AN EXPLORATORY STUDY OF WHY SALES STAFF DECIDES TO STAY OR RESIGN THEIR COMPANY
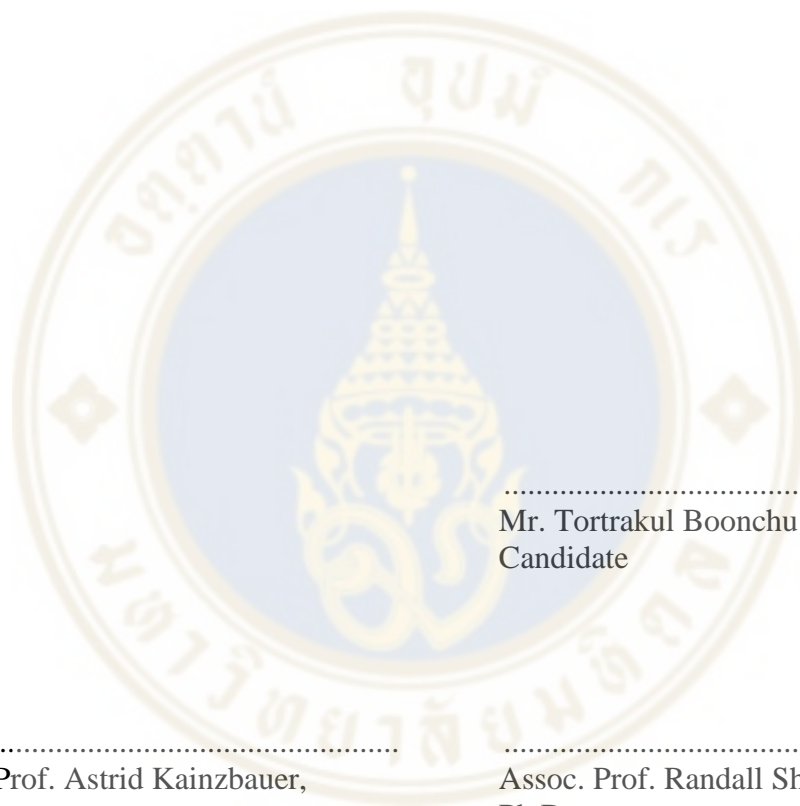
TORTRAKUL BOONCHU

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....
Mr. Tortrakul Boonchu
Candidate

....
Assoc. Prof. Astrid Kainzbauer,
Ph.D.
Advisor

....
Assoc. Prof. Randall Shannon,
Ph.D.
Chairperson

....
Assoc. Prof. Vichita Ractham,
Ph.D.
Dean
College of Management
Mahidol University

....
Manjiri Kunte,
Ph.D.
Committee member

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TORTRAKUL BOONCHU   6349104

M.M. (ENTREPRENEURSHIP MANAGEMENT)

THESIS ADVISORY COMMITTEE: ASSOC. PROF. ASTRID KAINBAUER, Ph.D., ASSOC.PROF. RANDALL SHANNON, Ph.D., MANJIRI KUNTE, Ph.D.

ABSTRACT

This research aims to understand the turnover intention of the sales staff. This is a crucial topic for the company due to there is a huge investment in the recruitment process including training and compensation. The company also has to spend more than a month to convert potential candidates into a permanent employees.

The interview has been conducted to complete the research by asking open-ended interview questions face-to-face with ten participants, who are current sales employees and resigned sales employees of a particular company. This company is a supplier for the construction industry. The interview questions were developed based on Herzberg's two-factor theory. Meanwhile, the probing technique was used during the interview to dig into the core reason.

The finding of this research implies the reason for turnover intention and shows some aspects of Herzberg's two-factor theory which cannot fulfill the expectation of participants. In the end, the recommendations were suggested to the company, manager, and employees to reduce the turnover rate in the company.

KEY WORDS: Turnover intention / Sales employee / Herzberg's two-factor theory / Job satisfaction / Motivation

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CHAPTER I
INTRODUCTION

Turnover rate of the employees is the one of key issues that the company always faces over the decades (O'Connell, Kung, 2007). This issue initiates negative impact on organization in term of cost and performance. In the sense of the cost from turnover, it is a lot because the organization must make an investment that related to recruitment and after recruitment process. For instance, the cost of training for the newcomer will occur when the company needs to find someone replacing the ex-colleague. According to study of SHRM, it generally predicted that it would cost six to nine months' salary for each time a company replaced a pervious employee (Chiat, Panatik,2019). For example, a manager with competency receives salary around $40000 a year, the company should pay $20000 to $30000 for the recruiting and training expense (Merhar, 2016). Apart from the effect of cost for hiring and training, the employee turnover intention causes negative impact of productivity and moral when the employees who have certain competencies and experience that fit for particular position resigned from the company, it nullifies in delay the task result. In the view of Zheng, K. (2015), the employee feels insecurity when they have faced on laid off or resign situation from their colleague, and the remaining workers must take responsibility for extra tasks and duties when some employees leave. Hence, this situation also constructs a low morale in peers, and they could perform lower and have less enthusiastic. Being these reasons, the organization must figure out the way to tackle with the turnover intention to save their annual cost and retain their performance and employees' morale. Most of the studies found that there are some linkages between job satisfaction, turnover intention, and motivation. According to Tan Shen Kian, Wan Fauziah Wan Yusoff, Sivan Rajah, 2014, Motivation and Job satisfaction are frequently discussed in the topic of organization behavior over years. Moreover, most of the motivation theories are developed from the idea of job satisfaction. While the company can achieve their goal of reducing the turnover intention by applying the overall concept of Herzberg's two-factor theory (Chiat, Panatik, 2019).

This paper explores the reason why the sales staff decided to stay or leave their company. The group of interviewees are distinguished into two groups: the first group is employees who are currently working for the company, and another group is the ex-worker who resigned from the same organization to observe what is the core reason that influence them to stay or leave from the company. This study will focus on one company, which provides product and service for the construction industry with B2B approach. The interviewees for this study are from sales and sales-related departments (marketing).

CHAPTER II
LITERATURE REVIEW

2.1 Linkage between Job satisfaction, Motivation and Turnover intention

Employees are the crucial driver for all organizations, and they can be one of the indicators to prove that the company invests in the appropriate area when the company can retain their employee for longer working period, and hence they could generate the more valuable to the organization. Basically, most of the studies of long service staffs related to the job satisfaction because it is the most admire variable for researching organization behavior. There are two aspects of the job satisfaction rate that should be concerned, which are the human and organizational aspect. For the employee, they should be treated adequately with respect. Job satisfaction could reflect that the company concern whether their employees or not by providing a good treatment. Also, job satisfaction can be an indicator of mental and physical health of employees. Second, the pragmatic dimension is that job satisfaction has direct relative to employees' behavior, and it affects the organization outcome. Logically, the job satisfaction is the crucial implication of employee feeling, which can lead to both positive and negative behaviors. The organization functioning can reflect from job satisfaction. According to these reasons, we could justify study with job satisfaction to enhance the organization's performance (Kian, Yusoff, Rajah, 2014).

