999). Therefore, the permanent employees should have suitable motivation methods, and these should be achieved employee’s job satisfaction. It is to say that the companies should motivate them to ensure that the best employee is promoted in the higher position to reach the company’s policy and employee job satisfaction by recording Maslow’s Hierarchy of Needs and Transformational Leadership theories.

The research requires the case of the gold shops in Ratchaburi Province which were founded and managed by a Chinese family. The first branch, namely Thong Thai I, was established in 1974 on Amarin Road, Ratchaburi Province, having only family members working here. After that, they agreed to open the new second branch, namely Thong Thai II, at Tesco Lotus, Ratchaburi Province in 2003 which is the popular shopping mall for the local people nearby the first branch. The two branches have welcomed more and more customers, leading (1) the family members to the managing position, and shifting major roles for administering and managing each branch, and (2)

recruiting the sales employees who are responsible for presenting, promoting, and selling the products, as well as developing and maintaining positive business and customer relationships. Then, the third branch, namely Thong Thai III, was opened in 2005 at Big C Supercenter, Ratchaburi Province. Lastly, the fourth (Petch Thai) and fifth (Guest Gems) branches were opened in 2011 at Tesco Lotus, Ratchaburi Province. At present, there are five branches with twenty sales employees and all of them have been working for more than three years which in the research would call the “Permanent sales employees”.



**Figure 1.1 A timeline of the gold shops, Ratchaburi Province**

This research will lead to the results of permanent sales employees who do not develop themselves to get the promotion towards the higher position and find out why employees still would like to stay in current positions, which become the research problem.

This research will analyze the problem by qualitative method focused on obtaining data through open-ended and conversational communication. The in-depth interview will be used with the permanent sales employees in the gold shops. The theories in the research are Maslow’s Hierarchy of Needs, Transformational Leadership, and job satisfaction that will enable the shops to understand more about the employee's needs and leadership styles so that the management team can apply to be more suitable for the organization to achieve employee's job satisfaction.

## **1.2 Problem Statement**

The five gold shops, Ratchaburi Province would like to develop the permanent sales employees to the higher position and motivate them to get job satisfaction in careers. Since employees have been working for a long time in the gold shops, it is not easy to promote one of them as the leader among them. Therefore, this study may help find out the permanent sales employees in the aspects of job satisfaction in the career, and the factors in the job satisfaction and motivation of employees.

This research is considered to identify the relations between Physiological Needs, Safety Needs, Social Needs, Esteem Needs, Self-Actualization, IM (Inspiration Motivation), II (Idealized Influence) role model, IS (Intellectual Stimulation), and IC (Individualized Consideration), showing the positive relations toward permanent sales employees in the gold shops who do not develop themselves to promote to the higher position.

## **1.3 Research Questions**

1.3.1 What are the important factors for permanent sales employees to be satisfied in their job?

1.3.2 How would the permanent sales employees like to get the job promotion to the new higher position?

## **1.4 Research Objectives**

1.4.1 To find out the important factors for permanent sales employees to satisfied in jobs

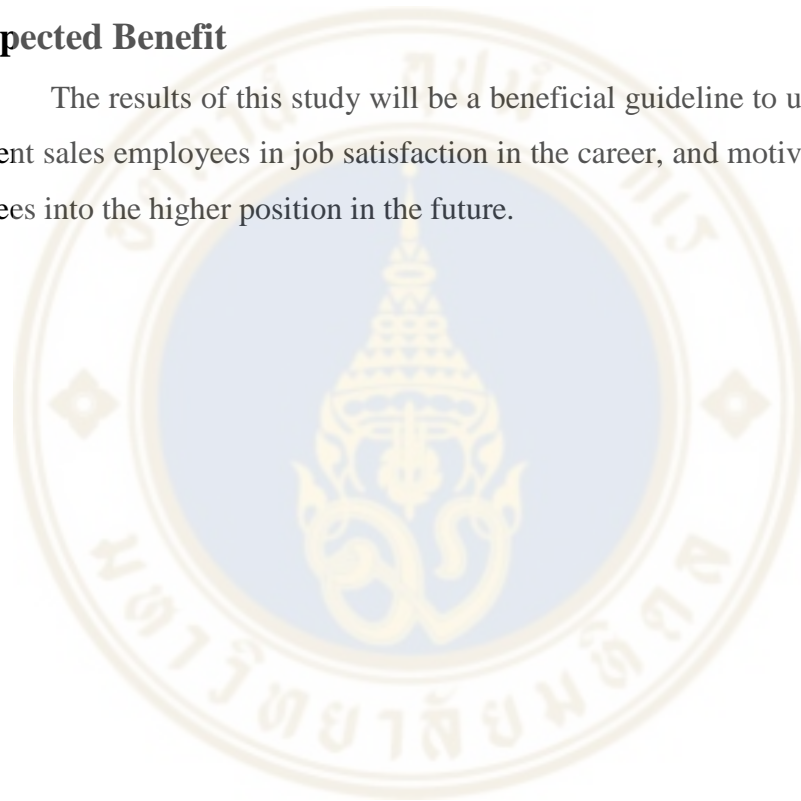
1.4.2 To identify the permanent sales employees unwanted to get the job promotion to the new higher position

### **1.5 Scope of the Study**

This research will focus on those who are permanent sales employees in five gold shops. The data in this study were qualitatively studied by in-depth interviews. The respondents would be divided into five groups from five branches where employees are belonging to, such as Thong Thai I, Thong Thai II, Thong Thai III, Petch Thai, and Guest Gems, located in Ratchaburi Province.

