

**A CASE STUDY: FACTORS BEHIND EMPLOYEES'
PERFORMANCE IN THE FAMILY BUSINESS**



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A CASE STUDY: FACTORS BEHIND EMPLOYEES' PERFORMANCE IN THE FAMILY BUSINESS

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ABSTRACT

The primary purpose of this study is to identify the factors that impact employees' lower job performance in the family business.

The family business has faced financial problems due to external factors such as economics and inflation, which are difficult to solve; however, at the same time, the employees in the organization tend to neglect, absenteeism increases, and lower performance affects a decrease in sales.

The research was conducted through in-depth face-to-face interviews with ten employees and separated into two groups, high-power and low-power. The results showed that the two groups of employees have moderate levels of job commitment, job satisfaction, job motivation, the hierarchy of needs, and the two-factor theory with various factors that the business could address.

KEY WORDS: Job Commitment / Job Satisfaction / Job Motivation/
Hierarchy of Needs Theory / Two-Factor Theory

29 pages

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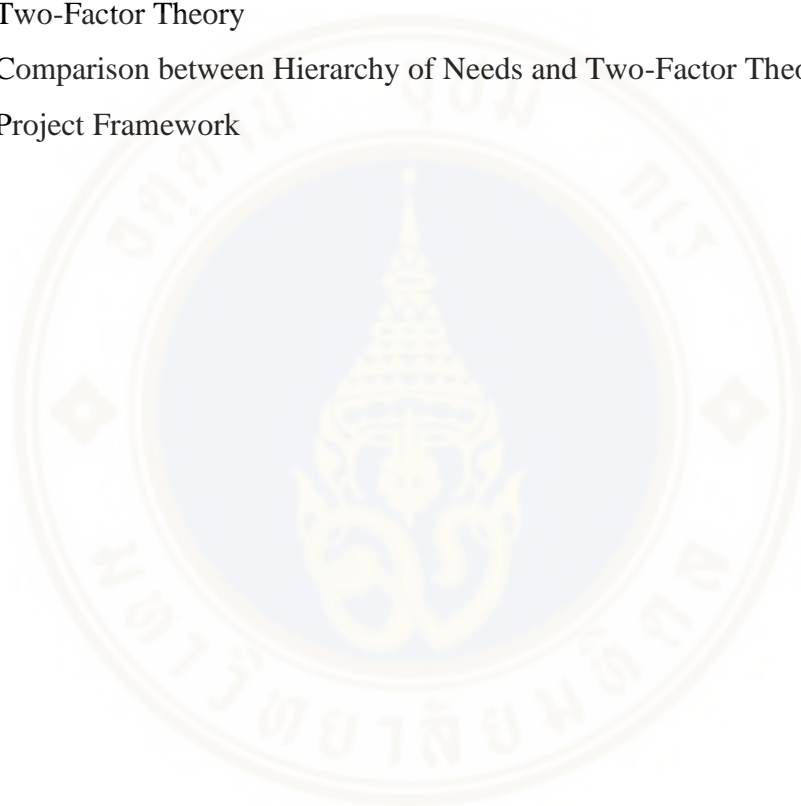
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CHAPTER I

INTRODUCTION

The quality of human resources or employees is the one critical success of the organization. For organizations to achieve goals, success factors such as employees being satisfied, well performance, and professionals are needed (Rudiansyah, 2022). However, if employees are dissatisfied or unwilling to cooperate, that can decrease the company's productivity.

1.1 Purpose of study

All organizations face obstacles and need to overcome them. For example, external factors include the number of rivals, various substitutes, and market competitiveness. While internal factors such as financial, operational, and efficiency problems, especially human resource management, are difficult to solve.

This study examined one small family business in the commercial industry near Bangkok, Thailand. This company is a family business; since the business has been operating for more than fifteen years, the brand is well-known in the market and has several customers. However, in recent years, the business's sales dramatically decreased. At the same time, absenteeism increased, and employees tended to neglect the company goals and lower their job quality and performance. At the same time, the expenses and cost of operation are increasing due to the economy and inflation. Consequently, lower employee job commitment, lower job satisfaction, and lower motivation affect the organization's financial problems. As the second generation, this is an opportunity and obliged to address these problems.

Since this internal issue is complicated, it is essential to know the factors behind employee job commitment, job satisfaction, and motivation for an organization to solve the problems. It would help the organization become more profitable and

healthier if addressed. Moreover, to improve strategies and maintain business operational and competitive advantages.

1.2 Research Questions

What are the primary factors which cause lower job performance?

What factors could increase employee job satisfaction and motivation?

1.3 Research Objectives

To study and understand employees' commitment, satisfaction, and motivation.

In order to know the relevant factors, the appropriate methodology will be introduced and imply to the employee in the organization.

To advise the business on a successful solution to the issue

According to the data analysis, the organization could be notified of various methods to help lower employee dissatisfaction.

To enhance employees' job commitment, satisfaction, and motivation and make a healthy organization.

The suggested action method will be explained and officially introduced inside the company. When the plan is implemented, it should fix the issue and generate long-term efficiency operations.

1.4 Research Scope

The research will focus on one specific company in the commercial industry located near Bangkok, Thailand, with ten employees, including the business owner and operation level—currently faced with the issue of employees' lack of job satisfaction and motivation. Detail and information on in-depth interviewing techniques will be provided.