Unsurprisingly, the research of job satisfaction is mostly found in the journals of organization behavior and related field (Spector, 1997). There are many authors seek the approaches towards defining job satisfaction. According to the term of job satisfaction Hoppock defined job satisfaction as any combination of psychological, physiological, and environmental circumstances that cause a person truthfully to say, "I am satisfied with my job" (Hoppock, 1935). Another definition was provided by Spector (1997), what the job satisfaction is how people perceive about their job and various aspects of their job, then considering the thing that they like (satisfaction) and dislike

(dissatisfaction) their jobs. However, there is another component to fulfil the employees' satisfaction, which is the motivation. There is a correlative between job satisfaction and motivation that cannot ignore. Virtually, most of the motivation theory based on job satisfaction in practice (Kian, Yusoff, Rajah, 2014). The job satisfaction and motivation are interrelated but not synonyms. It was defined that job satisfaction is a part of motivational method (Ali, Anwar,2021). The role of motivation can be classified to be an effective tool for the organization to boost the employees' morale and persuading the work force in the company. On the other hand, when the employees dissatisfy and dissuade will directly impact the intention of their turnover in an organization. Therefore, in order to have an excellent operation in the company, it is important for focusing the relationship between the motivational factor and dissatisfaction and turnover intention to satisfy their employee (Chiat, Panatik, 2019).

2.2 Original motivational theory - Maslow hierarchy of Needs

Maslow hierarchy of Needs can be identified as a foundation of other motivational theory. Five-tier model of human needs is comprised, and it always delineates as a hierarchical level within a pyramid. Needs at the bottom level must be achieved before moving to needs higher. At the foundation of pyramid, starting from physiological, safety, love and belonging, self-esteem and self-actualization respectively (McLeod,2018).
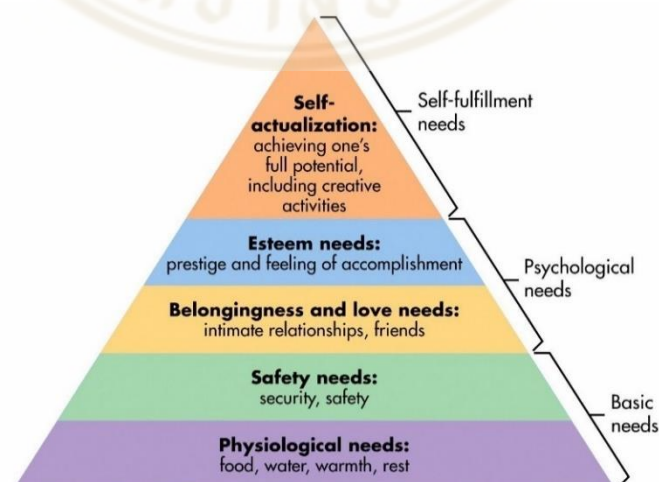
Figure 2.1 Maslow's hierarchy (McLeod, 2018)

2.2.1 Physiological needs

These are biological requirements for Human survival, e.g., air, food, drink, shelter, clothing, warmth, sex, sleep. Human body will be functional efficiently after these needs are satisfied. So, Maslow considered physiological needs the vital stage as all the other needs will be satisfied after.

2.2.2 Safety needs

For the safety needs, it focuses on safety and security of their lives. So, it mainly relates to personal security, employment, resources, health, property

2.2.3 Love and belongingness needs

After physiological needs and safety needs have been accomplished, the sense of human needs is belongingness and love from people around them. Furthermore, human need an acceptance among their social groups. Thus, this stage focuses on friendship, intimacy, trust, and love, not only from their family, but also from friends and colleague.

2.2.4 Esteem needs

The esteem need is classified into two categories, which are esteem for oneself which Maslow classified into two categories: firstly, esteem for oneself is how we value and perceive ourselves in term of achievement, mastery, and independence. Secondly, the willingness for reputation and respect from other. People are willing to feel that they have value from other's perspective. The professional activities and academic achievement can fulfill the esteem needs. Meanwhile, people can feel confident in their ability after they are satisfied the esteem needs. In contrast, those who lack self-esteem, they can develop feeling of inferiority (Cherry, 2022)

2.2.5 Self-actualization needs

Human is seeking personal growth and peak experiences. A desire "to become everything one is capable of becoming" According to Maslow's definition of self-actualization, "It may be loosely described as the full use and exploitation of talents, capabilities, potentialities, etc. Generally, human is fulfilled self-actualization needs by

doing the best that their capability is able to make it complete. (Maslow, 1987, p. 64, Cherry, 2022).

According to Maslow's theory, this theory is a general theory of motivation, which it emphasizes at principal variable in motivation (Surbhi S, 2020). Thus, Herzberg's two factors theory should be adopted to compliment and argue with research questions.

2.3 Application of Herzberg's two factors theory

Herzberg's two factors is also known as Motivation-hygiene theory or Herzberg's dual-factor theory (1959). There are two main concepts, which are motivation factors and hygiene factors. These concepts are distinguished by functionality and application. Furthermore, these two factors influence job satisfaction (Alshmemri, Shahwan-Akl and Maude, 2017). Basically, this theory is mostly used in job satisfaction research (Dion, 2006). Hygiene factors are examined less important to satisfaction in the workplace compared to motivation factors. Also, it is related to 'the needs to avoid distastefulness'. Motivation factors are related to job satisfaction because it is described in the term of the individual need for self-growth and self-actualization (Alshmemri, Shahwan-Akl, Maude, 2017). However, lacking the hygiene factors can create to dissatisfaction in the workplace, but it is not sufficient when these factors have been satisfied in the work environment. Meanwhile, the motivation factors lead to a higher level of motivation (Amoako, 2011)

2.3.1 Hygiene factors

The hygiene factors cover and consist of the physiological, safety and love needs from Maslow's theory. These factors may not directly relate to the job, but they are an essential factor to retain the satisfaction of employees. The hygiene factors include quality of supervision, rate of pay, company policy, working condition, relations with others, and job security (Herzberg, 1966). These factors do not identify as a motivator, but they are a necessary at initial stage to support higher motivation (Amoako, 2011). Herzberg declares that the hygiene factors are extrinsic to the job

because they relate to environment and workplace for 'the need to avoid unpleasantness' (Herzberg, 1966, p. 75).