### **1.6 Expected Benefit**

The results of this study will be a beneficial guideline to understanding the permanent sales employees in job satisfaction in the career, and motivation to promote employees into the higher position in the future.



## **CHAPTER II**

### **LITERATURE REVIEW AND PROPOSED FRAMEWORK**

The theoretical framework of the study is focused on the permanent sales employees in the company who have worked for a long time but are undesirable of getting the promotion towards the higher position. Employees have been enjoying working on the same tasks every day with a good relationship with their colleagues, and never think about the higher position. There are two theories to analyze: firstly, Maslow's hierarchy of Needs consist of five variables as Physiological Needs, Safety needs, Social Needs, Esteem Needs, and Self-Actualization and, Transformational Leadership which is IM (Inspiration Motivation), II (Idealized Influence) role model, IS (Intellectual Stimulation), and IC (Individualized Consideration). Both theories help understand and analyze employees' needs and leadership styles to make employee job satisfaction in the company.

#### **2.1 Maslow's Hierarchy of Needs**

Maslow's Hierarchy of Needs is portrayed in Figure 2.1 and used to analyze what the employees need for lives, then for motivation. Maslow's Hierarchy of Needs, the first and second lower-order needs (Physiological and Safety Needs) may be linked to organizational culture. Every company needs to pass these levels for their employees because these are the basic survival needs. The third and the fourth levels of Maslow's Hierarchy of Needs are Social and Esteem Needs that relate to the organization's role in each company, and the last is Self-Actualization which is self-development.



**Figure 2.1 Maslow's Hierarchy of Needs**

### **2.1.1 Physiological Needs**

Physiological Needs are the need at the bottom of the triangle. This includes the need to satisfy the fundamental biological drives such as food, air, water, and shelter. The organization must provide a suitable salary for the employees for living conditions. The rationale is that employees need the basics of living.

### **2.1.2 Safety Needs**

This represents the second level of needs. Safety Needs are activated after Physiological Needs. This is a secure working environment that includes a safe environment from any threats or harm. In the organization, the regulations and rules offer to the employees. The rationale is that employees work in a safe environment without fear of harm.

### **2.1.3 Social Needs**

This represents the third level of needs. Social Needs activated after Safety Needs. Social Needs include many types of relationships in the organization. The need to be loved and accepted by other people. This is a need for organizations to encourage employee participation in social events and the community.

### **2.1.4 Esteem Needs**

This represents the fourth level of needs. It includes the need for self-respect and the approval of others. An action of the organization makes employees proud of

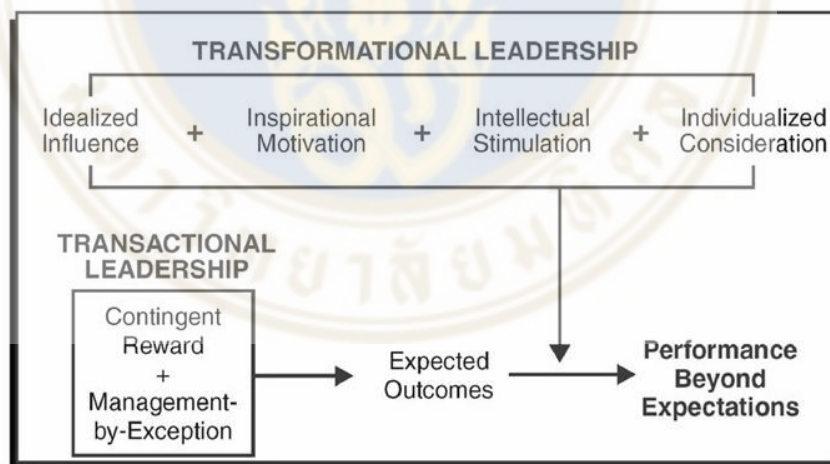
themselves and succeed in the position. An example of organizations introducing awards banquets to recognize distinguished achievements.

### 2.1.5 Self-Actualization

This represents the last level at the top of the triangle, the hardest for an organization. This is capable of developing one's fullest potential that continues growth towards the organization's goal. The rationale here holds to the point that self-actualized employees represent valuable assets to the organization's human resources.

In the organization, Maslow's Hierarchy of Needs is the importation of employees' work-life; thus, the organization should motivate employees by using Maslow's Hierarchy of Needs to understand employees and select ways to develop the organization. Jerome (2013) stated that if the company cannot offer the employees in Maslow's Hierarchy of Needs, it can affect job satisfaction.

## 2.2 Transformational Leadership



**Figure 2.2 Transformational Leadership**

Transformational Leadership can collectively impact employee behavior and commitment leading to improvements in the work climate and knowledge sharing. Transformational leadership involves the ability of one individual to motivate and influence the whole organization (MacKenzie, Podsakoff, & Rich, 2001). Therefore, the leaders of a company should understand the process of Transformational Leadership

that is able to develop an organization, and it is a component of the success of the organization and employee job satisfaction.

