

**HOW TO INCREASE MOTIVATION AND ENGAGEMENT OF
EMPLOYEE AT THE1 CENTRAL COMPANY: CASE STUDY IN
THAILAND**



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ABSTRACT

The objective of this case study is to find how to change the employee's motivation at The1 Central Company and find the method that can motivate and engage the company staff. Regarding the current situation, many external and internal factors decrease motivation levels, for instance, the Covid-19 pandemic, changing working style behavior, and the number of new employees.

The research methodology was qualitative research by in-depth interviews via the online platform. There are 10 participants: high management level and operation staff, short and long work experience, and different departments. The researcher studied this case by referring to Maslow's Motivation Theory and focusing on all factors except salary. Then, the researcher relates the responses with the theory to find the outcome to analyze and generate recommendations.

The recommendations are provided to the company further and raised to CEO for consideration and attempt to implement them in the company activity. Make it practical and engage all employees to work happily and efficiently in this organization.

KEY WORDS: Work Motivation/ Company culture/ Employee engagement/ Colleague Relationship

27 pages

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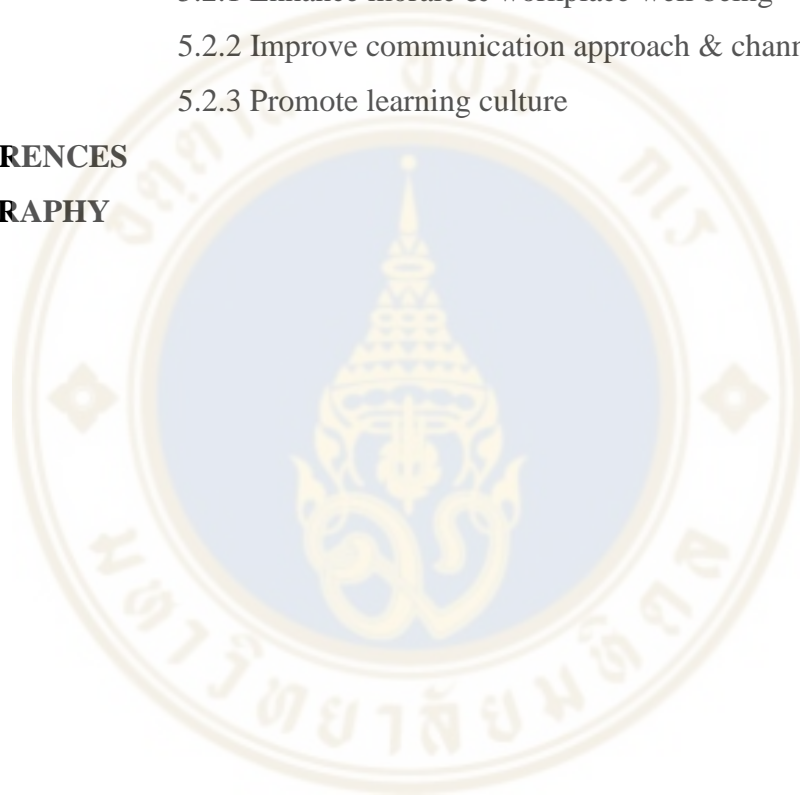
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CHAPTER I

INTRODUCTION

1.1 Background

Nowadays, many organizations turn to focus on employees because it is the essential part that can increase the productivity rate and the excellent outcome. They are aware of the employee's attitudes and feeling about how they think about the company and can keep them in the same direction to achieve the goal. Many factors dramatically affect employee engagement and motivation: distancing, online working, and being a part of the company. These become the root causes that many people do not have harmony and unity in a company. I think this topic is an interesting case to study, and I start with the company I am now working at to observe the employee perceptions and current issues relevant to the topic. The company name is The1 Central; the main business is related to digital loyalty and lifestyle platform. Initially, this company was a supporting unit under the Central group with around 70 employees, just handling the offline loyalty program. However, the number of employees has increased by three times because the company has become a business unit.