2.3.2 Motivation factors

According to Herzberg, the motivation factors are intrinsic to the job and relating to the working content. They pertain the high level in Maslow's pyramid, which are self-esteem and self-actualization. When the motivation factors have been fulfilled, they create a strong level of motivation that output in the outperforming result from employees and lead to a positive attitude toward the tasks because they satisfy the employees' growth path (Herzberg, 1966, p. 75). These factors include career advancement, personal growth, recognition, responsibility, and achievement (Herzberg, 1966).

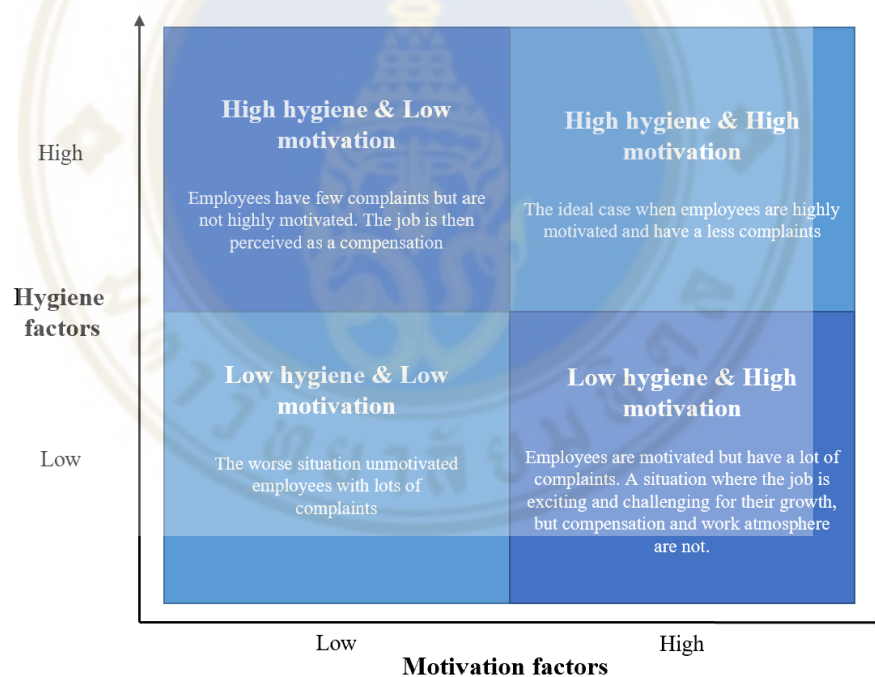**Figure 2.2 Result of the scenario of combining hygiene and motivator factors**

Herzberg's two factors theory can be an indicator for determining the satisfaction level of employees in the workplace, and the main concept of this theory is the difference between the two factors: motivation and hygiene factors. Hygiene factors links to environment around employees, such as, the company's policy, administration,

relationship among colleagues and supervisors, compensation, welfare, and working condition whereas motivation factors include achievement, recognition from others, growth, and development. Motivation factors lead to positive attitudes towards the job and hygiene factors surround the 'doing' of the job (Herzberg et al., 1959; Stello, 2011)

2.4 Motivational theory in practice

According to the research that was done by Tan and Waheed (2011), they studied about the employees from different kinds of retail store in Malaysia and how the money can motivate them, and will high salary affect the job performance and the job satisfaction of the employee or not. It illustrated that the salesperson and employees with sales task emphasis hygiene factor more than motivational factors. The salesperson preferred clear company policy, appropriate sales target from the company, and working condition. Although the high salary affects toward the job satisfaction of employees (Chiat, Panatik, 2019). The key finding toward this study is that the company should focus on both hygiene and motivation factors that emphasis by the salesperson. As the Herzberg's two factors are vital and can be helped the company improving productivity and job satisfaction of the employees.

Thant and Chang (2021) applied Herzberg's two factor theory to examine job satisfaction of public employees in Myanmar. The result showed that both motivation and hygiene factors linked to job satisfaction rate. Furthermore, some hygiene factors mainly influenced job satisfaction of target group. The interpersonal relationships significantly affected to job satisfaction of public employees. They preferred family atmosphere and spirit in the workplace. Other factors in personal life are working condition and interpersonal. Obviously, lacking recognition is the main dissatisfaction factor. Thus, the study showed how important of implementing the motivation theory into both public and private company.
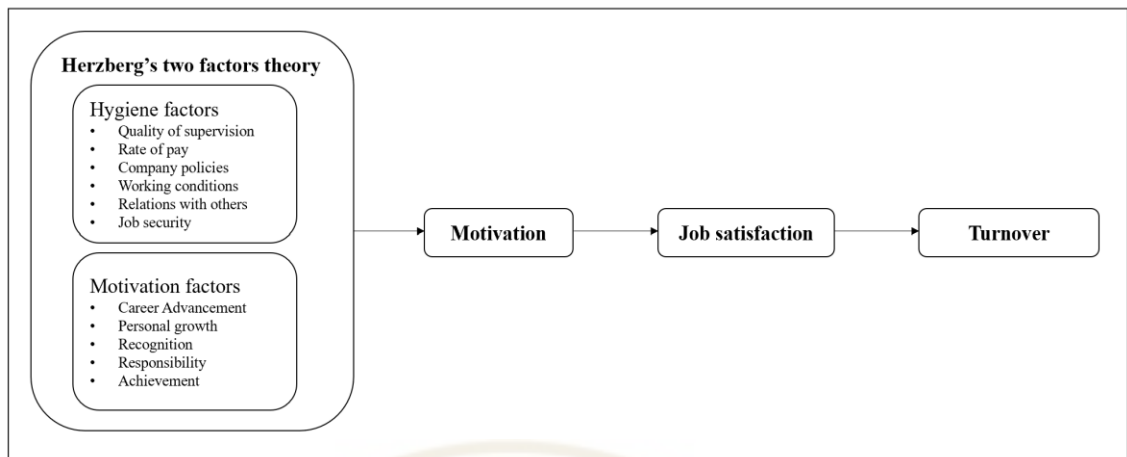
Figure 2.3 Research framework

CHAPTER III
RESEARCH METHODOLOGY

3.1 Data collection method

This paper selects the qualitative method to examine why sales staff decide to leave their company while somebody stay with the company as an engaged employee. With qualitative method, it allows the interviewer expressing their general information, the core reason of turnover intention, and the effect of dissatisfaction feeling. To find out the reason of the company's turnover, qualitative research is the most appropriate method because this method is to provide and illustrate in-depth information in order to understand the various angle of the problem (Queirós, Faria, Almeida, 2017). Furthermore, the participants are asked about how they feel and lead to what are the key reason why they leave instead of staying with the company. The questions are adapted from Herzberg's two factors and use the semi-structured interview to allow a flexibility while collecting data. These questions separated into two parts: the first part is about generic question to encourage the interviewer to feel comfortable while the interview session, the questions are included working experience and position. The second part is the main part, which are in-depth interviews give rich information, this set is mostly related to hygiene and motivation theory to find out individual reason why they stay or leave.