### **2.2.1 IM (Inspiration Motivation)**

Inspiration Motivation is an independent variable for this problem. Inspirational Motivation was extensively reviewed by Doody and Doody (2012) who think that the process of encouraging employees to personal goals should connect with the goals of the organization. This process of Doody and Doody reminds about the objectives of the organization that are simultaneously achieved by both the employee and the organization. Wuryaningrat and Elvinita (2015) considered the role of Inspirational Motivation as we cannot build the role to be trust and satisfaction for the employee. So, Inspirational Motivation can be the foundation for knowledge sharing between employees and organization to be a component of the success of the organization.

### **2.2.2 II (Idealized Influence)**

Idealized Influence is identified as an independent variable for the problem. This variable is a process that leaders of the company influence to refer their idea to the lower employees and the employee's trust and respect to the leaders. The leader can provide support and resources to the employees (Chu & Lai, 2011). The employees will believe in the order of the leaders, and employees will not think about complications or difficulty. However, Idealized Influence cannot be used with every organization because of the leader in the organization. Every organization should have Idealized Influence in the company because it creates employee commitment and job satisfaction (Chen, 2004).

### **2.2.3 IS (Intellectual Stimulation)**

Intellectual Stimulation is an important component of transformational leadership and is also included as an independent variable for this problem. The role of Intellectual Stimulation on organizational work is more understanding and an example to employees' understanding in the situation. In particular, Anjali and Anand (2015) asserted that Intellectual Stimulation leads to the development of employee commitment



to the organization. This is a component to achieve goals based on the dedication and hard work of employees.

#### **2.2.4 IC (Individualized Consideration)**

Individualized Consideration for Transformational Leadership is considered as the process involving the willingness and ability of the leader to provide support for each employee (Zacher, Pearce, Rooney, & McKenna, 2014).

Hence, the leader needs to give the knowledge base of work to the employees. Individual Considerations have affected the organization's performance, and this process can positively influence employee job satisfaction, leading to higher levels of engagement and motivation within the organization (Snell, Stanley, Zhang, & Almaz, 2013) when all employees experience this outcome organizational performance should improve (Snell, 2013).

### **2.3 Job Satisfaction**

Job satisfaction is an important factor for the motivation of permanent employees to get a higher level in their work. The research defines job satisfaction as related to a manager's leadership style and a leadership outcome to employees in the organization (Bass, 1985). Moreover, job satisfaction also has been related to the organizational commitment of a company that can support Maslow's Hierarchy of Needs in employees, and employee turnover in the company that creates more job satisfaction in the employee, and motivates employees to the higher level of their job (Schlesinger, & Zornitsky, 1991).

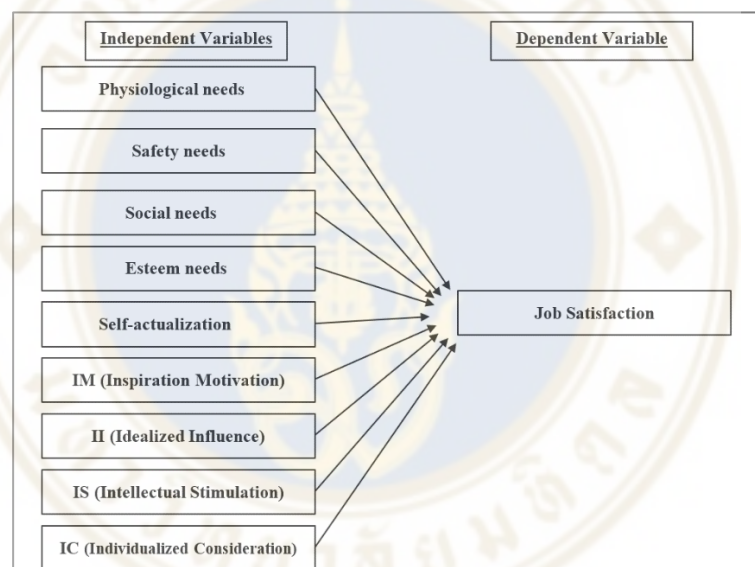
Employee satisfaction is operationally defined in the present study as the extent to which a subordinate is satisfied with: dollar remuneration; fringe benefits; autonomy (job-related independence, initiative, and freedom); task requirements (job activities that must be done); organizational policies; interaction (formal/informal, social and professional contact at work); professional status; quality of supervision; colleagues; recognition of success and; career advancement (Slavitt, Stamps, Piedmont, & Hasse, 1986).

Form the research, the factors of Physiological Needs, Safety Needs, Social

Needs, Esteem Needs, and Self-actualization from Maslow's Hierarchy of Needs Theory, as well as IM (Inspiration Motivation), II (Idealized Influence), IS (Intellectual Stimulation), and IC (Individualized Consideration) from Transformational Leadership present the direct influence with the job satisfaction of permanent employees as the independent variables. Consequently, if these factors are considered positive, job satisfaction will be also positive.

## 2.4 Conceptual Framework

The conceptual framework of this study is portrayed in Figure 2.3.



**Figure 2.3 Conceptual framework**

There nine hypotheses as follows.