Moreover, many new departments are generated, making the company structure more complicated. Compared with the past, people connected and knew each other well, and the range of scale for communication is more comprehensive than in the past. Employees are individually and lost to realize the company's value. It can also lead people to mislay the company's vision and mission. The relationship between employee and company has diminished gradually. However, the CEO attempted to reform the working structure from vertical to horizontal. In the past, the employee has to work following the step. For instance, for creating a new project, the working style is separate individual teams to do their own part. They did not cross-function to work together to perceive many anchors of thinking, they would join each piece when each finished their position, so the workflow was not smooth when connecting because they did not know the complete detail of the project. After changing to the horizontal method, it is called

work as a squad which consists of many teams, and it was better than before; in one step, it combines every related team to share the idea that makes people feel they are part of this stage and enjoyable to work with. This way gives the power to explore and think together and also increases motivation for the employee.

But it is not enough to raise motivation and engagement because there is the uncontrolled factor that is Covid-19 that changes the working style; people have to keep a distance if working at the office maybe meet or chat with each other even though the job responsibilities are irrelevant. Furthermore, as the company's mission turned into the no.1 of digital loyalty and lifestyle platform, so company hired a lot of staff, especially IT staff, IT engineers, and system developers, it is also a factor brings the new lifestyle of employees is the one factor that makes people cannot connect well. The company has two groups, the original one, and the tech person. A new type of employee coming like an IT staff, IT engineer and system developer, these staffs have the different culture how to push them to be a part of this company and have a good attitude to work here. This is the interesting point how to build the company culture by alignment many types of people and increase employee's motivation and engagement.

1.2 Problem statement

According to the background and current situation, the author found that employees in the organization tend to lower their motivation and engagement rate in during the covid situation, the combining working from home and working on site which may affect their efficiency and productivity and create a negative attitude toward the organization. Attitude, perception and relation are the root cause that can shape employee behaviour and make them not attach to the company. In case they do not feel comfortable, it risks impacting the turnover rate and retention issue.

1.3 Research question

What are the factors that motivate and engage the employees at The1 central company?

How can we drive The1 central company success by employee's engagement improving?

1.4 Research objective

The author has scope down to the employee's needs and wants in 2 years later after covid situation, excluding the salary. What can be the factor to drive motivation and engagement when working in this place? Various factors influence people to change their attitude and care more about themselves. The author anticipates designing an activity or suitable method to help people feel more comfortable working by adapting the relevant theory. Moreover, the author is interested in the internal communication issue, which scales from the management level to regular staff and lead the staff to participate the activities. This is the essential part that proves how they can connect or sync each other, and the company's information has appropriately distributed as expected.

1.5 Expected Benefits

The researcher expects this study case will help to understand why the motivation in this organization tends to decrease and what is the key factor that can improve engagement and motivation to be better. This point is essential that the company should concern about because employees are the main foundation that can indicate the company's performance. If employees do not feel joyful or happy to be with the company, it may not be stable and difficult to gather the people to have the same direction for goal achievement.

CHAPTER II

LITERATURE REVIEW

2.1 Definition of Organization culture

The behavior or the tradition that employees in the organization follow or act as the pattern in the group includes the organization's vision, values, systems, symbols, language, assumptions, and habits which can lead people to have the same direction in attitude and behavior standardly. The leadership of the founder member has designed the organization culture, and it affects how employees interact with each other, with customers, and with external stakeholders" (Belias D. and Koustelios A. 2014). Hofstede (1991) noted that three different cultures impact the employees' national, occupational, and organizational behavior. Organizational culture is generated among and between employees and the company environment. However, it is the potential to develop and adapt to the organization's goals and strategies. Organizational culture is how we do things around here (Schein EH, 1985). It has been suggested that "culture is to an organization what personality is to the individual" (Callahan C, 2003). According to Denison (1990), there are four elements of an effective organizational culture; involvement, consistency, adaptability, and mission, which can be the key to maximizing any organizational culture's effectiveness.

Involvement: to handle the responsibilities, be part of the decision-making process, and show commitment to the organization.

Adaptability: to respect and follow the company when some system or activities are updated.

Consistency: to affirm the values, expectations, and behaviours which are supported the goal of the company

Mission: to contain the comprehension of employee and organization's purpose.

