UNVEILING MOTIVATION: A COMPREHENSIVE STUDY OF MOTIVATION AND JOB SATISFACTION AMONG EMPLOYEES AT A THAI COMMERCIAL BANK

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ABSTRACT

This study investigates employee motivation and job satisfaction in a selected Thai commercial bank through the lens of Herzberg's Two-Factor theory. Primary objectives involve utilising Herzberg's theory to analyse factors influencing employee motivation and job satisfaction and dissect the nuanced relationships between them and their impact on bank employees.

Samples consist of ten employees from the head office, business centre, and branch, from the age of 28 to 55. The sampled employees work in the support and administration, operations and customer services and related transactions. The paper uses a qualitative method to collect the data by conducting in-depth interviews with the samples and analyses the collected descriptive data by coding.

The results show that, despite necessitating the existence of motivation on motivator factors, the employees find the provision of hygiene factors, viz. salary, supervision and interpersonal relationships, the most important motivators rather than the motivator factors, which to some extent proposes a counter-argument to the theory and contributes insights that deepen the understanding of employee motivation and job satisfaction within the banking context. The absence of hygiene factors leads to job dissatisfaction as well as lower motivation. The presence of motivator factors may not guarantee their increased motivation as long as they feel comfortable working in the current environment. It is imperative that managers apply this insightful information to institute practical recommendations by integrating motivator factors into the policies that support the presence of hygiene and motivator factors to create an environment conducive to high motivation and job satisfaction.

KEY WORDS: employee motivation/ job satisfaction/ Thai bank/ Commercial bank/ Herzberg's Two-factor Theory

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CHAPTER I
INTRODUCTION

The banking and financial service sector has encountered a phase of paradigm shifts due to the disruptions of the COVID-19 pandemic and its impact on the global economy, as well as changing consumer preferences for products and services. For instance, over the past decades, banks have aimed to expand their financial portfolios through loans and investment systems to adapt to the growing nature of the environment (Aldoseri & Almaamari, 2020). Globalisation and privatisation have influenced how people in general and private banks and their associations work (Kong et al., 2018, as cited in Chienwattanasook & Jermsittiparsert, 2019). Global economic fluctuations also affect the current situation of the Thai banking industry, notably savings and investment behaviour (Promphet, 2020). One way to deal with this is that banks have been accelerating innovative adoptions and transitioning to being more agile while monitoring their costs and investments to maintain operational efficiency and tailor proper financial products and services to customers.

Furthermore, the banking industry deals with the demand of meeting customers' needs, who expect greater changes in financial transaction processes. With a growing demand for financial services and diversifying customers' needs, the competitive and constantly evolving nature of a financial institution and the need to sustain its profit and market share, employee motivation and job satisfaction have been affected within the organisation, causing a negative ripple effect on individual and organisational performance and viability. For example, bank representatives feel pressured when working under distressing circumstances as their workload experiences ongoing increments (Chienwattanasook & Jermsittiparsert, 2019). Bank employees were also reported to be least motivated (Sujatha, 2023), yet the industry has been continuously robust and needs a productive workforce. Therefore, while economic viability is driven, understanding employee motivation and satisfaction is crucial as highly motivated and satisfied employees will continue providing excellent customer

service and utilising their skills to support the bank's organisational processes, contributing significantly to its success.

Due to the escalating competition within the banking industry and the need to adapt for banks, together with the assumption that workload may not be the sole determinant, other factors can supposedly contribute to low motivation and job satisfaction among bank employees, the study was conducted with the employees of a leading commercial bank in Thailand to explore factors that affect their motivation and job satisfaction. Although previous studies have investigated the issues of low motivation and job satisfaction among bank employees, more research is needed regarding a comprehensive understanding of the underlying reasons, outcomes, and potential solutions associated with employee motivation and job satisfaction within the Thai banking sector.

This study delves into the heart of these issues by drawing upon Herzberg's Two-Factor Theory, a foundational framework in the theories of motivation that dissects and delineates the factors influencing workplace motivation and satisfaction. The theory, developed by Frederik Herzberg in the 1950s, divides job satisfaction into two distinct elements: hygiene and motivator factors. On the one hand, hygiene factors, including company policy and administration, supervision, salary, job security, interpersonal relationships, and working conditions, do not significantly lead to motivation and job satisfaction. Instead, they need to be fulfilled to prevent job dissatisfaction, leading to no dissatisfaction or a neutral state. On the other hand, motivator factors, which consist of the work itself, responsibility, recognition, achievement and advancement, inspire and engage employees, increasing their motivation and job satisfaction as they feel fulfilled in their roles and enhanced in their individual performance. Understanding the dynamics between these factors is crucial for determining the nuances of employee motivation within the banking industry.

In accordance with the workplace problem and framework, two research questions are formulated to explore the dynamics of hygiene and motivator factors and how both dimensions of the theory affect the employees' motivation and job satisfaction. The first research question focuses on hygiene factors, specifically investigating how the presence and absence of hygiene factors impact motivation and job satisfaction among these bank employees. The second research question delves into

motivator factors, which explores how these factors contribute to boosting employee motivation and job satisfaction. The study collected ten operational employees across business units. Half are from the head office, and the other half are from the business centres and a branch. All are considered to be working under the support and administration function of the bank. The research adopts a qualitative approach by conducting an in-depth interview with these employees on their overall job satisfaction and how each factor in Herzberg's theory affects their motivation and job satisfaction. To derive rich findings to be discussed for recommendations and further possible study, the paper uses coding as the data analysis method and factor checklists to see the pattern or theme of the responses.

In Chapter 2, the paper will delve into the workplace problem of employee (low) motivation and job satisfaction, which encompasses a range of factors. The section will be followed by previous literature about the definitions, factors influencing employee motivation and job satisfaction, employee motivation and job satisfaction among Thai workers and in the Thai banking sector, the theoretical framework to be used to analyse the problem (Herzberg's Two-Factor Theory), and the formulation of research questions and propositions. Chapter 3 provides the study's research methodology, data collection and analysis, which helped gain insights into the study's foundation and objectives. In Chapter 4, the findings from Chapter 3 will be discussed through presenting and interpreting the data collected. The discussion aims to contextualise the findings within the framework of Herzberg's Two-Factor Theory, offer valuable insights into the current body of knowledge, and create a foundation for understanding the nuances of employee well-being in the workplace as well as the banking industry.

CHAPTER II
LITERATURE REVIEW

2.1 Problem Statement

Employee motivation and job satisfaction among bank employees

Regardless of rank and roles, locations and fields of expertise, bank employees would likely ascribe their concerns to different causes and factors that lower their motivation and job satisfaction. Several studies stated that the banking industry is known for having the least motivated employees due to high workload, long working hours, and the nature of their jobs (Sujatha, 2023) 86% of bank employees feel pressured most of the time as a result of low motivation. 71% of the employees are unsatisfied with their jobs, affecting the bank's profitability. (Yadav, 2019, as cited in Suthaja, 2023).