There are some advantages of qualitative study. First pro is qualitative study product more useful content in practical application (Miller, 2019), so this method is suitable for this paper. It will provide in-depth information to explore the turnover intention in practical way. It is possible for this type of research to discover quality information from participants. Lastly, this method based on personal experience and turn into potential data in variety ways. With this method, these usable data can be analyzed from unique individual experience (Miller, 2019).

3.2 Interview method

      This research paper utilizes the semi-structured interview for the flexibility in the data collection process. The open-ended questions are mainly used because these kinds of questions are suitable for collecting the detail of reason. Moreover, with open-ended question, the participants are able to explain and elaborate the answer. Mostly, questions are created based on Herzberg's two factor theory to observe that this theory has an effect to motivation and satisfaction of employees. On the same hand, the finding from interview may explore the root cause of turnover intention, then if the company can crop with these factors, it may enhance the employee engagement.

3.3 Sample selection

      This study consists of 10 participants, and they will be divided into two groups: the current employees and ex-worker from the same company to understand the different of experience and willingness. One of the current employees must be in manger level to know the way to manage their team members. The location of this research is limited in Bangna area, Bangkok.

Table 3.1 List of interviewees

Code	Employee type	Nationality	Position in company	Working experience	Working at company A	Gender
A	Current employee	Thai	Sales	10 Y	7 Y	Female
B	Current employee	Thai	Sales	7 Y	5 Y	Male
C	Current employee	India	Marketing manager	20 Y	17 Y	Male
D	Current employee	Thai	Sales manager	16 Y	15 Y	Male
E	Current employee	Thai	Sales	17 Y	10 Y	Female
F	Ex-employee	Thai	Sales	8 Y	6 Y	Female
G	Ex-employee	Thai	Sales	7 Y	2 Y	Female
H	Ex-employee	Thai	Sales	10 Y	1 Y	Male
I	Ex-employee	Thai	Sales manager	20 Y	13 Y	Female
J	Ex-employee	Thai	Sales	15 Y	8 Y	Male

3.4 Develop the open-ended question

The open-ended questions are developed based on Herzberg's two factors theory to understand the core reason from participant's real-life experience. Also, a list of questions allows interviews to express their rational explanation as shown in table below.

- Briefly, would you summarize your work history & education
- How long have you worked at this company?
- Why did you apply for this company?
- What was your expectation before joining the company A?
- Can your role and responsibility achieve your expectation?
- How did you contribute success in your role?
- What the key things that make you frustrate while working at this company?
- How do you see yourself in next five years with the company A?
- What is the main factor lead you resign/stay the company?
- Are you concern about working condition, such as, health or safety when you went to construction site?
- Have you ever recognized by the company when you achieved something?
- Which kind of manager do you need?
- What were your favourite and least favourite aspects of your previous role?
- What is the best and worst thing you get from the company A?
- Please share the best and worst moment while you are collaborating with this company.

3.5 Probing technique

To ensure the quality of data, the probing technique should be applied while the interview session is running. The probing technique will support interviewee to delve deeper into interviewees' answer, eliciting for the answer, and emotions behind

those answer. With two-way communication, probing technique will be done effectively.

3.6 Conduct the interview

The effective way to conduct interview is physical meeting in order to observe the explanation, body language, gestures and facial expression of interviewees. However, due to Covid-19 situation some participants may not comfort with face-to-face meeting, so the interview could mix between online and onsite depending on the interviewer. Each interview spends approximately around 45 to 60 minutes including introduction part and probing each question. In the end, the answer will be gathered and analyzed based on research framework and then summarizing into conclusion further.
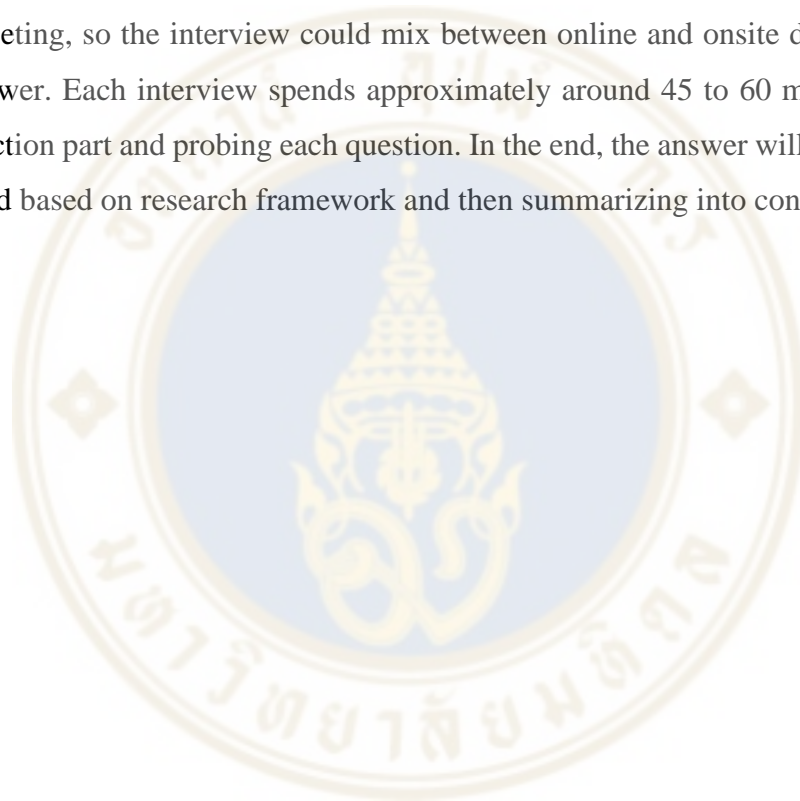
CHAPTER IV
RESEARCH FINDINGS

This chapter summarizes the finding from interviewing ten interviewees who have a working experience with company A, and most of them are from the sales department. After collecting data from the qualitative research, these data are analyzed and summarized by grouping into two main topics, which are hygiene and motivation factors following Herzberg's two factors theory.

At the beginning of interviews session, the participants and interviewer started talking briefly about their education background and working experience to be a warm-up period. After that, the questions were going to focus on moment sharing in order to give interviewees a chance to explain what a good and bad moment while working with this company then the interviewer used the probing technique to dig into detail of each moment. During the middle of interview session, the participants were asked some specific questions that linked to the theory, they were not informed anything in advance. At the end, the participants evaluated each topic in the questionnaire whether they were fulfilled by the company or not.

4.1 Overview explanation of company A

In this section, the contents are illustrated about company background in term of history and business model.