P 1. Physiological Needs have an important effective with job satisfaction.

P 2. Safety Needs have an important effective with job satisfaction.

P 3. Social Needs have an important effective with job satisfaction.

P 4. Esteem Needs have an important effective with job satisfaction.

P 5. Self-Actualization has an important effective with job satisfaction.

P 6. IM (Inspiration Motivation) has an important effective with job satisfaction.

P 7. II (Idealized Influence) has an important effective with job satisfaction.

P 8. IS (Intellectual Stimulation) has an important effective with job satisfaction.

P 9. IC (Individualized Consideration) has an important effective with job satisfaction.



## **CHAPTER III**

### **RESEARCH AND METHODS**

#### **3.1 Research Methodology**

The research is highlighted the permanent sales employees who have been working for more than three years in five gold shops, Ratchaburi Province and they do not want to develop themselves to the higher position although they have been motivated by the shops. It is conducted by using qualitative method approach to study the factors affecting intention to develop permanent sales employees to promote to the new higher position by considering the study to identify the relations between Physiological Needs, Safety Needs, Social Needs, Esteem Needs, and Self-Actualization for Maslow's Hierarchy of Needs theory, and IM (Inspiration Motivation), II (Idealized Influence), IS (Intellectual Stimulation), and IC (Individualized Consideration) for Transformational Leadership show the positive relations toward intention to job satisfaction in the case of permanent sales employees in the gold shops, Ratchaburi Province.

In this research, qualitative research is used to understand and gain an insider's view of permanent sales employees why they are undesirable of getting the promotion towards the higher position, and the way to motivate employees to job satisfaction in the career. The types of questions used in the research are open-ended questions. The respondents were interviewed one on one to investigate and find dialed answers. During the interview, the interviewer had the flexibility to create new approaches to asking questions as this allowed them to have a better understanding and penetrate the interviewee's insights. Consequently, the study used in-depth interviews as a primary research tool to gather insights to explore the factors affecting job satisfaction in the permanent sales employees to get the promotion to the higher level.

The qualitative method is an in-depth interview with the respondents who have wide ranges on ages, incomes, and have worked more than three years in the gold shops. In addition, this study will interview one hundred percent of permanent sales employees of five's gold shop branches.

### 3.2 Population

The population in this research is all permanent sales employees in the gold shops Ratchaburi Province. There are twenty permanent sales employees in five branches, working in the company for more than three years. There are three permanent sales employees at Thong Thai I, seven at Thong Thai II, seven at Thong Thai III, three at Petch Thai, and two at Guest Gems who had been interviewed in this research.

### 3.3 Instrument Development

For qualitative research, the study will be corrected via in-depth interviews, conducted with a total of twenty respondents who are permanent sales employees and have been working in the gold shops for more than three years. The objective of the in-depth interviews is to gain more in-depth information about the factors affecting permanent sales employees in job satisfaction in their careers.

### 3.4 Interview Question

There are thirty model components from Maslow's Hierarchy of Needs Theory, Transformational Leadership and Job Satisfaction, developed to be questions to interview twenty respondents from five branches of the gold shops who would be assessed the informant's factors affecting intention to develop themselves to promote to the higher position. Also, employees are to examine the reasons why do not develop to get the promotion to the higher position.

**Table 3.1 Examples of Interview Questions**

No.	Model Components	Examples of Interview Questions
<b><u>Maslow's Hierarchy of Needs</u></b>		
1	Physiological Needs	- How is the organization effective in fulfilling the basic needs of employees like food, shelter, and basic function life?

**Table 3.1 Examples of Interview Questions (cont.)**

No.	Model Components	Examples of Interview Questions
		- What are you satisfied with the benefit this company offers to you?
2	Safety Needs	- Why do you believe in having a safe and secure job? - How do you feel secure in your work?
3	Social Needs	- Do you have a good relationship with other staff members? How?
4	Esteem Needs	- Has the organization been training for excellent work skills? And, what does the organization do?
5	Self-Actualization	- How do you feel about self-actualization to develop yourselves due to the policies of employee motivation in the organization?
<b><u>Transformational Leadership</u></b>		
6	IM (Inspiration Motivation)	- Does your management team share ideas about vision in the organization with you? How? - How often does your management team remind you of the vision in the organization?
7	II (Idealized Influence)	- Have your management team ensured you get recognition and/or reward when you achieve a difficult task? How? - How often does your management team give a compliment to you when you can fulfill a difficult task?
8	IS (Intellectual Stimulation)	- Has your management team done roleplay to show the last problems and/or experience to make you understand the situation? Explain what your management team does?