Increasing workload and performance indicators

The issue of motivation and job satisfaction encompasses both the headquarters and branches. Employees at headquarters often encounter operational pressures and challenges regarding the nature of the job, and the corporate and industry environment. Meanwhile, branch officers are experiencing various issues pertaining to customer services and product cross-selling and up-selling. However, the approach in such an endeavour may not fully consider and align the employees' interests with the organisation's. The desired output is linked to the KPIs and reward system that pressure them to sell products and services that customers may not genuinely need. These employees are required to remain competitive and constantly meet higher performance standards in a period of economic uncertainty. Although they have not experienced a sign of forced unemployment, their motivation and job satisfaction keep diminishing.

Perception towards immediate roles

Furthermore, some employees tend to describe and feel that their work is not as meaningful and impactful as those whose jobs are associated with technical functions or roles that contribute to the figures that have a tangible impact on the company. With this, they are likely to be less motivated in their jobs. The statement is in favour of the existing literature that the job contentment of administrative employees is identified directly or indirectly with inspirational perspectives, objectives, practices, and job outcomes on both individual and unit levels. (Wulan et al., 2021). Employees, though understanding that digitalisation is needed more than ever when they notice an increasing focus on innovation that supports non-branch transactions, lead them to believe they need to keep pace with technical roles to stay meaningful and relevant. According to the study exploring information technology, bank automation, and the attitude of workers in Nigerian banks, 66% of the respondents asserted that banking automation had changed the required skills in favour of those with computer literacy, increasing concerns about potential job redundancy and layoffs for those in fields less closely connected to banking (Agboola, 2003).

Moreover, research suggests that firms tend to allocate resources for training to support the integration of new technologies while investing less in training for employees intended to be replaced by technology (Heß et al., 2023). This can also make employees feel disempowered and sceptical about their capabilities and positions in the company, resulting in a diminished drive to contribute to their work and, ultimately, lower motivation and job satisfaction. In addition, reliance on technology can also induce stress among employees, contributing to less motivation, performance, and job dissatisfaction. Such stress can aggravate the existing workload other than their jobs and responsibilities, and they need to learn to fit in with the company. Such stress can indirectly affect motivation by influencing the work environment and posing adverse side effects on employee well-being.

Conversations about technological advancements capable of performing specific jobs, such as repetitive tasks, data management and analysis, and individual evaluative interaction (Zirar et al., 2023) to reduce hierarchies and optimise operational efficiency have been spurred, particularly at the head office. The technology is claimed to enhance adaptive decision-making, mimics human intelligence and is guaranteed to

deliver operational and strategic performance. (Kumar et al., 2023). It is viewed by many as a driver for positive change in organisations. It will avail of some part of the job and allow people to focus their time and resources on the strategic aspect of their roles, create more value for their jobs and let task automation run the routines. This may be one way to have those employees turn their perception towards their roles to be more positive. However, at the same time, there are still ongoing ethical issues as to how technology is used and used in complex processes and emergencies. Although the exact period for its launch has yet to be confirmed, or nothing at all, employee sentiment fluctuates and affects their motivation.

Detachment from the work's outcome

Moreover, a large and established organisation typically consists of layers of organisational structure. Being a bank with many branches requires it to be simultaneously decentralised and centralised, so communication is key to operational efficiency. However, the nature of the bank is still bureaucratic, though it attempts to be innovative. As such, upward communication is not widely promoted, and task accountability is limited.

2.2 Defining motivation and job satisfaction

Motivation is likened to the Latin word Movere, which means an action-causing inspiration. Motivation can be defined as a motive or driving force that enhances one's ability to perform, each with a particular purpose to accomplish (Aldoseri & Almaamari, 2020). Zafarullah Sahito and Pertti Vaisanen's study (2017) gathers the definitions and interpretations of motivation from various scholars. Whiseand & Rush (1988) and Wregner & Miller (2003) define motivation as an individual's willingness to do something to satisfy their needs, which energises them to modify and use goal-oriented approaches. According to Fuller et al. (2008) and Saraswathi (2011), motivation encompasses individuals' intensity, direction, and persistence in pursuing specific objectives, with a willingness to exert effort towards organisational goals and satisfy individuals' needs. (Zafarullah & Pertti, 2017). The effort should be of quality in that it is channelled in a direction that benefits the organisation, is consistent with

organisational goals, and is persistent throughout the process of achieving those goals (Robbins & Coulter, 2012). Motivation is an incentive to desire and a driving force for the will to work, which differs among individuals (Pratama, 2021). Factors that stimulate motivation are crucial and required as they encourage positive behavioural changes among employees. (Ravesangar & Muthuveloo, 2019). Motivation begins when individuals cognitively realises that they want something they might not have before. Then, they mentally wish to achieve a goal through physical actions. Motivation can be categorised into intrinsic and extrinsic motivation. Intrinsic motivation occurs when an employee performs a task or activity, while extrinsic motivation involves rewards and benefits received from performing a task (Sujatha, 2023).

Gregory (2011) and Sageer et al. (2012) indicate in their studies that employee satisfaction is tied to employee motivation, goal achievement, and positive workplace environment. It assesses the level of contentment employees feel with their jobs and working conditions. (Siripipatthanakul et al., 2022). Certain available literature asserts that job satisfaction entails different meanings for diffident individual employees. It may contain such features as the nature of work, fringe benefits, contingent rewards, operating procedures, co-workers and supervision that complete a job profile. Job satisfaction encompasses the factors that relate to the quality of work and life outcomes that impact employees' well-being in the workplace. Keith and Newsto (1994) added that job satisfaction, from employees' viewpoint, is the degree to which they can express work-related opinions and the alignment between job characteristics and employee wants (Dhamija et al., 2019). From another point of view, job satisfaction can be classified into humanitarian and utilitarian perspectives. From a humanitarian perspective, job satisfaction, to some extent, reflects how fair and respectful the treatment is to employees. From a utilitarian perspective, job satisfaction can influence employee behaviour, thereby affecting the effectiveness of an organisation. Varying levels of job satisfaction across different business units can be diagnostic of potential challenges within the organisation. (Spector, 1997).

Motivation is usually linked to job satisfaction. Chess (1994) stated that the positive correlation between job satisfaction and motivation underscores the predictive role of motivational factors in determining job satisfaction.

Although job motivation and satisfaction have been used interchangeably, there are slight differences proposed by researchers. Job satisfaction, for instance, involves individuals' emotional responses to their current work conditions, while motivation is the driving force behind the pursuit and fulfilment of one's needs (Alshallah, 2004). Nel et al. (2011) also associate motivation and job satisfaction with the importance of success in the pursuit of unlocking people's capabilities to ensure high-quality products and services. Several authors further postulate that motivation is an intricate matter by virtue of the distinctiveness of individuals and the diverse range of internal and external factors influencing it. Employee motivation correlates with enhanced job performance and, consequently, job satisfaction. Thus, it can be asserted that there is a relationship between motivation and job satisfaction (Arendse, 2013).