2.2 Work Motivation

Work motivation means that employees want to do their assignment with the best not do for finishing the assignment. An essential key of motivation is various base on the own criteria set. Factors affecting employee motivation include work design, position with the right person, decision authority, reward, and work process (Gomez-Mejia et al., 1998).

There are so many theories explaining how to motivate and engage the employee. It would be better if the manager could motivate the subordinate to achieve the work without control and order. Managers should study and develop communication skills to match and suit their subordinates to increase employee performance. They should also understand why employees think and react like this to send the correct messages and receive excellent responses.

2.3 Employee's engagement

Employee engagement meanings can be various definitions based on the perspective. According to research by Gallup, the well-known consulting defines "engaged employees as those who are involved in, enthusiastic about, and committed to their work and workplace." and claims that engaged employees have better performance than disengaged employees. Moreover, the research shows that 85% of employees tend to have lower engagement; the company does not recognize this issue.

Tanwar (2017) indicated that the engagement of employees is related between employees and the organization.

Another definition said how employees acknowledge the organization and the organization's internal and external stakeholders. Moreover, employees proud of the organization would respond and perform their job responsibilities better.

2.4 Relationship between motivation and job satisfaction

According to Sempane, Rieger, and Roodt (2002), Job satisfaction relates to employees' satisfaction and feeling that can show the company's satisfaction and

motivation rate. Moreover, job satisfaction is a quite sensitive point; it is hard to measure its level and can directly impact the motivation to work. Their personal and social trends have influenced employees' behavior and working styles; these factors are difficult to control. Besides this, people are motivated by their expectations and goal setting. Goal achievement involves job satisfaction. The contribution explains these results that achievement makes towards a person's self-esteem, reinforcing their sense of contributing to an organization (Roos, 2005).

2.5 Maslow's theory

Maslow, the author of the "motivation to work," stated that analyzing employee behavior and attitude is the method to understand the critical factor that motivates humans. He created the concept of the human need level, which is the need hierarchy theory. According to his concept, he indicated the five need levels in detail below.

Physiological needs are fundamental for living, including air, food, water, and shelter.

Safety needs are the second level which means employees need stability in their life and security in their job to confirm that they can work in a safe workplace without worries.

Social needs are the third level of the chart; this refers to the employee's want to be recognized and acceptable by colleagues. They want to participate in the work society.

Esteem needs are the fourth level. In this state, the employee would respect themselves. The organization can create a reward or incentive to congrats on employee achievement.

Self-actualization is the top need; the employee should be confident to respond to the job and initiate new project and activity beneficial to the company and have the authority to decide to do the best in their career paths. They will fulfill with success and pride.



Figure 2.1 Maslow's hierarchy of needs (Kunc, 1992)

2.6 Brand image

An essential factor that would approach the employee's view is branding image; for instance, the organization builds a brand image to reflect its reputation. Referring to Ambler and Barrow (1996), the 'Employer Brand' stated "functional, economic and psychological benefits." Also, it is essential to know how the organization's culture has been implemented, what visions the employees can perceive, what potential goods the employees can obtain, how the company publicizes, and how digitized as well as the advertising campaign runs within the company. The employees also realize their expectations, and the organization needs to draw some aspects that would be truly appealing to them. The effective branding of the organization can gain more attractive employees while retaining the qualified ones (Alniaci, ka et al., 2014). It is vital to know if there are gaps between the employees and the organization. To elaborate, if employees lack adequate knowledge of the brand and do not promote brand loyalty, this can lead them to think that they cannot fit in the organization (Rampf, 2014). The organization towards the employees should also be considered fun with a good working environment while providing "above-average salaries" that link to job security and development package. On the other hand, the organization should provide intrinsic

and extrinsic values that relate to the employees' job's function and can be the main driver of the brand (Maxwell, 2009).