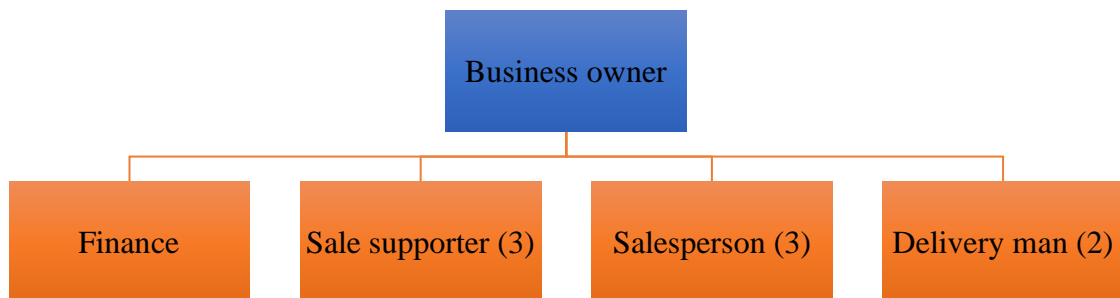


Figure 1.1 Organization Chart

1.5 Expected Benefit

The research aims to identify the factors of employee motivation and job satisfaction that can be improved. Once the factors are recognized, additional advantages will be listed below.

1. Reduce employees' job dissatisfaction and neglect
2. Improve working efficiency and business performance
3. Achieve employees and business goals
4. Create a friendly atmosphere and healthy organization
5. Create long-term employees

CHAPTER II

LITERATURE REVIEW

This chapter will examine organizational behavior in the context of the body of literature to provide a clear understanding of the theory. The relevant theories will be defined and clarified based on the satisfaction and motivation theories. Moreover, the hypotheses and the framework are discussed at the end of this chapter.

2.1 Job Commitment

Job commitment occurs when employees trust the organization they work for, are willing to accept organizational goals, and express a desire to stick with the company for an extended period (Mathis et al., 2016). Commitment to an organization guarantees the organization's long-term health and can lead to excellent individual performance.

There are three types of commitment: affective, continuance, and normative, as defined by Allen and Meyer (2016). These aspects are considered since the relationship between an organization and its members reflects all of them.

Affective commitment: refers to the length of employment or how long employees want to remain with the organization. Employees who identify with the organizational goals believe they are suitable and are pleased with their work will act as ambassadors and are generally wonderful belongings for organizations.

Continuance commitment: refers to how strongly employees feel motivated to remain in the organization. For example, there are many reasons for staying with organizations, especially the lack of employment options and compensation.

Normative commitment: refers to the length of time employees believe they should stay with the organization. Employees who are committed to the company feel awful about quitting and feel guilty, significantly if it would place more responsibility on their colleagues.

2.2 Job Satisfaction

Job satisfaction is one of the three essential job attitudes and refers to a positive perception of a job based on an assessment of its attributes (Robbins & Judge, 2013). Furthermore, job satisfaction is an emotion that arises from the perception that one's employment meets both their physical and psychological needs. On the one hand, it can be considered as a person's feelings about their career, both positive and negative, and, to some extent, how they feel about whether they like or dislike the work (Armstrong, 2014). The level of satisfaction at work has a significant impact on an employee's performance. When this happens, the employee will automatically use their skills to complete the tasks; however, job satisfaction is individual. Different individual has different satisfaction level. According to Maryani (2022), job satisfaction must be developed because it can raise employee morale in the workplace, increase employees' commitment to and enthusiasm for their employment, and improve employee discipline.

2.3 Job Motivation

Motivation is one of the most significant components of job satisfaction since it drives employee behaviors in the workplace, directly impacting final performances and results. Furthermore, employee motivation relates to a company's mission, vision, and success. Highly motivated employees are continuously inspired with passion, enthusiasm, and energy to do their responsibilities as efficiently as possible (Maryani, 2022). With the concept of needs and incentives. These elements—needs and incentives—cannot be separated. When people have needs, incentives come into play. A period of scarcity that people experience is the most important factor in needs. This scarcity might take two forms which are physical and psychological. Employees with such demands or lack become more responsive to employers' efforts to increase their job motivation (Setiawati & Zain, 2017).

According to Maryani (2022), performance is an organization's success measure and the typical technique of measuring an employee's performance that looks at the average rate of results they achieve on the job, either in quantity or quality, after fulfilling their tasks and responsibilities. Since every business needs physical, financial, and human resources to fulfill company objectives, it is the only incentive that human

resources may appropriately be utilized that can be performed by increasing employees' willingness to work. Moreover, this will help the organization make the most use of resources, increasing production, operating expenses, and overall efficiency (Shahzadi et al., 2014).

2.4 Hierarchy of Needs Theory

One of the most well-known motivation theories is Maslow's hierarchy of needs, which consists of five criteria: physiological, safety, social, esteem, and self-actualization.

With prepotency, people tend not to recognize or seek the following higher needs until the current need is wholly fulfilled (Joseph, 1997). Moreover, this theory can divide the five needs into lower and higher orders. The lower-order needs mainly depend on self-external motivation, while higher-order needs are complete within the person (Robbins & Judge, 2013).

Lower-order needs

Physiological: the initial need to survive includes food, water, accommodation, clothes, medicines, sex, and other bodily conditions. In the career term, it could be salary or incentive to serve the employees to be satisfied with their performance. Moreover, the working conditions and environment should be counted.

Safety: the feeling of security and protection from physical and psychological harm. Employee life must be avoided in a dangerous environment that could impact the body and mind. Also, job stability, security, and proper compensation packages such as retirement plans and health insurance must be good enough to satisfy the employees.