Employee satisfaction is said to be the most important factor for the overall effectiveness of an organisation (Chienwattanasook & Jermsittiparsert, 2019). It is essential for enhancing productivity, responsiveness, quality and customer service. Thus, companies have to ensure high employee satisfaction (Sageer et al., 2012) so that their business performance, be it financial or non-financial, yields satisfactory outputs and outcomes.

2.3 Factors influencing employee motivation and job satisfaction

Research on nurse practitioners and physician assistants reveals that the participants expressed greater satisfaction with intrinsic aspects, such as autonomy and a sense of achievement, compared to extrinsic ones. For most participants, the extrinsic aspects of job satisfaction, such as pay, available time on the job, and the presence of collegiality, generally received lower satisfaction scores. (Hoff et al., 2017). In another study, the satisfaction of existing needs, such as pay, did not significantly impact job performance, which affects motivation. Pay appears to be more of hygiene, preventing employee dissatisfaction rather than actively contributing to an improvement in job performance (Kakkos & Trivellas, 2011). Another study discusses the job itself and promotion having a stronger impact on employee satisfaction than recognition, achievement, supervisory support and working conditions (Sharma & Sharma, 2015).

As much as the significance of job content as a cause of satisfaction and motivation, a study about employee motivation and performance of Kenya Commercial Bank in Migori Country (Omollo, 2015) reports that employees are motivated mainly by monetary rewards. A study of Lebanese bank employees found that compensation packages and flexible working hours (extrinsic motivation) are critical to keeping them engaged and dedicated to the banks (Haddad et al., 2023). Another study addresses job satisfaction stems from awards, remuneration, job security, promotion opportunities and good relations with employees (Bhardwaj et al., 2020). The suggestions from a study (Sattar et al., 2015) highlight the importance of rewards, training, and empowerment, which enhance employee engagement, thereby affecting satisfaction and performance. As summarised in another research, a collective view points out that the situational context at work, such as high-performance work practices, leads to a positive working climate, hence higher job satisfaction (Mishra et al., 2020). Employees with higher levels of motivation tend to feel that management is genuinely concerned about their welfare and well-being when they are actively engaged in the management process and operate within a positive management-labour environment. (Kamery, 2004). A study explains that the relationship between job (dis)satisfaction and an intention to stay among employees is grounded in the fact that if dissatisfaction occurs, it leads them to explore better opportunities in other companies in pursuit of satisfaction in the workplace (De Sousa Sabbagha et al., 2018).

2.4 Motivation and satisfaction among Thai workers

According to PwC's report on employee sentiment in Asia-Pacific, overall, employees in management, technology, telecommunications roles and working in larger organisations. A survey with 1,000 respondents, employees in Thailand have expressed higher levels of job satisfaction than those in the Asia-Pacific region, though the result is slightly lower than in 2022 (Khursigara et al., 2023). Nonetheless, not many surveys and studies particularly explore (low) motivation and job satisfaction in the banking sector in Thailand. Some research suggests that individual items such as pay, promotion, benefits, and reward systems need immediate attention among the surveyed employees in Bangkok's private banking sector (Suri & Petchsawang, 2018). In the research done

with the respondents from four Thai commercial banks, hygiene factors are confirmed to be satisfiers rather than dissatisfiers (Sithiphand, 1983). Another study found that most of the female bank employees between 20 and 39 years old were neither satisfied nor dissatisfied with their jobs (Belonio, 2012).

2.5 Theoretical frameworks related to motivation and job satisfaction

Job satisfaction is classified within the domain of motivation theories, with various frameworks for its analysis. Motivation theories include content and process theories. The most influential examples of the content theories are Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory, the latter of which delineates hygiene and motivator factors and posits that job satisfaction results from the absence of hygiene factors and the presence of motivator factors (Linares, 2011).

2.5.1 Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory, also known as the Hygiene-Motivator Theory, was developed by Frederik Herzberg and his associates in 1959 and is categorised in the Content motivation theories along with Maslow's Hierarchy of Needs, Alderfer's ERG Theory, and McClelland's Human Motivation Theory. Herzberg's theory is built on Maslow's Hierarchy of Needs theory, in which he surveyed 200 accountants and engineers in the US, deriving the framework for his motivation theory. The participants were asked to recount situations in which they experienced positive or negative feelings. Such diverse responses led Herzberg to develop his two-factor theory (Robbins & Judge, 2016). Traditional studies viewed job satisfaction as a single continuum, while Herzberg's theory differentiates between intrinsic (motivating) and extrinsic (hygiene) factors, with only the motivator factors influencing job satisfaction (Sanjeev & Surya, 2016).

Herzberg theorised that employee satisfaction consists of two dimensions, hygiene and motivation (Syptak et al., 1999). These dual factors are distinct from one another, as Herzberg and his associates described the theory in his book in 1959:

Among the hygiene factors, when the factors deteriorate to a level below that which the employee considers acceptable, then job dissatisfaction ensues. However, the reverse does not hold true. When job context can be characterized as optimal, we will not get dissatisfaction, but neither we will get much in the way of positive attitudes. It should be understood that both kinds of factors meet the needs of the employees; but it is primarily the motivators that serve to bring about the kind of job satisfaction, the kind of improvement in performance that the industry is seeking from its workforce.

Based on Herzberg's questionnaire, employees described satisfying experiences regarding factors intrinsic to the job content. These factors are called "motivators" and include such variables as recognition, responsibility, the work itself, opportunities for growth, and achievement. These factors are postulated to cause motivation and job satisfaction when present and no dissatisfaction when absent. They also represent the higher levels of needs like self-esteem and self-actualisation.

Conversely, dissatisfying experiences came from extrinsic factors related to the job context. These dissatisfiers, called "hygiene factors" or maintenance factors, are associated with company policies, supervision, salary, co-worker relations, job security and working conditions. Hygiene factors meet the needs of individuals to avoid unpleasant work situations (Sithiphand, 1983), and represent the lower levels of needs like physiological and safety needs. These factors prevent job dissatisfaction, given that they react to the work environment and the need to avoid unpleasantness (Alshmemri et al., 2017).

The absence of hygiene factors leads to job dissatisfaction, causing negative job attitudes. Hygiene factors are essential for the existence of motivation but do not necessarily lead to improving motivation, performance, and satisfaction (Juneja, n.d.). Job dissatisfaction is triggered by negative hygiene factors such as inadequate salary, poor working conditions and a lack of job security, whereas positive hygiene factors such as status, good ergonomics and employee-friendly policies satisfy employees' basic needs, without exerting effect on their motivation (Fallon, 2023).