2.7 Conceptual Framework

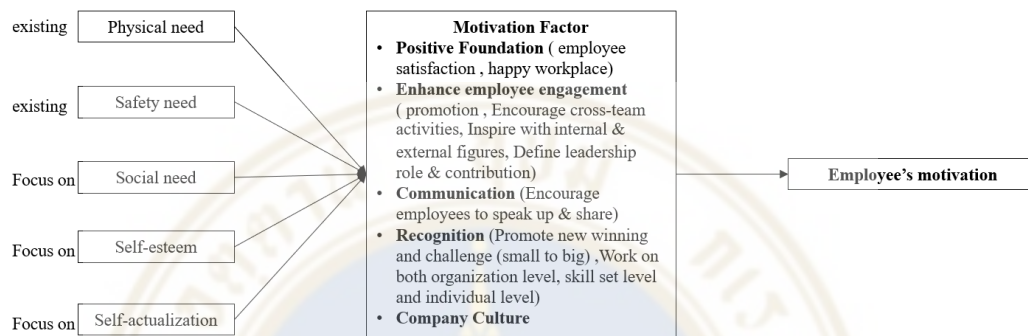


Figure 2.2 Conceptual Framework

CHAPTER III

METHODOLOGY

This chapter will inform the research study method consisting of data collection, data source, and data analysis. The researcher used qualitative research to obtain culturally specific information about particular populations' values, behaviours, and opinions. Qualitative research is suitable for understanding how people express their experiences, attitude, and perception. So the researcher chooses various types of employees to collect data with diverse ideas.

3.1 Data Collection

3.1.1 Gathering Data by in-depth interview

In this research, in-depth interviews are potential when the researcher requires more detail or hesitates, and it could be easy to focus on and get the depth information. The interviewee would be comfortable answering because it is a private session; they are not concerned about the other or get biased by other answers. The duration of the interview is an average of 30 minutes per person. There are 10 participants for this interview.

3.1.2 Probing technique

The probing technique is used to obtain more significant details and exciting issues. The advantage of the qualitative method is that it allows the researcher to probe initial participant responses, such as asking why and how. The researcher has to listen to what the participants say, engage with them accordingly to their personalities, and try to use the probe to encourage the participants to elaborate on their answers (Merriam, 2009).

3.2 Interview Questions

After the company has expanded and has a high number of new employees in 2 years, do you think you have lower engagement than before?

If your engagement has decreased, does it affect your productivity and efficiency?

During the Covid-19 situation, there were many new employees, but you have never known them. Do you think it impacts your work?

- Which do you prefer, Work from Home or Hybrid working, and why?
- If there is a communication center, do you agree with this?
- How does the relationship with the colleague impact your motivation to work?
- What is the motivation that makes you still work here? (Except salary)
- From the first day you worked here, how did your motivation change?
- Please suggest one thing that should have for working here.
- How do you feel about The1 central company?
- What is your recommendation for the new benefit or activity to increase engagement and build a happy workplace environment?

3.3 Data source

In this research, the data obtained will be from 10 employees combined with the upper level and staff level; moreover, they come from four different departments including Marketing communication, Marketing operation, customer service and IT engineering. The questions used may be the same and open to diverse answers to assist the researcher in receiving the exact acknowledgment of the real problem, what is going on, and how the organization can improve.

Table 3.1 Demographic of interviewee profile

Interviewee no.	Position	Work experience (year)	Gender
1	Head of Engineering	3	M
2	Head of Core Platform Product	3	F
3	Martech Backend Product Specialist	1	F
4	Product Specialist	2	M
5	Product Specialist	6	F
6	Customer Service and Call center	5	F
7	Customer Service and Fraud Management	6	F
8	Communicator Director	5	F
9	Application Officer	9	F
10	Campaign Management Martech Lead	8	F

CHAPTER IV

RESEARCH FINDINGS AND DATA ANALYSIS

The study found that the cause that decreases the motivation and engagement of employees is the effect of the covid pandemic that changes the working style because the organization wants to prevent the Covid-19 affection, the employee should work from home for around two years. Moving to the present, they relieve this policy; employees work in the hybrid pattern, they work following the schedule setting mixing between working from home and working on sit. Another factor is the relationship and people management in an organization, which is the vital thing that half of the interviewees mentioned. Moreover, the interview result shows that the employee requirement an exceptional salary in 2years later after the company expansion. As mentioned previously in the research scope, the researcher attempts to find the factor that is not relevant to the salary but can influence employee motivation and engagement. It is necessary to know how to make employees work with happiness and respond to their needs—trying to build the relationship in organization to retain the employee and reduce the turnover rate.