Higher-order needs

Social: (or Love and Belonging) is the first higher need representing human and individual needs. Employees hope to be accepted or loved and to be a part of social interaction and the community to create and maintain friendships and connections with their customers, colleagues, and bosses. The company can support employees by building the organizational culture or policy to put employees together.

Esteem: In understanding self and respect, esteem can be split into internal and external aspects. For example, autonomy, achievement, status, recognition, and attention are difficult to find in the majority of employees because they must be gathered from work experiences or being experts in the field, and it is mainly found in long-time workers who seek pride, praise, and high responsibility (Sadri, Bowen, 2011). To achieve this stage, training for self-improvement could play a role.

Self-actualization: the highest needs that are rarely recognized desire since a person must reach self-potential and self-fulfillment to become capable. Furthermore, when one overcomes this level, one will likely continue to find new growth goals.

The five following needs could impact the operation process and work efficiency if left behind or not fulfilled. Therefore, the business should align this theory with employee needs and the company's strategy.

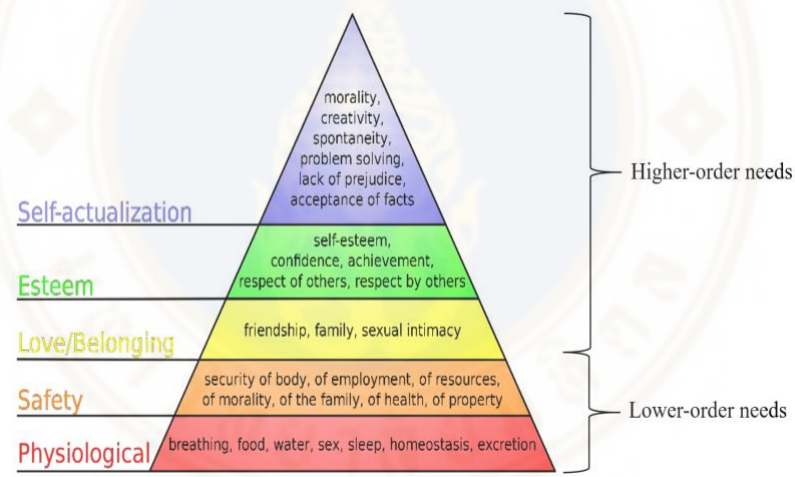


Figure 2.1 Hierarchy of Needs Theory

2.5 Two-Factor Theory

The Two-Factor theory, as known as the Motivation-Hygiene theory, is one of the well-known theories of Frederick Herzberg in terms of attitudes and individual beliefs toward the success or failure of work (Robbins & Judge, 2013).

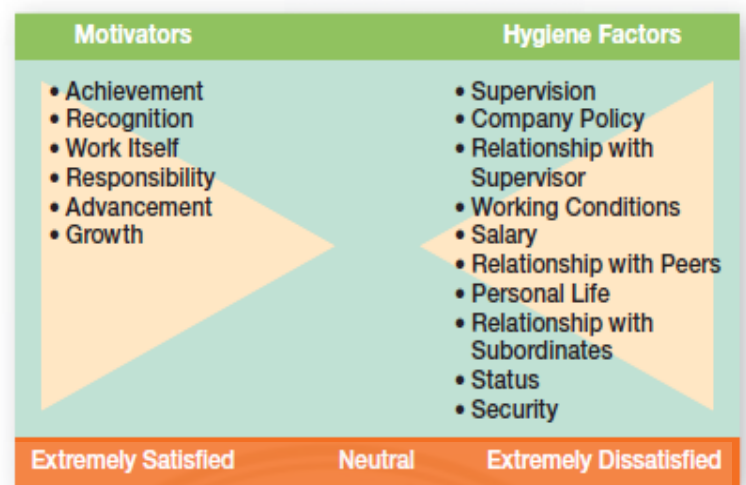


Figure 2.2 Two-Factor Theory

Several elements in motivational and hygiene factors could contribute to employee job satisfaction.

Motivational factors: related to job satisfaction with intrinsic motivation factors in terms of personal growth include the element of career achievement, advancement, recognition, and responsibility moving between extremely satisfied to neutral. Compared to the Hierarchy of Needs Theory, these factors are the two highest needs: esteem and self-actualization. According to Caffrey (2022), creating a high level of motivational factors refers to higher job satisfaction among employees. In the same, the employer also allows workers to do exciting work with the promotion expectation.

Hygiene factors: help to minimize job satisfaction from highly dissatisfied to neutral, but cannot create job satisfaction. This factor is related to extrinsic motivation factors such as policy and administration, supervision, relationship with supervisor and colleagues, work conditions, and pay rate or mainly related to physical, safety, and social needs of Maslow's Theory. It refers to job dissatisfaction when the employees feel dissatisfaction with the organization or are unsatisfied with accountability. Employers need to prevent this by using these factors. However, a dissatisfier is hard to decrease. Even a rise in salary can work to please employees, but money still does not always provide job fulfillment (Caffrey,2022).