Herzberg emphasised that once the hygiene factors are addressed, the motivators become a catalyst for increased productivity and job satisfaction (Syptak et al., 1999). These factors motivate employees to work harder, thus influencing their job satisfaction (Ololube et al., 2018).
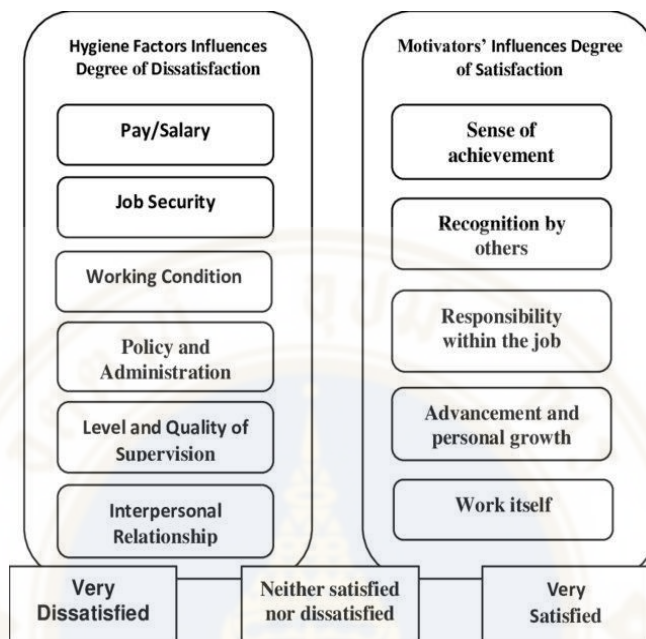
Figure 1: Herzberg's Two-Factor Theory of Motivation (Ololube et al., 2018)

Herzberg argued that eliminating causes of dissatisfaction through hygiene factors would not bring about satisfaction but rather result in a neutral state (Ramlall, 2004). From the theory's standpoint, there is no correlation between job dissatisfaction and job satisfaction. Therefore, solely focusing on eliminating causes of dissatisfaction will not result in heightened motivation and job satisfaction. The opposite of job satisfaction is not dissatisfaction but 'no satisfaction'. Job dissatisfaction operates on a separate scale, ranging from high to no dissatisfaction, whereas job satisfaction ranges from no diss/satisfaction to high satisfaction. (Andersson, 2017). From Herzberg's view, job satisfaction and motivation are tied to the presence of motivator factors in a workplace. Enhancing such factors contributes to increased motivation and affects job satisfaction.

Herzberg suggested that satisfaction and dissatisfaction stem from different factors. These two experiences then should not be treated as opposites (Riley, 2005).

For this reason, both hygiene and motivator factors need to be addressed and enhanced wisely.

2.5.2 Definitions of each factor

Brief explanations of each hygiene and motivator factor are given below (cited in Alshmemri et al., 2017; Sageer et al., 2012; Siriphand, 1983; Ruthankoon & Olu Ogunlana, 2003)

Hygiene factors (Job context):

Company policies and administration

This involves the adequacy or inadequacy of organisation and management policies and guidelines, as well as the detrimental or beneficial effects of the organisation's policies, primarily personnel policies. Company policies may include delegation of authority, recognition and reward systems, job enrichment and responsibility, career advancement and growth, working conditions and other issues such as attendance, time off, safety measures, disciplinary actions, and even communication. Good or bad policies often involve communication and implementation and lead to employee satisfaction or dissatisfaction.

Supervision

Supervision can be divided into two sub-factors that indicate the quality of supervision: supervision-technical and interpersonal relations with supervisors. Supervisor-technical represents supervisors' willingness or unwillingness to delegate responsibility or to educate their people, their competence, and the fairness of their actions. Another aspect involves interpersonal relations, which regards the personal and work-related interactions between supervisors and employees.

Salary

This factor involves an increase and decrease in salary. The unfulfilled expectations of salary increases and decreases can be a source of dissatisfaction. The entire sequence of events involving compensation is also included.

Pay can play a predominant role in determining employee satisfaction and motivation. Salary can be a hygiene factor or a motivator depending on how it is interpreted and impacts individuals. If salary means purchasing power, satisfying physical and safety needs, it should be just considered a hygiene factor. On the contrary, when salary symbolises an achievement at work, it would likely be a motivator factor (Daft, 2003; Hyun & Oh, 2011).

Job security

Job security refers to the signs of the presence and absence of job security (e.g., tenure, organisation stability and other corporate policies).

Interpersonal relations

The factor is limited to the relationships among co-workers. Examples are job-related interactions and social discussions at work and during break times.

Working conditions

Working conditions include physical surroundings and conditions at work, such as lighting, temperature, cleanliness, noise levels, and the facilities available for doing the work. It may also include the amount of work, space, safety and related measures. Good or poor quality of facilities and equipment can affect employee attitudes.

Motivation factors (Job content):

Work itself

The content and performance of a job can have either a positive or a negative impact on employees. The satisfaction of employees is contingent on whether the job is too easy or too difficult and interesting or boring. For example, a positive event is when coordinators was assigned to organise larger-scale events like shareholder meetings or high-value customers that they find highly challenging and valuable than some duties such as repetitive event planning and other routine duties that they may perceive as too static.

Responsibility

Employee satisfaction can stem from being entrusted with responsibility and authority for one's own work, overseeing the work of others, or for being assigned new responsibility, all of which can provide a sense of control, achievement, and self-growth. Insufficient freedom on the job and decision-making can adversely affect job satisfaction.

Recognition

Recognition or notice involves praise or blame. Positive recognition happens when employees are praised for reaching specific goals, or their ideas are accepted that they feel acknowledged for their contribution. In contrast, negative recognition involves being blamed, criticised, or when their ideas are overlooked. Recognition can come from anyone in the work setting: management executives, supervisors, or colleagues.

Achievement

Achievement is defined as the successful completion of the job or the tangible outcomes of one's efforts. For example, achievement can be when one can solve difficult problems and see the positive result of a task, or as minimal as finishing an assignment ahead of the planned schedule. The absence of achievement can be a failure to make progress at work. Achievement can also be associated with personal and intellectual growth that are not necessarily tied to upward mobility within a company.

Advancement

Advancement denotes upward mobility or promotion within a company and deals with positive status or position in the hierarchy. It also includes advancing employees' own skills in their professions. Failure to receive expected promotion, neutral status at work, and demotion are considered negative advancement.

Based on the job content and job context terminologies, it can be asserted that an individual will not suddenly become satisfied with their job if an organisation suddenly changes the environment or removes what is bothering them (job context).

Similarly, an individual will not be suddenly satisfied with their job if an organisation only enriches the work (job content) (Kurt, 2022).