4.1.1 Company background information

The company A is a supplier for construction industrial. They provide the products of chemical and equipment directly to the customers, which are focusing on main contractor around Thailand. This company was established in Europe since 1941, then it started business in Thailand market for 20 years. This company approaches contractors by using direct sales method, which can totally differentiate themselves from

other rivals in the market, and other main reason that they choose the direct sales approach because of their products. Their products are implemented into market with premium price, which is higher than market price around 30-40 percent. Being with this reason, the company invests in salesperson and trains them to convince the customer in term of value-added that the customer will gain after using products. Also, the sales staffs should understand the customer's pain point to design the solution for them. With the direct sales model, the sales staffs should not work only in the office, but they have to meet their customers at the construction site frequently.

4.2 Hygiene factors

The sequence of interview started from asking the question according to research methodology, after that showing participants a checklist as table 4.1 below and asking them which topics in Hygiene factor that the company was able to fulfill their expectation. At the end, the finding is combined between interview statement and questionnaire to clarify the reason why the participants stay or leave the company. While the interviewees were doing questionnaire, they did not understand clearly in some topics, so the interviewer should explain in another way. For instance, the quality of supervision is an unclear topic, and hence interviewer should paraphrase this topic by asking questions, such as, did they satisfy with managing style of their manager, or can the manager motivate them while working together.

Table 4.1 Hygiene factor checklist

Factor / Participant	Quality of supervision	Rate of pay	Company policy	Working condition	Relations with others	Job security
A	✓	✓	✓	✓	✓	✓
B		✓	✓	✓		✓
C	✓	✓	✓	✓	✓	✓
D	✓	✓	✓	✓	✓	✓
E	✓	✓		✓	✓	✓
F	✓	✓		✓		✓
G		✓	✓	✓	✓	✓

H		✓	✓	✓		✓
I	✓	✓		✓	✓	✓
J		✓		✓	✓	✓

4.2.1 Quality of supervision

6 out of 10 participants were satisfied and motivated by their supervisor. For instance, Ms. A explained that her supervisor coached and gave her a practical guidance every time when visited the customers together. Moreover, the manager always spare time for reviewing and giving feedback about what she has done well, or what is the gap for improvement. Meanwhile, the manager feels free to let her give feedback about his/her management style. From Ms.A's statement, it obviously demonstrate that she satisfied with her manager in term of getting feedback and guideline. Likewise, 4 participants who were fulfilled this aspect mentioned these points that their manager also give some feedback when they visited customers and suggest how to approach customers effectively. At the same time, with the supervision, the manager should prove competences and fairness to their team member for enhance credibility. This company has done well in term of recruiting supervisor to manage sales team as Ms. E said, "I satisfied when I was coached by my manager because he is able to guide me and provide a distinct working direction that make me feel more confident while working with him. From the manager aspect, Mr. D shared aspect of managing team member as "I have to make sure that all team members were treated equally to prevent the conflict among them. Also, the sales director, which is my boss, he treated me fairly compared to other sales manager, so I should treat my team in this way too", and he ensures that teammate enjoys his managing style. Thus, these statements from respondents could demonstrate the linkage between supervision and motivation. In contrast, another four interviewees faced experience with difficult manager. For example, Mr. J revealed that "A ton of tasks were given to me every minutes. My manager never guides or show me how should I finish these tasks effectively, but he just passed the things that he was assigned from his manager to me, then informing deadline when he wants me to finish. Moreover, he always declines my tasks because it did not achieve his expectation. Honestly, I did not understand what his expectation of my tasks are." This message could illustrate the sense of dissatisfaction among Mr. J and his manager. Obviously, the quality of

supervision was mentioned by participants in the sense of coaching and training that they were approached from the team leader.

In summary, practical guidance and feedback are the main topics that participants mentioned during interview, and they are looking for these points from manager because it is able to satisfy and motivate them. On the other hand, the rest of interviewees who dissatisfied in this aspect, they are willing to be coached and provided a guideline from their manger to complete their tasks efficiently.

4.2.2 Rate of pay

From the interview session, all participants revealed that the rate of salary is a crucial factor that be able to motivate and satisfy while working with the company. For example, Ms. A exposed that "I decided to resign from previous company because company A offered twenty percent higher than pervious company's income. On top of that, this company gave me a variable salary as an incentive if I can achieve the monthly sales target while pervious company was giving only fixed salary. This package is so hard to deny." Additionally, Mr. B revealed that his short-term goal is to achieve the monthly sales target for getting the add-on incentive. So, the statement from Ms. A and Mr. B illustrate that the company A pay a high rate of salary combined with the incentive to motivate the sales staff. By doing this, it can leverage the motivation and satisfaction from employees.

However, one of participants consider they were satisfied by high salary, but it did not motivate them to continuously work with company. According to conversation with Ms. F who is the ex-employee, she also mentioned as "I absolutely agree that the payment rate of company A is significantly higher as compared to other company in the same industrial. However, money may not be everything in my life, there are other reasons that lead me to make decision like this" So, with her statement, it might support the Maslow's hierarchy needs theory. Salary is connected to lower needs, such as, physical and security needs. Maslow (1954) stated that after lower needs were fulfilled, the higher needs will prioritize, if not, with raising salary alone cannot lead employees engage with the company.

4.2.3 Company policy

For the company policy, the finding can be divided into two categories of policy: first is reward policy and another is promoted policy. These two policies are communicated from HR department. 6 out of 10 participants were fulfilled only reward policy, but they are ambiguous with promote policy. For instance, participant B revealed that "The company always inform me in detail about the salesman of the year reward that this reward will be given to someone who perform outstanding in term of percentage achievement in yearly sales target, then they will get an additional bonus, so I can set my action plan to accomplish this reward during the year." On the other hand, the promoted policy is unclear for almost every participant because HR department did not have obvious criteria or condition to promote internal staffs. According to statement from Mr. J said "I used to interview as candidate of sales manager after working here for 8 years. At that time, there is another external candidate, and at the end the external candidate was chosen by management team. I did not even receive any feedback from HR team to improve myself for this position that made me still wonder until now." With unclear promoted policy from management team, it might lead their staff dissatisfy and have low motivation because they did not know how they will be promoted when they are ready.

In conclusion, interviewees satisfied with only reward policy that the company informs them every year during company meeting, but they were not fulfilled this aspect because career promotion policy did not communicate to them obviously.