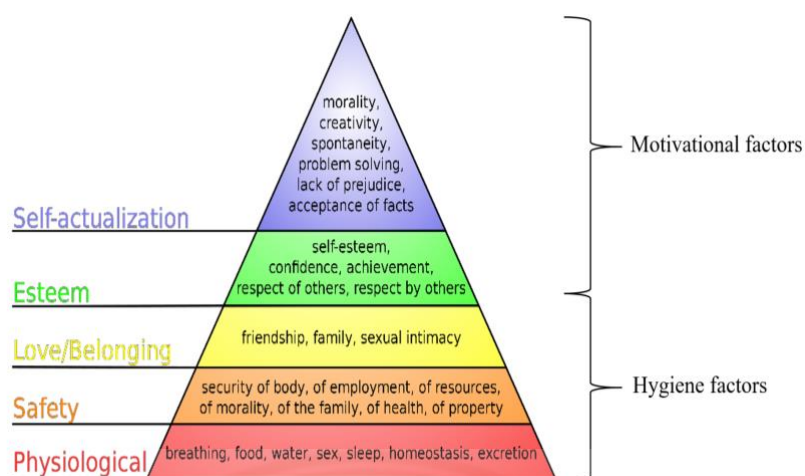


Figure 2.3 Comparison between Hierarchy of Needs and Two-Factor Theory

In conclusion, the Two-Factor Theory describes the relationship between employees and task performance. The satisfiers tend to have more job satisfaction and perform well, wish to tie the tasks at hand since they achieve more motivational factors than hygiene factors and are more motivated. On the other hand, dissatisfiers seem to be less motivated and concerned about relationships and the environment (Joseph,1997).

2.6 Project hypothesis and framework

According to the five theories, hypotheses are developed.

H1: Employees' have lower job commitment which impacts lower job performance.

H2: Employees' have lower job satisfaction which impacts lower job performance.

H3: Employees' have lower job motivation which impacts lower job performance.

H4: Employees' needs have not been fulfilled as they should be, which impacts lower job performance.

H5: Employees' unsatisfactory with extrinsic motivation factors/ hygiene factors which impact lower job performance.

The literature shows that poor job performance is caused by various variables, including the employee's needs and other factors. The hypothesis that those factors could directly affect the business's performance in multiple ways, especially work efficiency and financial problems, will be presented in the framework.

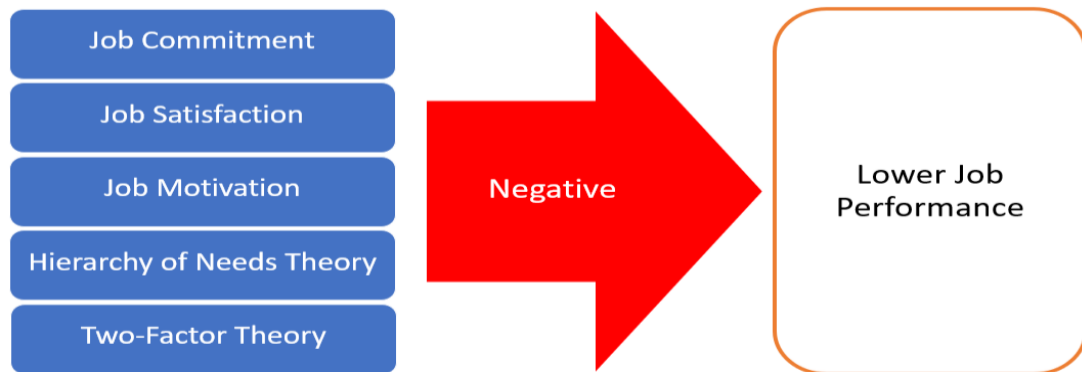


Figure 2.4 Project Framework

The framework shown in Figure 2.4 provides the hypotheses of the critical components that cause the employees' lower job performance, which leads to lower business profit and operation that had been mentioned in the purpose of this study. Overall, the main factors consist of intrinsic and extrinsic motivations, which are interviews needed to understand employees' perspectives and identify the fundamental factors behind this company's workers to fulfill their achievements and improve the organization's operation.

CHAPTER III

RESEARCH METHODOLOGY

This chapter will evaluate the methodology used in the research in terms of research design, data collection, and interview questions. Since this research aims to understand employees' job commitment, satisfaction, and motivation, the study uses a qualitative method with open-ended, in-depth interview questions.

3.1 Research Design

This case study focuses on one family business in the commercial industry near Bangkok, Thailand. This company faces employees with low job satisfaction and motivation, which leads to quieter operations and sales and impacts the business financially. Using face-to-face in-depth interviews at the office is becoming primary data for this case since the depth interviews allow the interviewees to answer the question without bias from others and provide more detailed information than other research methods, mainly qualitative. Moreover, the interview questions are open-ended, which is easy for interviewees to answer from their perspective and link with other questions rather than providing them with close-see answers, and the researcher can understand them logically.

3.2 Sample and Data Collection

Currently, this company has ten employees, including one business owner, one finance, three salespersons, three sales supporters, and two delivery men, all selected for face-to-face interviews.

For more information, this small family business is controlled and run by one group. Therefore, in this case, we can separate interviewees into two groups: high

and low power, depending on their decision power. The high-power group includes a business owner, finance, and one sale supporter since they are the same family members and set up with the organization's goals and rules. In comparison, the low-power group is other employees, including three salespersons, two sales supporters, and two delivery men, who are hired. The difference in position and power may influence job satisfaction and motivation; therefore, it will provide various opinions and comments for this study.

3.3 Possible Challenges

It is important to notice some of the predicted challenges during the study. One concern is would the low-power group honestly answer the questions. Since they may worry about their job security or their answers could be revealed to higher positions. To prevent those consequences, the researcher, as a second generation in the business, needs to build good agreements with employees to answer anonymously so interviewees can trust and share their opinions freely. Another challenge is communication understanding. During the interview, the employees may show body language that conflicts with what they said, so it needs to interpret carefully.