In sum, if an organisation aims to provide hygiene factors to its employees alone, it would neither motivate nor satisfy them. The absence of hygiene factors eliminates job dissatisfaction for the sake of an individual's context and environment, not for bringing about actual motivation and job satisfaction. Emphasising hygiene would bring peace but not a push towards motivation and job satisfaction in the long term.

	Hygiene Factors	Motivation Factors
Root cause	Extrinsic needs	Intrinsic needs
Connector	Job context	Job content
Outcome when present	no dissatisfaction (neither satisfied nor dissatisfied)	satisfaction
Outcome when absent	dissatisfaction	no satisfaction
Importance to job satisfaction	Weak	strong

Table 1: Comparisons between hygiene and motivation factors
(Alshmemri et al., 2017; Kurt, 2022)

The declining employee motivation and job satisfaction within the organisation indicate the absence or presence of factors that affect employee motivation, job satisfaction and well-being. To enhance their motivation, it is imperative to figure out and encourage employees' passion to want to work hard by giving all the ability to realise organisational goals (Pratama, 2021). The Two-Factor Theory points towards individual yet interrelated factors that exist within a workplace. Breaking down and understanding the interplay of these factors is essential in addressing areas or factors that require improvement, coming up with recommendations, and implementing strategic solutions that will enhance employee motivation and job satisfaction, thereby ensuring the organisation's success.

2.6 Research objectives

The primary objective of this research is to employ Herzberg's Two-Factor Theory to analyse the elements that contribute to the levels of employee motivation and job satisfaction among bank employees at a selected commercial bank in Thailand. By thoroughly analysing both hygiene and motivator factors, which are postulated to ensure basic workplace satisfaction and drive motivation, the research also aims to uncover the nuanced relationships among these factors to identify strategic actions for fostering a work environment that is more conducive to motivation at the selected bank and the banking industry.

2.7 Research questions and Research propositions

It is important to note that the nature of industry and jobs might have a nuanced issue and can vary depending on societal, organisational and individual circumstances, thus having different psychological and emotional impacts on employees: how they perceive it as stressful or thriving, or both depends on a range of factors. Furthermore, human resources are still critical in contributing to the organisation's success. Therefore, employee motivation and job satisfaction is worth exploring. These people may have accumulated considerable experience and potential readiness to be trained and deployed to fulfil tasks once given proper attention and support. Employees are vital resources of an organisation, and their productivity and performance should be put among the top priorities. It is imperative for the organisation to understand its employees' sources of concern and motivation comprehensively, as these elements exert an influence and determine both individual and organisational performance. To date, comprehensive research that examines the elements contributing to job satisfaction based on Herzberg's Two-Factor theory especially among Thai bank employees is still long underway to apply for practical strategy implementation.

As such, the study of the motivation and job satisfaction of employees at a selected financial institution should be conducted accordingly using Herzberg's Two-factor Theory in analysing the workplace problem by studying the interplay of hygiene and motivational factors that affect employee dissatisfaction, satisfaction and motivation in the changing work environment to derive the recommendations that will

be suitable for the Thai context. Given that the paper intends to examine employee motivation and satisfaction by utilising Herzberg's Two-Factor Theory, the main research questions shall be developed accordingly.

- Hygiene factors: How do the presence and absence of hygiene factors (company and administrative policies, supervision, compensation and benefits, interpersonal relationships and working conditions) impact their motivation and job satisfaction working at the company?

- Motivator factors: How do motivational factors (the job itself, job responsibility, recognition, achievement, career support and growth opportunities) enhance their job motivation and job satisfaction?

As this study aims to investigate the influence of Herzberg's Two-Factor theory on the motivation and job satisfaction of bank employees working in a dynamic environment as well as the relationships between identified factors and their motivation and job satisfaction, the research propositions shall be developed as follows.

- Proposition 1: The provision of hygiene factors (Company and administrative policies, supervision, salary, interpersonal relations, working conditions) improves bank employee motivation.

- Proposition 2: The provision of hygiene factors (Company and administrative policies, supervision, salary, interpersonal relations, working conditions) improves bank employee job satisfaction.

- Proposition 3: The provision of motivator factors (the job itself, job responsibility, recognition, achievement, career growth and opportunities) improves bank employee motivation.

- Proposition 4: The provision of motivator factors (the job itself, job responsibility, recognition, achievement, career growth and opportunities) improves bank employee job satisfaction.
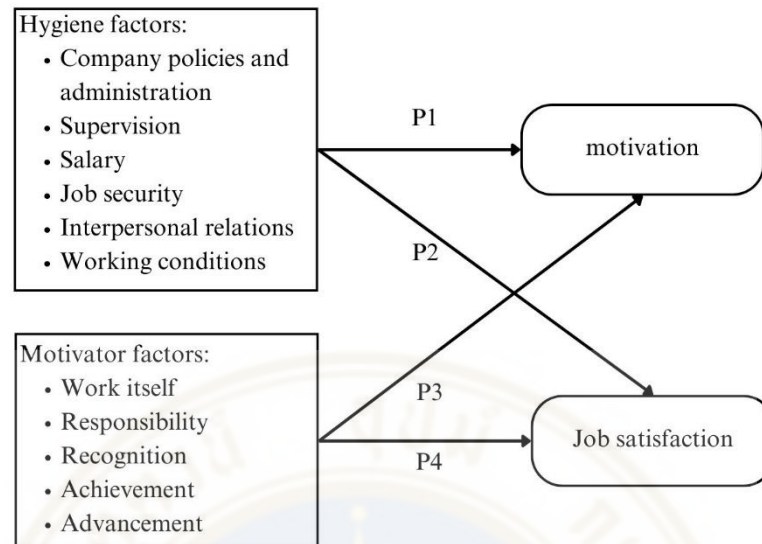
Figure 2: Research propositions

Transitioning into Chapter 3: Research Methodology, the problem statement and review of existing literature lay the foundation for investigating specific employees' experiences. Chapter 3 defines the research methodology to investigate factors affecting bank employees' motivation and job satisfaction. The chapter will detail the sample, data collection method and data analysis employed in this study.

CHAPTER III
RESEARCH METHODOLOGY

. The methodology outlined in this chapter will utilise a qualitative approach involving in-depth interviews with ten sampled employees. The interviews will serve as a means to delve into these employees' subjective experiences and help reveal their perceptions of motivation and job satisfaction through each identified factor in Herzberg's theory. The data collected through the interviews will be analysed using a coding table to group the data into distinct factors in Herzberg's theory. This analysis aims to highlight the findings alongside the research propositions as well as address the research questions comprehensively.