4.1 Result of Interview

4.1.1 After the company has expanded and has a high number of new employees in 2 years, do you think have lower engagement than before?

Referring to the interviewees, the result shows that 60% of them stated their engagement rate has not decreased, and 40% stated that their engagement has been lower than before. Although engagement decreased, 40% said it would not impact the working efficiency. On the other hand, the result does not show an engagement increase. It means that employee motivation tends to decrease and does not show an improvement in motivation in this company. To support these results in detail following.

"I rarely to know the employee who was the new joiner and I have participated in the organization little because working from home keeps me distance from my company"

Product Specialist no.2

" I think my engagement is lower than before as the company aspect, as I uasally work with the IT part, but I feel the IT part was separeted from the company, no activity, no communication. It is like there is own community in IT part."

Martech Backend Product Specialist

"As my role responsibilities changed, the coordination with other team is negligible during the covid situation that people have to stay, and it makes me difficult to connect with colleagues who not in the same team. I also engaged with only my team, not with the company."

Head of Core Platform Product

" According to my position, everyone must contact me for work, especially in the Marketing team and IT team. I usually know every newcomer because I have to work with them."

Campaign Management Martech Lead

4.1.2 During the Covid-19 situation, there were many new employees, but you never knew them. Do you think it impacts your work?

For this question, the researchers expect to know how employees feel when working from home and want to know how to work efficiency changes. In summary, the result indicates that 70% said it impacts their work because of the change in communication method, colleague relation decrease, and unsmooth working flow. The responses from this can lead to an evaluation of how relations impact job satisfaction and any factors that can decrease job satisfaction. As the following mentioned below.

" Yes, I think it impacts dramatically; I got the new job function during the covid, it was new for me, and it is quite hard to initiate something that I have not the expertise skill. So I need to consult my boss all the time if I have worked at the office it's to easier to walk and together, but now I have to call and chat it is not proper for me."

Customer Service and Fraud Management

" For me, I think it impacts in the communication part because I cannot the face who may I talk with so I cannot get how they feel satisfied or not prepare hoe to handle with the situation, it is not same when I work at the office."

Customer Service and Call center

" It gradually impacts my work, but I try to adapt myself to online working mode."

Communicator Director

" It is quite hard to communicate and takes a long time to respond. It takes more than one hour to one day, so it impacts my workflow and it maybe the issue that causes the processing delay."

Head of Engineering

4.1.3 What do you think about the communication in this organization?

Is it good enough?

The researcher wants to know how this organization communicates the vision, news, and other information that should lead people to stay in the same direction even if they are not in the same place. In an employee's view, how they receive the information or message from the management level can be delivered to employees well during long-distance working since communication is one of the factors that can impact working motivation and employee's engagement. The1 Central company already has the center to update the news via line, email, and workplace. It also has Townhall to keep everyone updated and recognize that they are still a part of this organization. Moreover, the researcher wants to record the employee view to analyze the company culture because employees are diverse. The company culture should be strong to attach the employee to be willing and happy to work here.

" I think it should improve, especially the team section, it is not covering all members, some information would be delivered to someone. Nevertheless, I think each should be on the same plate because my job needs to update all processes and end-to-end information about processes and campaigns. Sometimes They knew the information only the senior level, but the staff level did not know, they will know when having case coming."

Customer Service and Fraud Management

" I think it is not bad but not good; the message is unclear and makes employees feel confused and think on their way, which might generate the wrong message. Another thing is the delay, which is the main cause that makes people not be motivated."