**Table 3.1 Examples of Interview Questions (cont.)**

No.	Model Components	Examples of Interview Questions
9	IC (Individualized Consideration)	<ul style="list-style-type: none"> <li>- How do you feel when your management team listens to my ideas and concerns?</li> <li>- How often does your management team coach you before you do your work?</li> </ul>
<b><u>Job Satisfaction</u></b>		
10	Compensation	- Do you think you are getting a salary that is suitable for your job, and how?
11	Benefit	- You get other benefits besides the salary from the organization, or what?
12	Independence	<ul style="list-style-type: none"> <li>- How are you free to give advice and advice to the management team, for example?</li> <li>- Can you choose the days you work and take off by yourselves, and why?</li> </ul>
13	Job Requirements	- What requirements does your organization have in your work, for example?
14	Management Policy	<ul style="list-style-type: none"> <li>- Your management team has an open strategy. And, do you believe it?</li> <li>- Do you have a chance to grow your position?</li> </ul>
15	Interaction (formal/informal contact social and professional)	- Do you have formal or informal interactions? How to communicate with people in the organization and customers? Please explain.
16	Professional Status	<ul style="list-style-type: none"> <li>- Do you think you are right, and are you interested in this job? And why?</li> <li>- You like to learn new knowledge in your work.</li> </ul>

**Table 3.1 Examples of Interview Questions (cont.)**

No.	Model Components	Examples of Interview Questions
17	Quality Of Governance	<ul style="list-style-type: none"> <li>- Has your management team communicated with you about the vision, and when?</li> <li>- Is your organization implementing an employee development plan, and what is it?</li> </ul>
18	Co-worker	<ul style="list-style-type: none"> <li>- Do you have a good relationship with your colleagues?</li> <li>- Did your colleagues help you when there was a problem?</li> </ul>
19	Recognition Of Success	<ul style="list-style-type: none"> <li>- You have vouched to be recognized and/or rewarded when you accomplish a difficult task, for example.</li> </ul>
20	Career Advancement	<ul style="list-style-type: none"> <li>- Can you see the progress of your career? And how?</li> </ul>

### 3.5 Data Collection

This study will be collected via in-depth interviews conducted with twenty permanent sales employees who have been working in the gold shops for more than three years but have not been promoted to the upper position for many years. This interview has been on one hundred percent of permanent sales employees in the five branches of gold shops, Ratchaburi Province.

### 3.6 Data Analysis

Data analysis in in-depth interviews is to understand the employee's job satisfaction and to motivate them to the higher position. This interview has been on one hundred percent of permanent sales employees in the five gold shops, Ratchaburi Province.



## CHAPTER IV

### FINDING ANALYSIS

#### 4.1 Research Respondents

The researcher conducted a single search by in-depth interview. The interview period was held from October 12 to November 8, 2021, over video phone calls because of the COVID-19 outbreak and for safety reasons. It took about thirty to forty minutes to complete per interview. The interview was informal, taking the convenience of the respondents so that the employees did not get worried during the interview. The narrative was; therefore, in a relaxed manner. Additionally, during the interview, respondents had time to reflect and think about what the actual answer to each question was, allowing the researcher to see more diverse perspectives.

The study is qualitative research of the in-depth interview focusing on finding out what factors affect intention to permanent sales employees to develop themselves to the higher position of their job satisfaction in the career. There are twenty permanent sales employees at five branches of gold shops, Ratchaburi Province, and all of them have been working at the company for more than three years. There are twenty permanent sales employees in five branches, working in the company for more than three years. There are three permanent sales employees at Thong Thai I, seven at Thong Thai II, seven at Thong Thai III, three at Petch Thai, and two at Guest Gems who had been interviewed in this research. Details shown below in table 4.1.

**Table 4.1: Details of Twenty Permanent Sales Employees at the Five Gold Shops**

No	Age	Gender	Working years
E1	45	Male	20 years
E2	40	Female	20 years

**Table 4.1: Details of Twenty Permanent Sales Employees at the Five Gold Shops (cont.)**

<b>No</b>	<b>Age</b>	<b>Gender</b>	<b>Working years</b>
E3	37	Female	12 years
E4	45	Female	20 years
E5	36	Female	15 years
E6	36	Female	12 years
E7	35	Female	15 years
E8	35	Female	15 years
E9	35	Female	10 years
E10	35	Male	7 years
E11	34	Female	12 years
E12	33	Female	10 years
E13	32	Female	7 years
E14	32	Female	5 years
E15	32	Female	7 years
E16	31	Female	5 years
E17	30	Female	7 years
E18	29	Female	5 years
E19	27	Female	3 years
E20	27	Female	3 years

The study summarized all the answers that had been found from the respondents. The main reasons and factors that most of the respondents' are concerned about are related to employee job satisfaction and promotion of employees to higher positions.

## 4.2 Finding analysis

### 4.2.1 Job satisfaction of permanent sales employees

The study is aimed to analyze both positive and negative effects on Physiological Needs, Safety Needs, Social Needs, Esteem Needs, and Self-Actualization for Maslow's Hierarchy of Needs Theory, and IM (Inspiration Motivation), II (Idealized Influence), IS (Intellectual Stimulation), and IC (Individualized Consideration) for Transformational Leadership towards intention to job satisfaction in permanent sales employees at the gold shops, Ratchaburi Province.

#### 4.2.1.1 Physiological Needs

The interview showed that most of the permanent sales employees implied a positive effect on Physiological Needs at the gold shops, Ratchaburi Province that have supported employees. The fundamental biological needs which have made them satisfied are food, air, water, and shelter. That is to say, the organization gives them salaries, then employees can earn and spend money fulfilling their lives. Every six months, the organization will raise the salary to employees based on their performance, but the job responsibilities are highly expected as well. In case someone has been working for a long time, and the salary has reached the maximum base salary as specified by the organization, he or she will be offered other incentives instead as agreed upon.