3.1 Sample and data collection

Due to the limitations of the research period, this paper solicited participation in the interview from a network of established connections who work in the back office across departments as well as the front line from business centres and a branch. The interview comprises ten employees; those from the head office are in charge of communication, content analysis and innovation, while those working at business centres and a branch work in securities, call centre operations, and counter and customer services. According to the organisation chart, all at the head office are considered as part of the Support and Administration. Studying the selected participants would reflect how Herzberg's Two-Factor Theory factors individually impact their motivation and job satisfaction in the workplace. Their responses would cover the areas focused on in this paper and would help with discussing multifaceted findings. Other than providing insights into answering the research questions, human resources represent a significant portion of the organisation's processes. Different roles can also bring diverse perspectives, experiences, benefits and implications beyond the study. Moreover, exploring how Herzberg's factors influence their motivation and job

satisfaction is crucial for understanding the evolving nature of work and how their job roles can be significantly impacted.

Studying head office, business centre, and branch employees allows for effective comparative analysis. The paper can assess their inputs to see whether these two groups have similarities or differences in the impact of Herzberg's factors and whether there are potential interactions and dependencies between different roles, which can yield valuable insights and recommendations for the organisation on a practical level. By understanding both sides' motivation and job satisfaction, the organisation can review and align its goals with its experiences with Herzberg's factors to increase its commitment and contribution to the organisation's objectives.

Names of interviewees are unidentified for privacy reasons; each interviewee is labelled with an ID followed by their job profile.

ID	Age	Gender	Job role	Company tenure (years)
E-01	37	F	Support & Administration (executive office)	5
E-02	38	F	Support & Administration (executive office)	5
E-03	32	F	Support & Administration (executive office)	3
E-04	43	M	Support & Administration (Innovation)	2
E-05	28	F	Support & Administration (executive office)	3
E-06	28	F	Support & Administration (human resources)	2
E-07	53	F	Operation (Securities)	28
E-08	52	F	Operation (Call Centre QA)	20
E-09	55	F	Customer Services	22
E-10	32	F	Customer Services	7

Table 2: List of interviewees

This paper adopts a qualitative interview that encourages intimate interaction between the interviewer and interviewees to make them feel comfortable

providing detailed, in-depth, and personal information regarding their motivation and job satisfaction. This aligns with Herzberg's emphasis on understanding both psychological and physiological factors. The interview consisted of core questions based on Herzberg's Two-Factor theory and probing to ensure it covered the topics in the paper and allowed room for the interviewees to investigate and uncover their thoughts. The depth of information would be essential for capturing the multilayered nature of motivation and job satisfaction. The interview questions were in English while the conversation was in Thai to smooth the interview session and create a friendly environment. The questionnaire began with introducing the general information and background of the interviewee, then proceeded with four sections in total. Section 1 briefly explained the interviewees' professional backgrounds. Section 2 was about the interviewees' overall satisfaction with their jobs ,[1]followed by Section 3,[2] which is the question set designed based on Herzberg's Two-Factor Theory's hygiene factors: company and administrative policies, supervision, compensation and benefits, job security, interpersonal relations, and working conditions, and motivational factors: the work itself, job responsibility, recognition, achievement, career growth and opportunities, which also integrated questions about the organisation's automation adoption and policies in relevant fields. Section 4, or the last section, concluded the interview with open-ended questions concerning motivation and job satisfaction.

The interview modes were either online or offline of each participant's choice and convenience.

3.2 Interview session

Before conducting the interview, each participant was provided with consent to ensure they understood the purpose and process of the research and the potential risks or benefits of this involvement. They were also informed of the right to keep their confidentiality and withdraw from the interview at any time.

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[1] The second section was adopted from Shawn Andersson's "Assessing Job Satisfaction Using Herzberg's Two-Factor Theory: A Qualitative Study Between US and Japanese Insurance Company" published in IAFOR Journal of Business and Management, Volume 2, Issue 1, Spring 2017.
[2] The third section was adapted from 'How does your practice rate?' section on https://www.aafp.org/pubs/fpm/issues/1999/1000/p26.html

3.2.1 Background information

Each participant was asked to provide their brief demographic information and job profile.

3.2.2 Interview questions [3]

The questions were developed based on Herzberg's Two-Factor Theory to understand which and how each factor on the scale influences their motivation and job satisfaction. Probing was needed to ensure the comfort and smoothness of the interview and that the data being collected was valid.

3.3 Data analysis approach

Since this paper uses a qualitative method based on an in-depth interview, the data analysis approach is data coding. It transcribes and examines particular factors and includes the respective supported coded data gathered from the interviewees. The data would be coded depending on each factor in separate tables. Apart from data analysis, coding will be beneficial for deriving rich insights into further recommendations and implications for the management.

In the following chapter, the interviews with the sampled employees will be coded, interpreted, and discussed, deriving the findings to be utilised for practical managerial recommendations and implications.

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[3] See the interview questions in Appendix

CHAPTER IV
DISCUSSION OF FINDINGS

In the preceding chapters, the paper explores the hygiene and motivator factors in Herzberg's Two-Factor Theory in the academic context and how they would be applied in an organisation practically. This chapter will delve into and analyse the findings from interviews with the selected employees to gain a comprehensive understanding of the factors that not only exist to eliminate job dissatisfaction but also the ones that enhance employee motivation and satisfaction within the company. The employees at the headquarters and branch locations constitute the bedrock of the company's operations.

There was an opening, ice-breaking session in which the interviewer and each interviewee exchanged pleasantries briefly before starting with an overview of their professional backgrounds, followed by overall satisfaction in their jobs and what they generally perceived as vital or not in influencing their motivation and job satisfaction. Then, the core questions on hygiene, motivator factors, and probing were carried out in the subsequent section. The interview ended with open-ended questions about motivation and satisfaction at work, as well as interviewees' revisit and rating of the quality of each factor. Apart from identifying which factors were fulfilled by the company, this part also sorts the sources of motivation of the employees in order to know which factors will motivate and lead to job satisfaction among the employees.

The qualitative responses from the interviews are analysed through coding or organising data into meaningful groups based on Herzberg's hygiene and motivator factors to represent a pattern or theme that would be interpreted in relation to the research questions, as well as the implications and conclusion. It can be helpful for further studies and contribute to the broader conversation on related issues.