Communicator Director

" It looks like good communication, but I feel it is fading. I do not know why but I feel it. It is like someone only drops messages and broadcasts; does not care for the receipt to get the correct message. Moreover, there are many parties in this organization, such as outsourcing and vendors who are not our employees but work for this company, so they should reach the message to engage them in the goal to achieve. The communication should be appropriate for anyone to create a sense of ownership for increased motivation. "

Head of Engineering

" I do not understand the exact mission because it has always changed from high to operational levels, so it makes me unconfident when working. I cannot predict when my assignment will be rejected because it does not match the CEO's expectation. "

Product Specialist no.2

"I think it could be better than the present ever sharing the information; it should ensure that everyone gets the point of the message. Moreover, the general message, when I work with other teams, I think they imagine different pictures and goals, and it is difficult to support their work."

Head of Core Platform Product

" I think it is ok. The message I received via company line group IT is enough because Head level and communication team have considered the important information."

Martech Backend Product Specialist

4.1.4 Which do you prefer, Work from Home or Hybrid working, and why?

This question can show which working style the employee prefers and is happy with. The result presents that 90% of interviewees want a hybrid style that combines working from home and on-site. So, it can assume that people may be bored

when working at home; they want some face-to-face communication and need the proper work environment to motivate them to work. It can be referred to the following detail.

" I think working from home is good for saving time and energy from transportation, but on-site can motivate me better to work."

Head of Core Platform Product

"I prefer Hybrid working because when I train the new employee, I want to know how they express and build a relationship."

Customer Service and Call center

"I like to work as hybrid because I want to participate with others. It makes me convenient when working on-site; there are many facilities."

Campaign Management Martech Lead

"I believe that it cannot build a relationship without face-to-face communication, and intimacy is necessary for productivity."

Head of Core Platform Product

" If I work at the office, I can walk to ask my colleague when I have a question and understand better than typing. Sometimes I am annoyed to waiting for the response."

Martech Backend Product Specialist

4.1.5 How does the relationship with the colleague impact the motivation to work, and what motivates the employee to still work here? (Except salary)

The researchers want to know the motivation factor and its effect on the employee by excluding salary points. When interviewed, the researcher asks the interviewees to order the vital level from high to low that motivates them to work at this organization as the list following, list colleagues, leader, and job responsibilities. The result shows that employees give the most significant at 40%, leaders and colleagues, and 20% at job responsibilities. This statement means people realize the relationship and think it would impact their work efficiency and their job satisfaction.

" I think the leader is the most helpful for my working if my leader has bias with me, I think it is quite hard to make him or she accept my work and sometimes I will get the negative comment even I did it well."

Martech Backend Product Specialist

"I give priority to a colleague as the top concern because I always talk with colleagues for coordination; if I feel uncomfortable talking, sometimes, I will find a new person to talk to, although this person may not be an expert in the question."

Application Officer

"I think I set the leader as the first factor that motivates me because I think the conflict with the leader is the disaster for me and cannot solve it, so i have to follow the leader to decrease the people"

Customer Service and Call center

" I think the colleague is vital because I cannot work with someone who does not like to share the work equally and not support each other."

Product Specialist no.1

" I like to work with a leader who open-mind to a new opinion without judgment and gives me a chance to do a new project."

Product Specialist no.2

4.1.6 How did the motivation change from the first day the employee worked here?

The researcher hopes that this question's answer can indicate the level of motivation during the covid situation. Because motivation and job satisfaction are relevant, each decrease will impact another. The result as the table and mentioned below.