4.2.4 Working condition

According to company background, salesperson always visit their customer and demonstrate products at the construction site. There is poor condition of atmosphere surrounding construction area, such as, pollution, safety, and noise. However, the interviewees did not mention about their concern of working condition because they had prepared themselves to face this environment in advance before applying to this company. For example, Ms. F stated that "I am ready to work at jobsite because I researched about this company before joining. So, I do know my office is not at building like others, but it is mainly at jobsite." Also, all newcomers have to have field ride day with existing salesperson after they passed interview with HR to observe the daily work

of this role. Thus, they will have a clear picture of working environment to decide whether they want to apply this role or not. In addition, sales staffs are provided a company car, laptop, or even trial equipment to demonstrate the performance with customer. The employees do not need to purchase these kinds of tools by themselves. Refer to interviewee I said, "My team members can show performance of product when their customers would like to see and compare with their current one because company gave them a demo tool, so they may have chance to close the deal whenever the customer want to purchase the new one."

To sum up, every interviewee satisfied on this aspect in term of working condition, environment, and safety equipment that company prepared for them. The employees had not had any concern in condition of working that they have to face every day.

4.2.5 Relations with others

The finding from the interview, not every participant has a good relationship with peers. Due to the statement from three interviewees could show that they have low level of relationship with colleagues. For instance, Mr. H and Ms. B said, "They have to do everything to achieve their monthly target, so they have no time to think about others or even ask for favor from team members. With this reason, they have less interaction with peers." However, the aspect of manager is totally different. Another manager, Mr. D mentioned "I had tried very hard to create event to build-up a good relationship among the team by inviting everyone to join the dinner and chitchat in general topics, which is not work topic because he wants to break the ice among them. Yet, it is not easy because their team always decline with individual reason. At the end, there is only two or three persons who are able to join the party" And, Ms. I revealed "Frankly speaking, I enjoy coaching and working with only two members in my team because the rest did not open their mind for my suggestion." According to Herzberg's theory when the relationship with others is fulfilled then stimulation of the motivation factors in term of recognition and achievement could be accomplished.

In conclusion, participants were not satisfied in relationship among colleagues in term of work collaboration. Salesperson has to focus on own target in order to achieve and get the incentive, so it has not much interaction with others.

4.2.6 Job security

Overall, the finding from participants treads to be positive. One of the newcomers, Mr. H said, "HR team gave me a personal protective equipment, such as, safety shoes, safety helmet, safety glasses, earplug, and reflective vest at the effective day. I feel that they really concern about my safety while I am working at jobsite" Also, Mr. D, a sales mention "I always tell my team to be careful when they went to jobsite, or if their customer asked them to present the product around risk area, such as, demonstrating tool on scaffolding. They should politely decline and try to offer to present at another place." Mostly, participant did not face with trouble in job security although they have to work at jobsite, which can be classified as a risk area.

In summary, participants gave feedback similar to working condition. They were fulfilled in sense of job security by company. The company can show concern to their employees by supporting safety stuffs.

4.3 Motivation factors

Likewise, the interview of motivation factor is the same as hygiene factors. The participants were asked questions initially based on motivation factors, then they were requested to finish the questionnaires. The summary table 4.2 illustrates which factor that the company can fulfill the needs of participants. Meanwhile, the add-on reason for lacking factors will be explained in the finding content afterward.

Table 4.2 Motivation factor checklist

Factor / Participant	Career advancement	Personal growth	Recognition	Responsibility	Achievement
A	✓	✓	✓	✓	✓
B			✓		
C	✓	✓	✓	✓	✓
D	✓	✓	✓	✓	✓
E	✓			✓	
F					
G			✓		

Table 4.2 Motivation factor checklist (cont.)

H		✓	✓		
I	✓	✓		✓	
J		✓			

4.3.1 Career advancement

For this factor, half of participants considered this company could not fulfill the sense of career development. For example, Mr. J said "HR team always emphasize that they prior to promote the internal employees more than external people. So, I keep developing myself for career growth opportunity. Before resigning from this company, I have involved the interview to promote to be a sales manager, and I am confident that I am able to be a chosen one. At the end of the day, I have not been selected by management team, and they picked the external candidate. On top of that, they did not explain me how I can improve myself to take this position. I am so demotivation and dissatisfaction with this action." Furthermore, Ms. F revealed that she used to be offered from HR team as they said, "The area sales manager is vacant now, are you interested to interview for this position, it can be your growth opportunity if you were chosen." After that, Ms. F suddenly said she is willing to be a candidate. Unfortunately, the result ended up similarly with Mr. J's case. With this outcome, it makes Ms. F feeling suffer, and hence she decided to leave from the company because she considered that with this action the company depreciates her. Additionally, she said that "From my point of view, management team used their gut-feeling to pick the person who will be promoted, not using any logical criterial" These reasons could illustrate the consequence after the career advancement cannot be fulfilled, then it will lead employees to dissatisfy and demotivate with their working life. Career advancement is significant factor, which could increase the level of employee loyalty, concurrently this dimension may enhance the organizational When employees are able to foresee themselves growing with organization, they will generate the effective outcome. Consequently, the effective result could escalate a productivity to the company.

In conclusion, 5 out of 10 participants who did not satisfy with the career advancement aspect, they mentioned about indistinctness of career development path. Participants were not informed how to promote the employees from company side.

Likewise, the company announces only vacant position, which is their opportunity to be a candidate, but they did not know how to prepare themselves in advance.

4.3.2 Personal growth

From the interview session, interviewees mainly mentioned the career development system, which can utilize as a tool for tracking and planning employees' development plan and career goal. For instance, Mr. J revealed as "Me and my manager have one-on-one discussion to create the development plan together in system since the beginning of every year and review the progress twice a year. It is mandatory. Also, these plans will be evaluated at the end of every year so that the result will be effect to my salary adjustment." This is another supported by marketing manager, Mr. C said, "I have to discuss with my team member individually every year in order to create the development plan together. At the initial of discussion, my subordinates should start thinking about their future role that they need to be promoted, and then we close the meeting with action and timeline when we are going to review the progress because I must submit the result to HR team." According to statement from Mr. J and Mr. C, the career development system is good for them in order to be a guideline and career goal setting. However, someone considered that this system could not fulfill their satisfaction according to Ms. G revealed that "I could not see any benefits from this system, it is just a software. I feel uncomfortable while I was discussing with my supervisor, and I had done it because it is going to affect to my salary. Meanwhile, HR team did not have process with my development result" From this message, it could be analyzed that she settled down with her position without motivation.

In summary, the result of personal growth can show in professional growth that it will increase opportunity to develop new capability and techniques, also gaining more professional knowledge (Alshmemri et al., 2017). If the company can achieve or set the appropriate plan matching with employees' expectation, it could motivate them to work constructively.