4.1 Findings from the interviews

Hygiene factors	E-01	E-02	E-03	E-04	E-05	E-06	E-07	E-08	E-09	E-10
Company policies and administration		✓	✓			✓		✓		✓
Supervision	✓	✓	✓	✓		✓			✓	
Salary	✓	✓	✓			✓		✓	✓	✓
Job security	✓	✓	✓				✓	✓		✓
Interpersonal relations	✓	✓	✓		✓			✓	✓	✓
Working conditions	✓	✓			✓	✓	✓		✓	✓

Table 3: Hygiene factor checklist

Motivator factors	E-01	E-02	E-03	E-04	E-05	E-06	E-07	E-08	E-09	E-10
Work itself	✓	✓	✓	✓		✓		✓		
Responsibility	✓			✓		✓		✓		
Recognition	✓	✓	✓				✓	✓		
Achievement	✓		✓	✓		✓				
Advancement	✓	✓	✓	✓				✓		✓

Table 4: Motivator factor checklist

Hygiene factors	E-01	E-02	E-03	E-04	E-05	E-06	E-07	E-08	E-09	E-10
Company policies and administration	✓	✓	✓	✓				✓		
Supervision	✓	✓	✓	✓		✓		✓	✓	✓
Salary	✓	✓	✓		✓	✓	✓	✓	✓	✓
Job security	✓	✓	✓		✓				✓	✓
Interpersonal relations	✓	✓	✓		✓	✓		✓	✓	✓
Working conditions		✓	✓	✓				✓		
Motivator factors	**E-01**	**E-02**	**E-03**	**E-04**	**E-05**	**E-06**	**E-07**	**E-08**	**E-09**	**E-10**
Work itself	✓	✓	✓	✓		✓		✓		
Responsibility	✓			✓		✓		✓		
Recognition	✓	✓	✓	✓		✓	✓	✓	✓	✓
Achievement	✓		✓	✓		✓		✓		

Advancement	✓	✓	✓	✓		✓		✓		

Table 5: Sources of motivation checklist

Hygiene factors	Supporting coded data	Informant	Outcome		
			DS[4]	M[5]	S[6]
Company policies and administration	"I find the policies such as training and reward fitting in with the context overall. The company communicates the policies and related protocols through internal communication channels, connoting that all personnel must be informed."	E-01	0		✓
	"I find it motivating as the company has a system that promotes the upskilling of employees."	E-02	0	✓	✓
	"Having policies leads to no dissatisfaction, but does not improve my motivation. I personally do not consider this as long as I am happy to work at a company."	E-06	0		
	"There are ones put in place, though I am not usually engaged."	E-07	0		
	"It would be great if employees have more voices and input into policies."	E-04			
	"The policy or KPI on sales are a bit unfair as it seems like branch employees are the only ones who push thorough the days with such a stressful task to reach the KPI to survive."	E-09			
Supervision	"If there is a training I see fit and can help improve my skills, I am not hesitant to request my supervisor to join it; so far, the supervisor has not turned down any requests; if there are no urgent matters on hand, my supervisor will grant the permission."	E-01	0	✓	✓

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[4] Dissatisfaction: 0 means that that factor is fulfilled by the company, preventing job dissatisfaction.
[5] Motivation
[6] Satisfaction

Hygiene factors	Supporting coded data	Informant	Outcome		
			DS[4]	M[5]	S[6]
	"My supervisor treats everyone fairly, is quite friendly and is open for discussions related to problems on the job, though there are still boundaries present, which is understandable. She also leads by example." "All I mentioned about supervision is pertaining to my motivation."				
	"A supervisor with a leadership mindset would bring the best out of the subordinates, supporting and helping them solve issues. Mine is like this, which affects my motivation at work."	E-02	0	✓	✓
	"I feel well supported by my supervisor, and I see having the quality one is a must for increasing employee motivation."	E-03	0	✓	✓
	"The technical expertise of a supervisor increases my motivation as I can rest assured they can give me guidelines and practices."	E-06	0	✓	✓
Salary	"I am satisfied with my current salary and benefits compared to my expertise and responsibilities. I acknowledge the fact that businesses have been affected by global fluctuations that might have affected the decreases for some periods. They are even beyond my expectations now." "Increasing salaries would also motivate me indeed. That means my contribution paid off."	E-01	0	✓	✓
	"Exactly, increasing salaries and benefits would motivate me to work and up/reskill myself. Work alone does not guarantee sustenance. However, I am not sure if it increases job satisfaction in the long run."	E-03	0	✓	
	"Increasing my salary is the ultimate dream of mine and is the most important	E-05		✓	✓

Hygiene factors	Supporting coded data	Informant	Outcome		
			DS[4]	M[5]	S[6]
	motivator, maybe more than the work-related factors."				
	"Increasing salaries and benefits have been the topic among employees with a long tenure, representing a considerable portion of the company. Increasing salaries would motivate me because sometimes my job involves risks pertaining to asset valuation and documentation, so the pay should be on par. Benefits like medication reimbursement are my big motivation to work, too, and it may outweigh the salary in my case."	E-07	0	✓	✓
	"Salary alone is 50%. The rest is how challenging the job and promising career growth are, etc." "Although the company has a clear compensation policy, the rates for raises have been the same and do not match current living costs, so I would say increasing salaries would be much appreciated."	E-08		✓	✓
Job security	"I still feel secure in my job that I am not going to be replaced by any tools (if any) soon. Humans like us are still the foundation of the organisation, especially my role, which may be unlike something related to financial transactions, etc."	E-01	0	✓	✓
	"I started working here during the first peak of COVID-19, believing this company would provide me the job security I had been seeking. It is known to be the most secure company in the industry." "As of now, I feel secure working at this company because most people here still hold human resources in high regard."	E-03	0		

Hygiene factors	Supporting coded data	Informant	Outcome		
			DS[4]	M[5]	S[6]
	"You can work here for a long time in general, but I am starting to feel unsure about myself and those from similar roles because it largely depends on sales KPIs now."	E-09			
Interpersonal relations	"Colleagues greatly impact my motivation and satisfaction partly because my job must deal with diverse teams and individuals and needs cooperation, but overall, working in an organisation means we need to deal with people whatsoever." "We get to socialise both at work and outside. There are outings and bonding events occasionally, such as birthday celebrations and field trips."	E-01	0	✓	✓
	"Having a cohesive team and constant teamwork is directly related to my motivation. I cannot work alone in an organisation and others, too, if you ask me."	E-03	0	✓	✓
	"It's part of the organisation. Bad relationships with co-workers would bring everything down. However, it depends more on yourself, like how you perform on the job and behave in the organisation."	E-07	0		
	"One of the reasons I continue working here is colleagues. We are like a family, a true one. We share pain and success and help one another out both professionally and personally. We also find time to socialise as often as possible."	E-09	0	✓	✓
	"Team bonding has been my main indicator and reason why I have been here for around 20 years despite all the workload and added responsibilities."	E-10	0	✓	✓
Working conditions	"I do not view this as a motivator, only a dissatisfier that if it is not provided, I would feel somewhat lacking."	E-07	0		

Hygiene factors	Supporting coded data	Informant	Outcome		
			DS[4]	M[5]	S[6]
	"All the facilities are so far so good and sufficient for getting my job done. I may be dissatisfied with glitches sometimes, but it is not necessarily associated with my motivation."	E-01	0		
	"We have a pantry if anyone wants to take a break or grab something to eat, but to have something like a common space would encourage team dynamics and productivity."	E-02	0	✓	✓
	"Some working conditions, such as seating, impact my motivation. I could see its importance because I started working here when the company employed a split-site scheme where we sat on separate floors. I was new and one of a few who were quite far from the default place; I felt disconnected."	E-03	0	✓	✓
	"Proper lighting can improve visibility, reduce distraction and increase productivity, as my work requires me to look and focus on the screen for a long time."	E-04	0	✓	✓