Apart from the salary, employees also get social security that the organization pays every month which allow to reach the medical treatment at preferred hospitals without any expenses, as well as receive the retirement pay. Bonuses are also provided for those who have been working for five and ten years, and they can get a commission from the sales volume once a month. And lastly, they will receive money for their breakfast and lunch every day in the morning with all-day drinks and snacks given by the organization. The respondents, E2 said, *"My salary compared with my educational degree is very good for my life"*. And, E11 said *"The organization has supported everything to the employees"*. This means the organization can serve Physiological Needs for the employees to enjoy their life in society.

In contrast, the negative effect on Physiological Needs at the gold shops, Ratchaburi Province is about the calculation of commission from selling

products. From some points of respondents views, some customer cases were very difficult to deal with, but others were easy to close on sales; as a result, both cases are paid for the same amount of commission. Without a doubt, they thought that it was not fair and not true for the efforts of such two cases. Even so, they understand that the calculation of commission could not measure how difficult to close the deal with the customers, but the sales volume instead.

To sum up on Physiological Needs at the gold shops, Ratchaburi Province, one hundred percent from interviews is satisfied with all the organization given to the permanent sales employees because the salary is suitable compared with the job responsibilities and tasks. Employees are satisfied and happy with jobs and current salaries.

#### 4.2.1.2 Safety Needs

People would like to be safe and secure when they are working. However, employees working in the gold shops may have less safety and should be more careful than other jobs. Permanent sales employees, think to be more careful for customers while selling the products; therefore, employees will use Chinese words that all employees have a mutual understanding to inform when someone notices a strange customer or situation so that they should be more careful and ready for unexpected incidents. During work time, employees need to keep an eye on thieves or robbers around the shop areas. Luckily, the locations of the gold shops stand in the business areas, so it is quite easy to notice if some dangerous situation happens.

However, most of the permanent sales employees feel safe when they are working in the gold shops as E5 said, *“I am feeling safe when I am working because of the safety system of the organization, and there are policemen around the areas all the time, and security guards at the department stores”*. The organization provides safety training for the employees two times per year, and the management team always shares their experiences about self-safety and product protection with the employees. Especially, during the Covid-19 situation, an economic recession has emerged, so the organization provides double safety protections to employees, which are the glass partitions between customers and sales employees to protect against coronavirus and robbery at the same time.

All respondents are satisfied with the Safety Needs of the organization because it always communicates and reminds them about safety and security procedures, including two safety training programs per year and the glass partitions for protection during the Covid-19 outbreak.

#### 4.2.1.3 Social Needs

According to interviews with permanent sales employees at the gold shops, Ratchaburi Province, all respondents referred to the relationship with the colleagues in their organization. They have very good relationship with colleagues in a small organization like a family. The older employees will teach the younger employees to work in the position on what they should do and what they should not do at work. When facing a hard situation with customers or any problems, they always help each other get through the hard times together. *“Sometimes I cannot deal with the customers, my colleagues always come to help me”*, said E6. After the case completion, all staff will have a small meeting to discuss the problems, solutions, and how to deal with such cases. E19 also said, *“Working here, we do not exploit others, everyone helps each other”*. Employees always help other colleagues even though they are assigned to be responsible for taking care of one product section for each employee such as necklace, ring, and gold pledge process, then everyone has tasks, and do not interfere in other tasks except when there is a problem.

Moreover, the organization does not have a regular holiday on weekends, so they need to agree together. This implies a good relationship within the organization. Employees always talk with one another both individual or group meeting when there are no customers in the shops. Employees can openly discuss working problems or private matters because of familiarity compatibility among all. Moreover, employees are proud to have the opportunity to work here, enjoy working with each other every day, and solve problems together. E14 said, *“my colleagues are my best friends”*. They always support and teach each other in a good and correct way. When someone confronts a bad situation, for example, a parent's death, hospital emergency, and house on fire, the management team, and colleagues will be the very first person who comes to the place. The working environment is like a family, and each feels like this is home because they can speak, get support and support for any matters happening each day.

A hundred percent of respondents are satisfied with Social Needs because the colleagues in the organization always support and help one another with every problem and situation. There are five branches, but every employee has a close relationship by communicating via phone calls or Line application, and two meetings per month. They are more than colleagues; they are friends and family.

#### 4.2.1.4 Esteem Needs

From the interviews, most respondents pointed out that the organization is a small size, and does not have a clear vision and mission, but it pays attention to every staff. The company has meetings two times per month for communication between the management team and employees. Normally, the meeting would discuss specific topics for selling gold products and customer satisfaction toward the shops. The agendas of meetings would depend on the problems of each month. At the meeting, every employee, in general, feels free to discuss with the management team about the problem facing at the shops. The management team pays attention to an employee's comment as E7 explained *"I can present a developing project to the owner two times per month"*. And, most of the employees put much effort and work hard to become the best employees of the year at each branch. All sales employees joined a special selling skill training by the management team; therefore, all have the best skill on selling. During working time, each feels free to communicate with the management team, or even when having a problem or asking for suggestions on work. All respondents were pleased with holiday selection without any words of command from the management team, but still requiring mutual agreement to have different holidays among colleagues.