3.4 Interview Questions

The questions could be separated into four main topics to identify employees' perspectives clearly, and during the interview, the questions may not ask according to these sequences.

Job Commitment

1. How long has the interviewee been working here, and how does the interviewee feel?
2. What is the interviewee's general view on the nature job? Does the interviewee fit into such working conditions?

Job Satisfaction

3. What were the interviewee's previous jobs and responsibilities?

4. Have the interviewee compared the previous job with the current job?

How was it?

5. What components does the interviewee dislike or want to improve for this company? Could the interviewee elaborate?

Job Motivation

6. What are the factors that made the interviewee join this company?

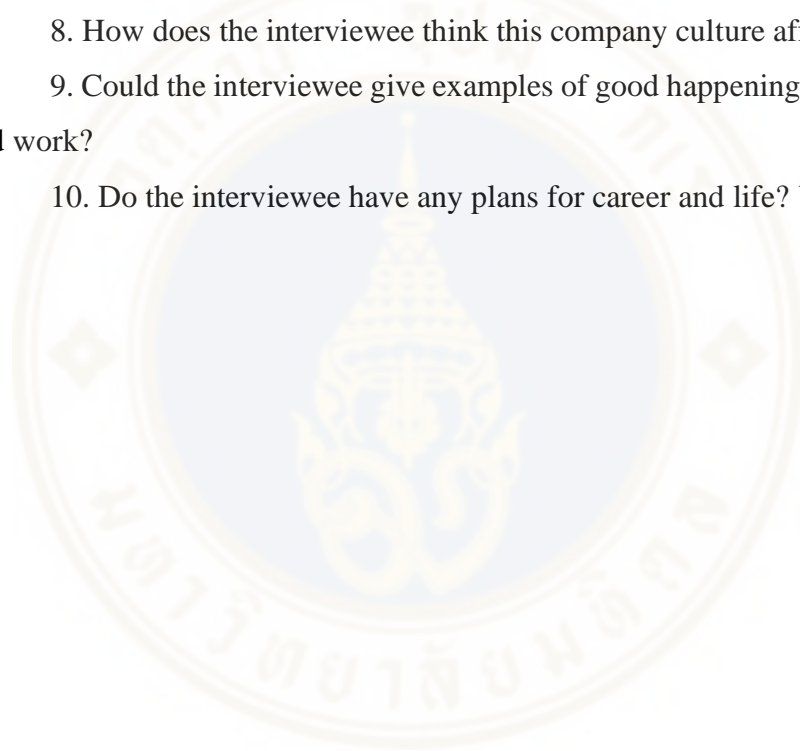
7. What motivates the interviewee to work? Could the interviewee elaborate?

Hierarchy of Needs and Two-Factor Theory

8. How does the interviewee think this company culture affects work?

9. Could the interviewee give examples of good happenings that inspired or satisfied work?

10. Do the interviewee have any plans for career and life? What are there?



CHAPTER IV

FINDINGS AND DATA ANALYSIS

Regarding the research purpose and methodology, the empirical data provided by the employees in the specific small family business. The ten interviewees with high and low power groups in in-depth face-to-face interviews can be separated into five aspects: job commitment, job satisfaction, job motivation, the hierarchy of needs theory, and the two-factor theory. During the interview, the high-power group showed more enthusiasm and provided more in-depth details than the low-power group.

4.1 Findings

4.1.1 Job Commitment

High-power group

The group of a business owner, finance, and one sale supporter are the controller of this business and has a moderate to high level of job commitment because they have established and operated the company together for more than fifteen years. Three of them have different job experience backgrounds and have yet to have business knowledge. It used to take time for them to understand, overcome obstacles and make changes from an unsystematic workplace to becoming well-operated; however, strong relationships between family members make them agree to support each other. Moreover, this is a family business, *“if the family members do not do then who will”* said all members of the high-power group. Regarding the long-term aspects, they agreed that the business does not need to grow dramatically; to be stable, not lay off, and well-treated employees are what they want.

Low-power group

The other seven employees include three salespeople, two sales supporters, and two delivery men working more than ten years to one year in this company. With moderate-high job commitment since some of the interviewees did not have similar job backgrounds relevant to their current position before, so they needed to learn from the beginning and get used to it, which was hard for them at the start, especially for the salesperson. The interviewees said, *“the job is not hard to do, but I need to learn and improve myself actively. Furthermore, it is challenging to deal with customers and overcome problems.”* Compared to someone in the same group, they tend to have higher job commitment—for example, a delivery man who used to be a delivery man and still loves to drive. When asked how long they would be working in this company, all of them answered in the same way that they would be working for the company until their retirement or until the company could not operate anymore. They do not plan to move or quit, which shows the employees’ commitment to the organization.

4.1.2 Job Satisfaction

High-power group

From this group’s perspective, they must take care of both employees and the business. Plus, they have seen that their workers have lowered their performance and increased leaves and absences while simultaneously decreasing business finances. The ongoing situation makes these higher positions more dissatisfied. However, they can take few actions since external factors such as economics and inflation are involved. Moreover, that brings it back to the job commitment they need to help each other keep operating this business, and no one is a free rider. When focusing on individual satisfaction, they have extremely high job satisfaction compared to their previous jobs and workplaces since there is no pressure from higher positions. Being their boss brings a stable job, salary, autonomy, power, and better mental and physical health.