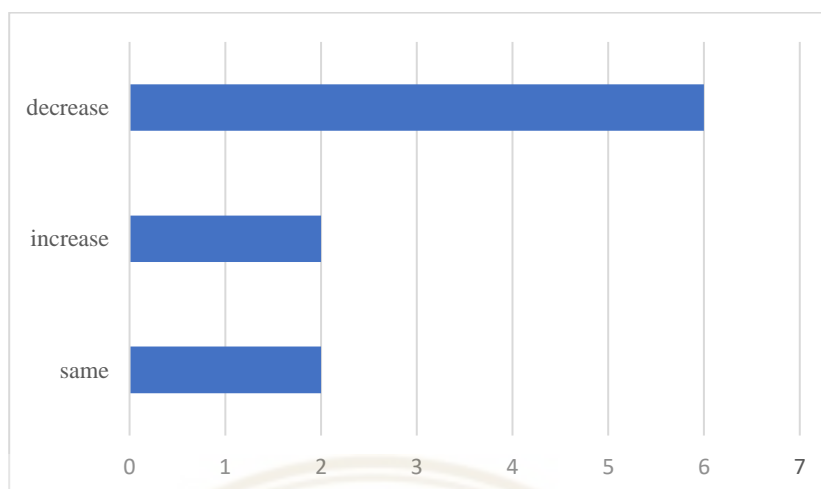


Figure 4.1 Number of interviewee

"I think it decreases because I am not sure what is the direction and cannot separate direct of CentralGroup and The1 Central. I want to know if the assignment that I did it correct or incorrect. Need clearer message."

Product Specialist no.1

"Definitely decrease, start new job responsibility, and the leader does not explain how it should be or how this job field important to the organization. In the beginning, I find a new job."

Customer Service and Fraud Management

"No change; there is nothing to motivate me."

Application Officer

"I think my team is not recognized by others, just assigned the job but did not have a chance for discussion. Tech person is not labor to follow the order. Need to participate in the first step to Brainstorm ideas and get the real requirements that match with the business requirements before creating. It wastes time to fix the requirement later after finishing the job."

Head of Core Platform Product

4.1.7 How do employees feel about The1 central company?

This organization is a well-known and reputable brand in Thailand because it is under Central Group, which is the Top three company list. Brand image is one of

the factors that motivate people to work, but how do maintain the level of motivation at the same level or better? The result shows how people feel about this organization, and it will assist in finding a way to increase motivation.

"This organization makes me excited to work here. The business is interesting and explores new aspects for me."

Head of Core Platform Product

"Company dramatically grow up and turn offline to online platform completely, so I am proud of saying that I am working here."

Customer Service and Fraud Management

"This company is very successful in digital loyalty platforms and is full of excellently skilled people. Working with them makes me develop myself."

Head of Engineering

"Good people and Good work. I will work here for many years."

Martech Backend Product Specialist

4.1.8 What is the recommendation for the new benefit or activity to increase engagement and build a happy workplace environment?

The result provides the employee's requirements and will assist the researcher in collecting the information for solution finding and recommendation.

" I want to go outing party, and I think I can know another side of my colleagues. Spend time can make us learn to stay together."

Product Specialist no.1

" Want to work four days, day off three days because if too much work can impact to my performance."

Application Officer

" Company should have team building activity in monthly to know each other and ice breaking."

Customer Service and Call center

"I think the team activity, for example, Outing party and Sports day, will harmonize employees."

Customer Service and Fraud Management

" Birthday is the day off. The employees will be happy if they do not have to work on their birthday."

Communicator Director

4.2 Finding summary

According to data collected from the interview, the researcher found the overall motivation level has a decreasing trend; more than half of interviewees stated that there was no change in motivation or decrease in motivation. Although they think working at home impacts their motivation, 90% of them prefer a hybrid style, combining working on sit and working at home. Since they do not want to be tired from the traffic and still need to communicate as a person, it means that intimacy and relation are necessary to engage them to work. They prioritize colleagues at 40%, leaders at 40%, and job responsibilities at 20%. Another issue is about communication, and they suggest improving this part to cover all the employees and ensure the message's point. Lastly, most of them feel optimistic about the company; they are still excited and challenged, and there are many new things for exploring and learning.

CHAPTER V

CONCLUSION AND RECOMMENDATION

5.1 Discussion

According to the responses, the researcher found many factors and perceptions of motivation and engagement. Firstly, the point of many newcomers during the Covid situation is that it is not an essential issue for employee motivation and engagement; more than half of responses show that it does not impact their performance. Whereas most of the respondents mentioned that it is hard to work with a cross-team because they do not know the new person, they have to introduce themselves and waste time explaining the current process before working. Communication is the issue that employees are mainly concerned about because it is the direct message from any way that can lead them to do the right and proper thing. Some interviewees expressed their dissatisfaction with this point and wanted improvement. Some interviewees were confused about the vision and goal achievement this year because the communication method was not good enough, and they could not deliver the message efficiently. This issue significantly impacts job satisfaction. They always have a question when they work, like they feel unconfident about what they should do and how the outcome. Thirdly, the motivation factors show that interviewees are concerned about the relationship in the workplace; they prioritize leaders and colleagues as the key factor to be the motivation at 80% of responses. That is the reason that people want to work in a hybrid style combined with working on site and working from home. Each wants to avoid the traffic problem, but they still need social like talking, hang-out or chit-chat to build the relationship in the workplace. This also reduces the pressure and uncomfortable while working. Lastly, the research also records the requirement of employees regarding what they want the company to provide. Most of the suggestion is about the team activity or the activity that can join and play together.