E5 mentioned the commission for those who could get the highest sales amount of the month, then the organization would add one hundred baht to that person, and said *"I am proud of myself to be the best seller person"*. The permanent sales employees always search for a new way of selling gold products and share with every employee. The owner of the company always has some compliments or presents to persons who can achieve a tough customer. And, for those who have been working in the company for more than five years and ten years. The organization will set up a small party for celebration and give employees gifts.

All permanent sales employees are satisfied with Esteem Needs because the company pays attention to every employee's comment, and develops the shops by following suggestions and recommendations. When employees work hard and achieve, the management team rewards.

#### 4.2.1.5 Self-Actualization

All permanent sales employees showed a positive effect on Self-Actualization with pride for working in the position. In the sales position, employees have learned many skills and can develop every day, as E13 said, *“I appreciate working here because I could pass the organization’s selection and recruitment processes, and finally I have worked here for a long time”*. Employees love working in their job because of new experiences from customers every day. Nowadays, there is a change in customers’ behavior, especially in buying decisions whenever they can accomplish a hard customer by closing a deal that is the best and great moment for sales employees. E9 who got first job here, and worked for more than five years, explained *“I am proud of myself. Formerly, I was a person who could not sell any products and did not have any work experience, but nowadays I have developed myself to be the best employees of this year”*. Each is motivated and developed every working day.

Other permanent sales employees also mentioned in the same way that are suitable for the job. Employees always feel successful when a customer buys a product that they sell. Employees are service-minded persons and like to talk with different customers. The organization's uniform creates awareness for sales employees and makes them confident and smart when they are wearing the uniform because it is a unique and beautiful dress. Employees again confirmed they are suitable for the position, and do not want to find any new job at anywhere.

In summary, about Self-actualization, employees are satisfied with working in the current positions as permanent sales employees at the gold shops, Ratchaburi Province and, and prefer to continue developing themselves.

#### 4.2.1.6 IM (Inspiration Motivation)

From the interviews, most respondents pointed out that the organization is a small size and does not have a vision and mission. E5 mentioned, *“The is a small organization, so the management team does not have the vision and mission for employees to follow and keep on a track to the organization’s goal, but we always*

*do help each other and communicate within the organization*". *"The organization has a strong strategy about we need to be honest in our job and make loyalty with customers."*, E14 added the main guideline to do the job in the organization. All permanent sales employees believe in the management team and its strategy using for creating customer satisfaction.

The organization has been selling gold products for a long time since 1974. All permanent sales employees always believe in the management team who have many experiences in selling gold products and in the gold industry for more than forty-five years. Every strategy is developed by the management team of success. Therefore, all employees believe in the strategy, and they always support the organization by following it. Finally, they are satisfied, and ready to follow the strategy of the company which can refer to the positive aspects toward IM (Inspiration Motivation).

#### 4.2.1.7 II (Idealized Influence)

The management team is a role model to all employees. All respondents explained that every Sunday the management team always comes to the shops, and works hard with the employees because Sunday is the busiest day of the week. E12 said, *"All management team has a high skill of selling gold products, so all customers prefer to buy products for them. They are the best salespersons forever. They can sell everything to everyone"*. The management team always has new techniques to create customer satisfaction. Every employee can learn in real situations from their selling techniques, then the employees can adapt with their customers. The longest working year E15 said, *"My bosses are my idols of living life because they are patient and smart about spending money. And, they are kind."*

All respondents are satisfied with II (Idealized Influence) at the organization and the management team. They are the idols and successful persons in the employee's minds because of diligence, leadership, and management style. These activities can be role models for employees and motivate them to be good people.

#### 4.2.1.8 IS (Intellectual Stimulation)

According to the interviews, all respondents referred to two training programs of the year and two meetings of the month that are the study times for new sales skills and techniques. At the meetings, the employees would clearly



understand the problems which happened in the last two weeks then the management team and all employees had a discussion about the best ways to solve the problems or what was the solution for the employees who faced the cases. E10 said, *“Every two weeks the organization has a meeting to discuss the problems in the shops which I can learn a lot of technique to make customer satisfaction.”* In some difficult cases of the customer, the management team will act a role-play between the employees and customers of the case, and then the management team will explain problems and solutions to be more clearly and understanding.

The training makes all employees satisfied because there is one training that will go out to other Provinces, and it is only once a year that everyone can participate together. The organization will invite professional trainers to train employees and coach them with a lot of knowledge. E16 said, *“The training is about service mind, customer satisfaction, coworker and selling techniques. All topics can be developed me into a good salesperson.”* All creative activities can motivate employees to be professional sales employees at the organization.

All respondents are satisfied with II (Idealized Influence) at the organization because of the two meetings and training. Both can be motivating employees and develop them to gain more selling skills and be more professional.

#### 4.2.1.9 IC (Individualized Consideration)

The organization has the lowest leadership activities concerning Individualized Consideration. The organization rather focuses on the group than an individual. On orientation day, the employees would have special training on different tasks with the management team one by one and face to face about two hours before they have started working on their tasks. E6 mentioned, *“The management team taught me one to one only once on the first day when I changed my position. She told me about the specific techniques in the task. For example, the first thing that I needed to know for selling the ring to the customer is the size of the ring. And, the techniques of selling would be different in each product.”* The management team gives individual training to the employees before starting work.