Low-power group

This group has various types of happiness because their focuses are different. The interviews found that they are at the level of neutral to moderate satisfaction. When the question asked about employees’ working period and how they

feel in this company, the answer was mainly not good and not bad. Some show their satisfaction with the salary and facilities. Some said, *“I enjoy working here. The working style and environment are less pressure than the previous job.”* Some said their love the organizational culture where everyone can talk and comment to each other like siblings and often provide the parties to create a relaxed environment. Salespeople are also happy when customers give feedback. Sales supporters and delivery men are also satisfied with the day-on-day tasks and less overtime. In addition, they were all satisfied with being fifteen minutes late. Hence, the work starts at 8.45 am and can leave at 5.30 pm, and the autonomy that the company supports is a good policy since the business focuses on outcomes rather than the process. However, there were sometimes unhappy with some working conditions. For example, *“sometimes need to work for absent people who are not responsible,”* said one of the sales supporters.

4.1.3 Job Motivation

High-power group

“Family” and “Responsibility” are the factors that drive this group to come to work. They have to operate and help each other as a duty. While the individual salary is becoming a minor factor motivating them, we cannot ignore that money is still essential. At the same time, the business’s income is a significant motivator because it helps the company pay debts and expenses, especially employee salaries. According to the organizational culture that is business treats everyone as family members. Therefore, having a business and taking care of employees is another factor that drives the business owner. However, there is a drawback when taking care of the workers too much. *“When you are close to them enough and trying to win their hearts, sometimes they will respond. However, sometimes they will throw it away—brings the overconfident and lower work quality,”* said the owner. It believes to be another factor that leads to employees’ lower performance.

Low-power group

“Salary” and “Incentive” are the main factors that motivate this group of workers to work. They have a lower income in the range of 15,000-20,000 compared to the living expenses and debts they must pay, such as house, car, and schooling for their

children; therefore, salary and incentives are the main priority. One of the employees said, *“when it becomes the fourth quarter, I feel more energetic,”* She is more motivated and likely to go to work because of the salary, and the bonus will be increased. Furthermore, the exciting part is her daily routine before coming to work is talking to herself that *“I can do it”* as a self-motivation. Another factor in motivating this group is “colleagues”; some said they come to work early to chitchat. From interpretation, this can represent a good community and create a suitable environment for the workplace. Additionally, a few people mentioned responsibility as a factor since they were hired, so they needed to work for the responsibility.

4.1.4 Hierarchy of Needs Theory

High-power group

This topic has an unclear result, but it can be assumed that the business owner, finance, and a sales supporter are achieving all levels of lower-order needs, which are physiological and safety; they have a stable income that brings family security with the fifteen years of the company that is ongoing, secure and competitive in the market. Before establishing the business, all members used to be employees. They actualized themselves at some points where they were fulfilled and satisfied being employed, *“I feel fulfilled and satisfied with being employed and want to move to the next step.”* Now they need to become more responsible to grow. During the progress, they have learned new skills both in operation and management, and *“I also need to rearrange a lot of the working company system to become well-operated and systematic,”* said finance, according to the company culture that has been set as the family culture so lower positions can talk to them directly and respond with kindness. Consequently, they have been loved and respected among employees.

Low-power group

For this group, the level of needs is identifiable. Begin with the lower-order needs, physiological and safety, all of the employees said that after applying for the job and working in this company, they have a higher and stable salary with good facilities and secure job when compared with the previous employments that were more risk-taking, and without KPI for salespeople to stress them out. Moreover, their wages have

increased their family's financial status, increasing their life opportunities. For example, one of the salespeople said, *"be working here after a few years, and I finally can own a house and car."* Next, the higher-order needs, such as social, esteem, and self-actualization. The business culture and job nature bring many connections between colleagues, bosses, and customers that help create employees' love and belonging. Plus, another strategy of the company focuses on the outcomes more than the process, providing autonomy to the employees and more relaxation. Furthermore, as mentioned in the job commitment part, many employees do not have the background related to their current job, so the training helps them achieve self-improvement. However, when asked about their long-term plan, they have not planned to grow in their life or career path. With this stable job and income, they do not want to change or take risks to find a new job.

4.1.5 Two-Factor Theory

High-power group

Since this group assumes themselves as a business, when sales grow or the company has good performance, they tend to be highly satisfied. For example, the finance said, *"I am happy that I have the autonomy to manage my work by myself"* along with fifteen operations, the business has never been at a loss and has well-managed and controlled costs and expenses. The business owner said, *"I am always delighted when my products are acknowledged and recognized in the market."* At the same time, they also have a good relationship between customers and employees, showing that they have higher job satisfaction. Plus, the customers rely on the products, repurchase, and provide feedback and trust. As a sale supporter, *"I like to be on time and finish my daily tasks which are my responsibility."* Therefore, it can see that this high-power group is mainly motivated by intrinsic motivation factors more than extrinsic factors, such as the autonomy that they can work on themselves with responsibilities and being recognized.

Low-power group

According to interviews, it can see that this group of employees has highly motivated by extrinsic motivation factors, especially from 4.1.4 Hierarchy of Needs Theory. The more positive aspects, the less dissatisfaction. They said, *"I am completely*

satisfied with what the company had provided and did not want anything to change.”

For instance, the company offers reasonable compensation, good working conditions, and a culture that makes them have good relationships between coworkers and managers, which helps to reduce the gap between people. In contrast, this group was less motivated by intrinsic factors, such as growth and advancement. However, they are responsible for their tasks with their level of autonomy. To conclude, this group has a neutral to satisfied level in their jobs.