5.2 Recommendation

In term of recommendations, the researcher attempt to use Maslow's theory, focusing on only the Top three, Social need, Self-Esteem, and self-actualization. Because the first level is the basic physical need, that has money is the main factor, but this research does not consider salary as the key factor, and the second level, safety need, this company is strong and stable, no lay-off and salary reduction while the Covid situation even the business is depression. For healthcare, this company provides valuable reimbursement; back to the Top three of Maslow's theory, the research the actions below to support the Top three and expect these actions to assist the motivation and engagement of the employee, and especially create the foundation of company culture to shape the employee perspective have the same concept and direction. So, building a positive mindset in the workplace is vital to keep people to be more harmonized and unity.

5.2.1 Enhance morale & workplace well being

Concentrating the employee feeling and recognizing employees make them feel that they always are a part of this company. Additionally, to create a positive feeling and joy in an organization that is relevant to social need and self-esteem.

- **Official Gathering**

To provide **the monthly town hall** for keeping updating employees on the direction and goal of the company and to consider what they did is important for the company. And organize **New-year party and outing**, these activities can ice breaking unknown people and create intimacy.

- **Reward program**

To focus on the employee recognition and engagement, the researcher suggested Give away activities such as money pocket for monthly like a E-cash coupon for Boonterm and gift card for lunch meal. And Service year reward for employee who have work for 2 years, 5 years and 10 years, celebrate and thank for stay and support the company.

- **Fun & Entertaining Gathering (Cross-team relation)**

This recommendation expects to create a happy workplace and try to gather people to know everyone in the organization to lead to building a positive culture.

- Free breakfast Monday: find the staff volunteer who loves to cook or buy meals or snacks for sharing every Monday, available before 10 a.m.
- Happy Friday Hang-Out: Drink available after 16.00 with the theme and game activities, for instance, wine tasting class, FIFA battle, and music.
- Every last Friday: each team will bring food for sharing and will have newcomer introduction of the month
- Working environment: each team sends volunteers for festive decoration and theme dress code monthly.
- Special Fun fair: Curated fun event everyone can come and join e.g., 2nd hand market and allow all staff to pitch their idea to do pop-up activities.

5.2.2 Improve communication approach & channels

Communication is the key factor that can increase the motivation and engagement of employees because the research finding shows that employees emphasize the relationship between leader and colleague and the message from the head level. This can influence them to have more motivation and engagement. To be more effect to communication, the research designs the role and responsibilities of each communication category.

- **Official Announcement** is assigned to the admin team to communicate the officially news by E-mail channel.
- **News & Update** is assigned to PR team to communicate and activate the employee updating what we are doing and what we have done via line and Facebook workplace.

For example, Open house for office or skill-based staff's content / impressive story on services.

- **You say, I listen box:** Special channel to speak out and send message to supervisor level.

5.2.3 Promote learning culture

The researcher anticipates building the session to encourage the employee to make more improvements. The session focus on leading the motivation level to Self-Actualisation. Its aspect is to inspire the employee to share their skills and be proud of themselves to be a part of this company, The example of activities as detailed following.

- **Understand 'My Work' Sharing Session:** To understand each function's role in the organization and how they can work across team efficiency.
- **Up Skill' Sharing Session:** To enhance new skills for all with a casual mood and learn new knowledge to improve themselves.
- **Inspiration Sharing Session:** To inspire the idea by creating the monthly event on Friday evening, for example, Special talking with the CEO or a special guest to share their experience.



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