Individualized Consideration Leadership has fewer activities for the employees because the organization always motivates employees in groups more than individual coaching. All respondents like to have a meeting to discuss the problems

in the group rather than individual coaching because in their opinion individual coaching is always in a negative way according to employees' opinions.

Finally, one hundred percent of permanent sales employees at the gold shops, Ratchaburi Province are satisfied with all nine variables on Physiological Needs, Safety Needs, Social Needs, Esteem Needs, and Self-Actualization for Maslow's Hierarchy of Needs Theory, and IM (Inspiration Motivation), II (Idealized Influence), IS (Intellectual Stimulation), and IC (Individualized Consideration).

#### **4.2.2 Undesirable of permanent sales employees to be promoted towards the higher position**

All respondents mentioned the same opinions about the reasons why they do not want to be promoted to a higher position. Those are employee relationship among their colleagues, management policy, and their level of expertise and responsibility. All of these reasons are found in the interview of one hundred percent from the permanent sales employees at the gold shops, Ratchaburi Province who have been working for more than three years.

##### 4.2.2.1 Employee Relationship

The permanent sales employees at the gold shops have very close relationship with others. In a family relationship, they can share bad and happy stories with others. All employees have their responsibility, and each person works on their station without interfering with the others to gain more commission. E1 told, "*We have our product section and every section has a specific technique or knowledge, so we do not overlap another person's section*". Nevertheless, when someone, on the other hand, has a problem, each always helps and solves the problem together. In case anyone is absent, there will be one employee taking care of double responsibilities for two product sections. If that person is back to work, the responsible employee will report about the total amounts of product and customer's name who bought on the absent date. "*We have a good relationship in the work, so we do not want to push ourselves superior to other colleagues*", E6 mentioned.

##### 4.2.2.2 Management Policy

The organization is small in size. The management team does not pay much attention to position levels, but they focus more on total sales volume. E4

mentioned, *“I like that the organization gives more bonus or commission for a hard worker.”* E19 added, *“Although I will not have an opportunity for career growth, in my opinion, the sales volume is more important to me.”*

#### 4.2.2.3 Level of Expertise and Responsibility

The permanent sales employees are responsible for different product sections and become experts in each section. Additionally, employees can learn new knowledge related to the section in different ways from their work experiences. The organization will provide only one time for the individual training as the orientation before the employees start working. *“Before I work in the gold pledge section, the management team taught me how to speak with the customer, and how to calculate interest. Only one-time training and that made me more understand”*, E14 told. All employees believe in their positions and responsibilities. E11 said, *“I cannot change my job anymore. I am working here for a long time since I graduated.”* The permanent sales employees are satisfied with the position; therefore, employees think that this is unnecessary to be promoted to a higher position on the part of doing the best in current position, and right jobs.

Finally, these three factors are why the permanent sales employees at the gold shops, Ratchaburi Province are undesirable of getting the promotion towards the higher position; employee relationship among their colleagues, management policy, and their level of expertise and responsibility.

## **CHAPTER V**

### **CONCLUSION**

#### **5.1 Conclusion**

The research found the influence factors of the employees' job satisfaction which are positive effects. All permanent sales employees at the gold shops, Ratchaburi Province have been working for a long time, and they are suitable for current positions. The most significant factors are Social Needs and Esteem Needs of Maslow's Hierarchy of Needs, and for Transformational Leadership is IM (Inspiration Motivation). Nevertheless, all nine variables are showed the positive opinion from the respondents which automatically positively influences job satisfaction.

Lastly, the research also showed the three factors which affect the permanent sales employees at the gold shops, Ratchaburi Province who do not want to be promoted to the higher position. The first factor is the close relationships of employees which is the main reason. The second factor is the management policy that does not restrict to the position but the total sales volumes of each employee instead. And, the last factor is the level of expertise and responsibility in positions.

#### **5.2 Recommendations**

##### **5.2.1 Commission**

The organization should have a standard commission payment and explain to all permanent sales employees to understand clearly each month. If the setting standard commission is clear and shows positive impacts on employees, this can be driven their motivation to the higher sales volumes.

### **5.2.2 Organization's vision and mission**

The organization should have a strong vision and mission which is unique and fits with the organization; therefore, all employees can understand and go on the same track to reach the organization's goal. The vision can increase employee loyalty and employees' job satisfaction.

### **5.2.3 Individual training program**

The organization should have more individual training for employees to increase a special technical skill for employees to have higher performance in their job. The benefits of individual training can increase organization profit.

## **5.3 Limitation**

This study contained some limitations on conducting the in-depth interview during the Covid-19 pandemic, the interview could not be present, but online by face to face via the video conferences. Hence, some non-verbal communication as body language might be omissions.

## **5.4 Future research**

This study contains some limitations, to continue the study is more findings on the recommendations for future research are as follows.

5.4.1 The research focuses on the permanent sales employees in the gold shops in Ratchaburi Province, managed by one family as the management team. For future research, the study should compare with other gold organizations in the area.

5.4.2 The research focuses only sales department, yet then for future research should be studied for other departments of a gold organization.

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