4.2 Data Analysis

This part will analyze relevant factors impacting every employee regarding job commitment, satisfaction, and motivation and compare the two groups following the first research objective.

According to the project hypothesis, the result was answered in table form. To interpret the impact on job performance, the higher-power group is weighted at 30%, and the lower-power group is weighted at 70% due to the number of members in the group.

Table 4.1 The factors that impact different job performance levels

Factors	High-power group	Low-power group	Job performance
Job Commitment	Moderate-High	Moderate-High	Moderate-High
Job Satisfaction	Moderate	Moderate	Moderate
Job Motivation	Moderate	Moderate	Moderate
Hierarchy of Needs Theory	Reach Highest level	Reach Moderate-High level	Moderate-High
Two-Factor Theory	Higher job satisfaction	Neutral job satisfaction	Moderate
Overall	Moderate-High	Moderate	Moderate

In conclusion, the level of job commitment, job satisfaction, job motivation, the hierarchy of needs, and two-factor was moderate-high in the high-power group and moderated in the low-power group, resulting in overall reduced job performance to a moderate level in this small family business. Additionally, the causes of some of these things will be discussed.

4.2.1 Job Commitment

To find employees' intention to stay and commit to the company, such as affective, continuance, and normative, as defined by Allen and Meyer (2016), the questions asked about how they feel other the current position, did they think they fit into that job, and also any plans to grow in their career path or in terms of how long they willing to stay in this business.

The results showed that both high-power and low-power groups have a moderate-high commitment to do their jobs since most do not have relevant experience background to the current position. Still, after learning, training, and working, they get used to it and understand the tasks. However, the factors between the two groups differ. The factor driving the high-power group to keep running a business is forced by an external factor which is collectivism, to help family members and employees to support jobs and be well-treated. In comparison, the low-power group is driven by their job stability. As long as the business can run, they will stay in this place.

4.2.2 Job Satisfaction

For this aspect, the questions were directly asked to the two groups. For example, how do they feel about working here, and do any dislikes and suggestions for the company to improve? In this topic, the findings are relatively dependent on each concern.

The high-power group had both extremely satisfied factors and moderately dissatisfied factors. They are confident about doing business, giving them a stable job and better mental and physical life. However, they were unhappy with their employees who have underperformed recently, which is the main problem in this paper. Compared to the low-power group. A variety of happiness with moderate levels was mentioned,

such as salary and facilities, working environment and conditions, organizational culture, and customer feedback.

4.2.3 Job Motivation

To find out the employees' motivation, especially for a low-power group, the questions were asked about the factors that made them join this company and what motivated them to work. As well as job satisfaction, there are various factors driven between the two groups. However, these two groups had one common aspect, their family, parents, and children drive them to work hard.

The low-power group is mainly motivated by salary and incentives since they believe stable finance brings happy families, and another factor is the coworkers. While there is another factor for a high-power group is the responsibility to take care of their employees to have enough profit to pay employees' salaries and expenses. However, they believe that too much-taking care of also brings problems, primarily financial; incentives can motivate people for only a short period.

4.2.4 Hierarchy of Needs Theory

After the interpretation, the employees in this company had reached all levels of lower-order needs, which are physiological and safety—satisfaction with their current position and income with the job security, not to be fired. At the same time, social and esteem levels were fulfilled in both groups since the company culture makes high-power and low-power people easy to connect, providing a sense of belonging and relaxation between groups and the autonomy provided by personal esteem. However, compared to higher-order needs, only the high-power group reached the highest levels of Maslow's needs: self-actualization, since their employment was fulfilled, and they took other steps to become business owners. Therefore, the high-power group achieves higher needs than the low-power group.

4.2.5 Two-Factor Theory

The last relevant factor, with the concept of motivational and hygiene factors, compared between the two groups, the result clearly shows that the high-power group was motivated by more motivational or intrinsic motivations, autonomy,

recognition, and responsibility. According to Caffrey (2022), a high level of motivational factors refers to higher job satisfaction among employees. That means the high-power group has higher job satisfaction. At the same time, the motivation factors that drove the low-power group were mainly hygiene or external motivations, which are salary and facilities, working environment and conditions, organizational culture, and customer feedback mentioned in the 4.2.2 job satisfaction part. The more positive the hygiene factors, the lower the job dissatisfaction.

Table 4.2 The factors that drive each group.

Factors	High-power group	Low-power group	Both groups
Job Commitment	Doing business based on support	Job stability	Understand and be willing to do the tasks with their capability
Job Satisfaction	Jobs provide better health and life	Salary and facilities, working environment and conditions, organizational culture, customer feedback	Job stability
Job Motivation	Responsibility	Salary, incentives, colleges	Family
Hierarchy of Needs Theory	Reach Self-actualization need	-	Reach Esteem needs
Two-Factor Theory	Motivational factors ex. autonomy, recognition, and responsibility	Hygiene factors ex. salary and facilities, working environment and conditions, organizational culture, customer feedback	-

Overall, the moderate job performance in this family business depends on the factors behind job commitment, job satisfaction, job motivation, the hierarchy of needs, and the two-factor that have different focuses in both groups of employees. However, ten people understand their position and are willing to do their job after training, learning, and working on it since they lack experience. The word “family” motivates and pushes them to work to have a stable job and achieve physiological, safety, social, and esteem needs in life and the workplace.