4.3.3 Recognition

4 out of 10 respondents mentioned about they quite dissatisfied because they were not recognized from other colleagues. Mr. J revealed that "It has only one stage that allow people to recognize you, which is top-sales competition, this reward will be given to only one person who get the highest percent achievement. I would say you have less chance to get this reward, and I never win it since I started working here." Additionally, someone acknowledged with this recognition program, but they could not foresee themselves standing on the podium. For instance, Ms. G said "The criterial to win the salesman of the year was announced to me since the first day. However, I did not focus on it because there is impossible to compete with others, so I just focus on achieve my monthly target due to it is so difficult to sell expensive products to my customer." On the other hand, Ms. A mentioned that "I am always recognized from my peers and my boss because I won the salesman of the year reward three years in a row. HR team stated my name during company meeting, I feel really proud of myself. These praises can be my motivation to win this competition again and again."

Regarding these messages, the company has a stage to build recognition among employees, but most employees could not comprehend this sense because the criteria is too difficult for them, so it is insignificant for their view.

4.3.4 Responsibility

This factor may imply the reason why ex-employees decide to leave from this company because 4 out of 5 ex-employees dissatisfied with their responsibility. According to Mr. F and Mr. J revealed that they took too many responsibilities because their manager assigned them both paperwork and want them to visit the customers at least eight companies per day, it is excessive tasks. These tasks extremely tough for them, then they want to give up many times before, but they could not be recruited from other company. Finally, they said "I decided to resign from this company, it was so relief!" In contrast, Ms. E explained her opinion with responsibility at company A in different way. She said, "This company give me a good work-life balance moment compared to my previous workplace. I am able to plan my work schedule myself and just inform the plan to my manager. He kindly guides me what I need to do to achieve my sales target without fussy action." So, due to the dissimilarity of two perspective on

responsibility, it might be analyzed that the manager is main factor to satisfy or fulfill this dimension for their subordinates. From the manager's point of view, Mr. D said, "I have an autonomous in making decision or managing my team. I was not forced by sales director, and he gives authority with my responsibility. So, with this reason, I satisfy working with him, and there is no conflict among us."

In the end, participants mainly mentioned to their manager for this aspect. For the fulfillment of responsibility, it depends on managing style of manager and level of understanding their subordinate.

4.3.5 Achievement

The finding from interview section illustrated that 5 out of 8 participants, which is more than half, they were not fulfilled their sense of achievement. Obviously, all ex-employees lacked this aspect. From the conversion with participants F, G, H, and J, the content could be concluded that they did not perceive the sense of achievement of their current role. For instance, Ms. F said, "My monthly target is too difficult to achieve that why I was unable to perform beyond the target. Due to the size of customers that I was taking care, they are small and middle contractor, so they could not afford the expensive equipment from company. Thai contractors are purchasing Chinese brand, which is significant cheaper. Let's say the customers can spend the same amount of money to buy 10 pieces of Chinese tool compared to one piece of this company's tool. By this reason, I could not convince my customers, and this consequence negatively impact to achieve my sales target" In addition, Ms. G, she revealed, "I used to work with the competitor, then the attractive salary had made me move to company A. While I was working here for two years, my monthly target was achieved only five or six months. I faced the dilemma, and it was so demotivation my moral. The products of this company are not suitable for Thai customer because of its price." Not only ex-employees were not fulfilled the sense of career achievement, but also some current employees. Mr. B mentioned that "Nowadays, economy shrinks due to many factors. Thus, my customers order less product than before. They extremely try to tighten their belt even they have to degrade their equipment by turning to use the Chinese product. The customers are focusing only on the initial cost that they must pay, not a performance of equipment. I did not get an incentive for several months. Yet, I cannot resign from this company

because of my family. So, I still need a fixed income to treat my kids. The company should consider the satisfaction and motivation of their employees in this sense in order to reduce to turnover rate that may foresee in the near future.

In summary, interviewees significantly lacked the sense of achievement in their working life because they could not achieve sales target. Consequently, they decided to give up because of less internal motivation, which is the effect from external factors.

CHAPTER V
CONCLUSION AND RECOMMENDATION

5.1 Conclusion

The main purpose of this research was to find the reason why sales employees stay or resign from particular company. This company is a supplier in construction industry, which is providing premium equipment to Thai contractor. The interview was conducted by having a conversation following variety of questions based on Herzberg's two factors theory to explore which dimension that they were or were not fulfilled by company. The finding was separated into factors of Herzberg's theory. Apparently, both current employees and ex-employees were satisfied and motivated by hygiene factors, while lacking motivation factors could be identified as a reason those leading employees have a turnover intention from the past until now. According to Rae (2017) stated that the motivation factors link with Maslow's higher-level needs and hygiene factors have a correlation with Maslow's lower-level needs. These two factors work independently, however, to satisfy and motivate employees should focus on both factors concurrently. With this study, it could support the result from interview. When participants were fulfilled both hygiene factor and motivation factors, then they can stay longer with company than someone who was achieved only some factors. With the loyalty employees, the company could gain the effectiveness from their tasks' result. Moreover, the company does not need to invest for recruitment and training new employees in order to replace resigned staffs. This is summarized of result in figure 5.1 below:
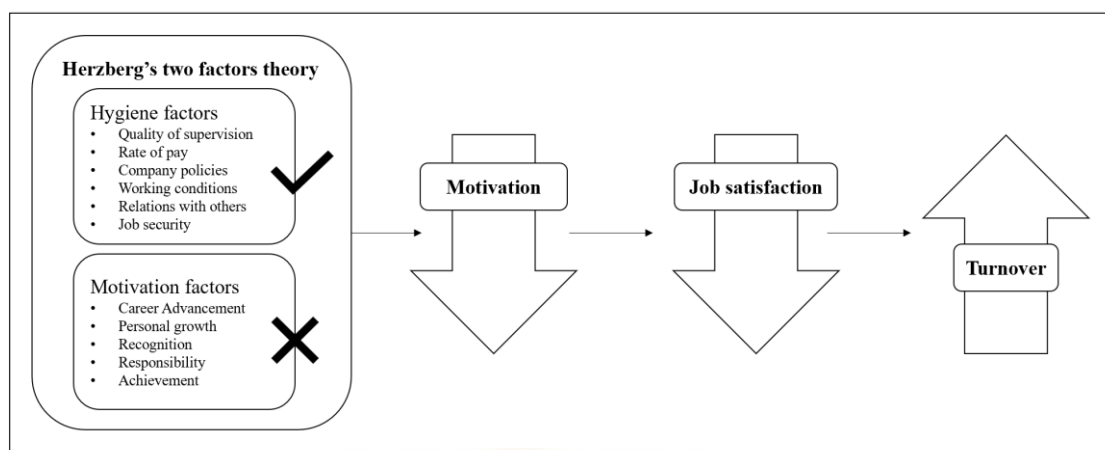
Figure 5.1 Interview's finding the conclusion

From figure 5.1, this diagram illustrates that overall interviewees were fulfilled only in hygiene factors, but they could not perceive the sense of motivation aspects while working with company. Consequently, the motivation and job satisfaction still dropped although the company could satisfy their employees in providing high salary, good leader, policy, and working atmosphere. Therefore, with low motivation and job satisfaction, employees decide to leave from the company easily because of high turnover intention.

5.2 Recommendation

5.2.1 Company

According to the finding, it demonstrated that interviewees were not satisfied with promote policy, which can affect to their career development. The interviews would like to be promoted, but they were not chosen from management. Meanwhile, the management picked external candidate instead of current employees. Moreover, interviewees did not know what the promotion criteria is, so they did not prepare themselves in advance before interviewing. Thus, company should plan and implement the specific criteria as a standard policy, and this policy should be explained to staffs. On top of that, the company could design a employees' grade based on working experience and competency, for example, the newcomer who has just joined the

company in sales role, they will be a "Sales 1", and the company will conduct the examination for moving up the level yearly, so everyone has opportunity to lift-up the level depending on their abilities and readiness. Concurrently, the company should consider in working experience in the higher level because seniority is another crucial factor to get a promotion. The company could specify the minimum level what can promote to be a manager, such as, only Sales 5 is able to be a candidate to move to sales manager. In addition, the company should conduct the self-efficacy training session with appropriate curriculum based on passing requirement of each level. A, the guidance of improvement should be provided during training session. The company could assign the line manager following-up the result after employees have joined the training to observe feedback and evaluate an effectiveness of this program. By implementing this action, employees will have a clear goal how they can be promoted in short- and long-term during work at company, and they are able to improve their competences to comprehend the sense of personal growth. The objective of career development is to fulfill the employees' aspiration that could achieve the result in organizational performance (Sinha, 2020). Employee satisfaction and motivation can be accomplished by planning an effective career development system and align together between manager and team member of what are the action and result at the end (Elgar, 2005). In contrast, when a person has not realized career goals, they tend to be a pessimistic worldview. Moreover, career stagnation could be generated from unclear career development plan, and it could influence employees facing with dilemma period (Volmer, 2011). Thus, according to study of Volmer, the company should solve this issue promptly to prevent the problem that may incur in the future.

5.2.2 Team leader

The recommendation to team leader mainly relates to the managing approach that manager applies to their team member. Obviously, if there is inappropriate approach applying from the manager side, at the end, the dissatisfaction and demotivation of employees will be shown as the result. For instance, some participants revealed they dissatisfied with a ton of tasks were given to them, and their manager did not provide any guideline to finish these tasks effectively. From this example, they needed guidance from manager. This situation could demonstrate that the manager was

applying a wrong leadership method to their subordinate, and this approach did not match with employee's readiness level. Thus, manager should utilize situational leadership theory for managing people. According to this theory, at the initial step, the team leader should consider a lot of variables, such as, background, personality, learning style, ego, and motivators when they work with a team for adapting a suitable management style to each unique situation or task to achieve the needs of each team members. Different level of expertise match different management style. A manager could let a high performer responds of their own project with high autonomous. In contrast, a manager should get more involved while managing some employees who have low competence with low willingness. Additionally, according to research from Lin and Lin (2011), there is a positive relationship between supervisor and team member interconnection and job satisfaction because the respondents described that they satisfied on their jobs when they had a positive interaction with their supervisors. Finally, with the appropriate leadership style, it could satisfy and motivate employees, then reducing the rate of turnover intention.

5.2.3 Employees

Most interviewees lacked achievement because they have pessimistic mindset when they could not achieve the sales target. So, the employees should have "A can do mindset", which is a crucial starting point to fulfill the achievement aspect. According to finding from study of Singh and Shrivastava (1983), the need of achievement is able to represent an important variable in the job performance and job satisfaction. Moreover, the job performance significantly shows effective for group achievement. The employees should confidence with their capability and keep focusing on controlled factors, such as, self-improvement and individual performance. Concurrently, the manger should provide a high supportive to enhance moral of employees. These are able to increase the level of job satisfaction and motivation to reduce the turnover intention for this company.

5.3 Limitation of the study

There are several limitations of this research. For the first limitation, according to this research was conducted during Covid-19 outbreak, so it is quite difficult in order to make an appointment for face-to-face interview with participants. The appointment period should be planned in advance. Moreover, some participants inconvenienced giving interview physically, then it has to change to be other one because the finding will be collected more effectively with face-to-face than online. The second limitation, with the time constraint, this research was able to interview only ten participants, which is considered to be a small sample, and the result cannot represent the whole sales department in the company. Additionally, some participants concerned about the term of anonymous because they are current worker, so it is necessary to explain that this research will not mention the information of interviewees and company to ensure them about the privacy during interview session.
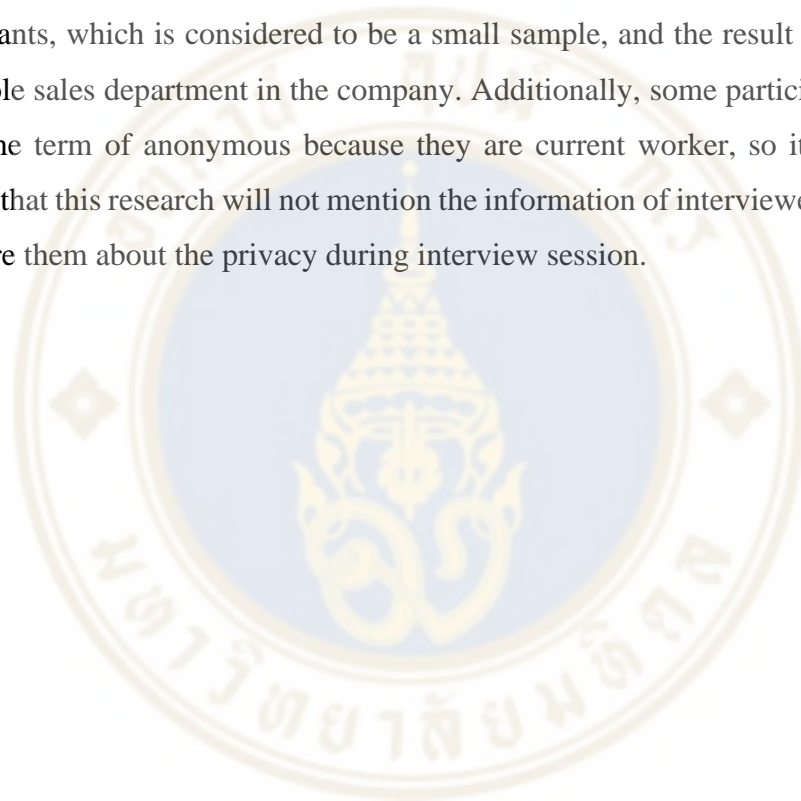
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