CHAPTER V

CONCLUSION

This case study is aimed to identify the factors behind employees' job performance in the family business. Due to the company's problem, the level of employees' performance tended to be lower than usual; simultaneously, the sale dramatically dropped because of internal and external factors. Therefore, the result of the factors is essential for better organization and employee satisfaction.

5.1 Summary

From the hypotheses, the lower aspects of job commitment, job satisfaction, job motivation, and employee needs have yet to be fulfilled. Also, they are unsatisfied with extrinsic motivation factors, which possibly impact lower job performance (table 4.1).

According to job commitment, employees trust the organization they work for, are willing to embrace organizational goals, and want to stay with the company for an extended period (Mathis et al., 2016). The result showed that the employees in this organization have a moderate-high level of job commitment. Moreover, they achieve all three types of commitment: affective, continuance, and normative (Allen and Meyer, 2016). By understanding and being willing to do their task to their best capability with a supportive mindset. In addition, most employees want to be part of the company as long as possible because of job stability.

Regarding the workers in this business' job satisfaction, the result showed that they are moderately satisfied with their work since the level of satisfaction at work significantly impacts an employee's performance. Therefore, it affects moderate job performance. In case to improve operating performance, job satisfaction needs to be developed to increase employees' enthusiasm, discipline, and morale (Maryani, 2022). The factors include internal factors, including job stability, bringing a better quality of

health and life; external factors, including salary, incentives, working conditions, organizational culture, and customer feedback.

For job motivation, it confirmed that incentive is essential to motivate and inspire employees' passion and enthusiasm. For example, one of the sales supporters said she is more energetic about coming to work during the fourth quarter because bonuses will increase. Employee motivation is influenced by various factors, including financial considerations such as wages and bonuses and the need to provide for their families. At the same time, it depends on individual responsibility to complete the assigned tasks. According to the theory, task responsibility is one of the metrics used to determine whether a firm is succeeding or failing (Maryani, 2022). As a result, moderate performance is affected by moderate levels of individual task responsibility.

According to the Hierarchy of Needs Theory, people tend not to recognize or seek higher needs until the current need is wholly fulfilled (Joseph, 1997). The overall result shows that employees in this family business fulfilled the lowest level of needs, which is a physical need, to esteem needs. However, there are only a few people who reach the highest need. Most of them are filled with stable jobs and incomes and good relationships with colleges, creating a sense of belonging. Moreover, the business policy with no KPI provides employee autonomy. A certain level of needs could impact the business operation and efficiency; therefore, the company should support most employees to achieve the highest level of need, self-actualization.

The final aspect of the study is the Two-Factor Theory consists of hygiene factors that help to protect against job dissatisfaction; meanwhile, the motivational factor, self-esteem, and self-actualization will help to create job satisfaction. However, the result shows a different range of factors among employees. The high-power group focuses on autonomy, recognition, and responsibility, which are motivational factors. In contrast, the lower-power group focuses on salary and facilities, working environment and conditions, organizational culture, and customer feedback, which are hygiene factors. Therefore, there was a moderate level of satisfaction leading to moderate performance.

In conclusion, the factors behind employees lowering their job quality and performance, which is the main problem in this paper, due to the impact of overall moderate levels of job commitment, job satisfaction, job motivation, the hierarchy of

needs, and the two-factor theory with various factors that the company could address. Moreover, some factors must be fulfilled and improved to match the company goals and strategy to improve individual employee and business performance.

5.2 Managerial Implications

The case study has uncovered a few factors that could result in unsatisfactory job performance. The management team should consider these aspects and adjust to increase employee performance.

Improve Job Satisfaction

According to the moderate level of job satisfaction, the company should provide a work-life balance policy to show that employees' health is also important, such as not contacting after work hours to reduce employees' stress and feeling overwhelmed about their work. Also, the company should often give rewards or compliments when employees perform well. Provide more job benefits for employees who have worked for the company for a long time, such as promotions, to increase job stability.

Improve Job Motivation

To increase employee motivation, the company should offer employees opportunities to learn, such as assigning new tasks or rotating jobs to avoid monotony from routine tasks. In addition, since this business does not use KPIs to push employees; therefore, the company must communicate goals clearly for employees to see the directions. Another way to improve moderate to high employee motivation is money, but it needs to consider as short-term effectiveness.

Improve Motivational factors (Intrinsic motivation factors)

Since most employees achieve extrinsic motivational factors, the business should concern more about autonomy, recognition, and responsibility for all employees to achieve the same level. Therefore, the management team should give operational staff more autonomy to feel more responsible, create a greater sense of achievement and belonging, and often provide meaningful and constructive feedback to increase motivation and participation, which also could help increase recognition.

5.3 Limitations

This study is based on the company's current issues and happenings with the current employees. The relevant factors may affect other employees and business performance levels if the employees change. Moreover, although the data collection method is an in-depth face-to-face interview, interpreting information is grouped into two groups, high and low power, so the individual factors and needs are not identified.

5.4 Future Research

From the face-to-face interview, some employees, who are generation X, mentioned the reason why they come to work early than others, and the result was that they usually wake up early in the morning as their routine. However, from their perspective, employees who are often not punctual, often absent, and less responsible, which causes the problem, are Millennials. Therefore, further research would recommend studying generational gaps, which are different values and working styles, for future research. In order to understand each group of employees' similarities and differences in job satisfaction and motivation clearly. Also, how to create a working environment and conditions suitable for two groups of different ages.

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