Table 6: Interviewees' statements on hygiene factors

Motivator Factors	Supporting coded data	Informant	M	S
Work itself	"The role of communication or distributing important messages and agenda is indispensable in this organisation. It is rather meaningful in that way" "It might not be challenging that the job is a mere routine, but sometimes how to solve the problems that arise all of a sudden is a challenge to me I learn from the problems entailing the tasks rather than the tasks themselves.	E-01	✓	✓

Motivator Factors	Supporting coded data	Informant	M	S
	"I take into account that the job content is fun to do when I decide to apply for this job. Maybe age plays a role in this as well. However, thinking back, I still needed to see if I could enjoy the work first before committing to working. The job is indeed my motivator." "My job has been fun in that it poses challenges to think of and solve almost all the time. Plus, there are mostly long-term projects, so I am not pressured to deliver stuff on a tight schedule."	E-04	✓	✓
	"The job is challenging that I serve the executives and deal with people from different levels. I must manage all well at the same time."	E-02	✓	✓
	"I have been told that my job is important through a lot of calls and emails. This, along with my affirmation, impacts my motivation."	E-03	✓	✓
	"The only challenge is the straining KPIs."	E-09		
	"I am not sure if the job is meaningful in self-fulfilment beyond the day-to-day responsibilities that we are given to be able to rotate to wherever functions are needed." "I do not see the job alone as a motivator nor impacting satisfaction unless the environment (people) accompanies and gives it a full meaning."	E-10		
Responsibility	"Before joining this company, I had expected to be able to extend my job autonomy and scope of decisions at work. So far, this company unfailingly has supported me to achieve those expectations." "I have been given more job variety that I view as interesting and challenging and can expand my skills."	E-01	✓	✓

Motivator Factors	Supporting coded data	Informant	M	S
	"I am also given more autonomy these days to make a higher level of decision. This will be considered part of the evaluation, enhancing my motivation."			
	"I am given sufficient freedom in my job at this point to handle what has much impact on customers and the company, which motivates me to develop myself continuously."	E-04	✓	✓
	"Based on my role, I perceive job variety as added responsibility that I do not ask for and will not gain extra skills." "Instead, doing so will even demotivate me as I feel I must work harder than others but will receive the same amount of money and recognition."	E-10		
	"I am motivated when given full responsibility and authority in my work, and of course, more work when and where appropriate. Of this, I can see the outcome somehow."	E-02 E-03		
	"Having autonomy and the ability to witness task completion motivate me as I will be willing to work harder than what I do not even see the outcome of my contribution."	E-06	✓	✓
	"Being granted autonomy and more responsibilities indicates that the manager recognises our potential and possible failure and yet is willing to take risks. This impacts motivation."	E-08	✓	✓
Recognition	"It is good to have work recognised. I would sure be motivated in that the contributions did not go in vain."	E-01	✓	✓
	"Supervisor and peer recognition would be one of my motivators. It is good to see that others recognise my contribution. I feel welcomed and would like to do more to maintain that."	E-03	✓	✓
	"An individual already tends to recognise one's work, so my job being recognised by	E-04	✓	✓

Motivator Factors	Supporting coded data	Informant	M	S
	others motivates me. Maybe more than money."			
	"My job involves numbers of detail that requires carefulness and accuracy, so being recognised at work will mean a lot to me."	E-07	✓	✓
Achievement	"I set both personal and professional goals on an annual basis and constantly see signs of progress." "Having and finishing goals are tied to motivation as it will push you to do more and succeed more in the future."	E-04	✓	✓
	"Changing perspectives and cherishing all achievements make me work up my motivation. I feel I will have more self-value."	E-03	✓	✓
	"The position offers an ability to witness and engage in the stages and success of projects"	E-06	✓	✓
Advancement	"How the company has provided great opportunities for my career advancement through versatile functions and responsibilities motivates me to take on more responsibility and develop my skills."	E-01	✓	✓
	"The company envisions the ability of employees to advance in their careers here through a dynamic promotion. That is why I am motivated; I can still see my future here."	E-03	✓	✓
	"I was transferred from the operational call centre to QA, which is legitimate. However, promising career paths overall may be restricted to certain groups of employees. That is why some may be demotivated."	E-08	✓	✓

Table 7: Interviewees' statements on motivator factors

4.1.1 Overall job satisfaction

8 out of 10 employees found their jobs to be minimally satisfying to satisfying as they felt contented at work and did not feel forced to make it through their days. Referring to some of the interviewees' statements, before joining the company, they had expected that the company would provide them with job security in the long term, competitive salaries and benefits, such as medication reimbursement, provident fund, loans, and a well-supported career path within the company. E-02 added that as she graduated with an MBA, working at an established company would offer her many opportunities to apply the relevant knowledge. E-03 has been satisfied with her job because, as well as finding more job security, she got to shift her career path to a different field, which she found more challenging than before. E-04 reported considering job content as his priority when applying for and staying in his job. A couple of employees from a branch mentioned the brand image, job security, and benefits as indicators when applying for their jobs at the company. However, some issues have upset a couple of employees from a branch, such as intensifying KPIs on cross-selling financial products like insurance and funds, leading to less motivation and job satisfaction than the others.

4.1.2 Hygiene factors

About half of the sample reported that each hygiene factor was fulfilled. 7 employees stated that job security, salary, interpersonal relations and working conditions existed. 6 employees felt that job security was guaranteed. Also, 6 employees confirmed supervision and company policies and administration were implemented. Supervision, salary, and interpersonal relations are predominantly the employees' sources of motivation.

Company policies and administration

There are two main policies that the interviewees considered important: reward and personnel. The reward policies include all forms of compensation, recognition and promotion, while the personnel policies are about training and development. Administration involves how effective the communication and management of the policies are.

Reward systems were reported to be in place. Employees are notified of the reward system in general. There were decreases in raises, special allowances, and bonuses for some headquarters employees, but they are informed of those conditions and still see those as acceptable. E-01 said that sometimes she got paid later than scheduled, but as long as she was informed, it would be all right. E-01 added there was no apparent process of policy update. However, there was a contest where different departments proposed a project that would potentially be developed to streamline work processes and help with day-to-day operations. Thus, chances are the company will incorporate this into the company policy later. E-04 put the idea of employees' input into policies across in the interview. A higher level of employee participation would make the policy up-to-date overall and increase employee engagement and motivation to continue working at the company.

E-01 added that company policies and administration, particularly the reward ones, impact her motivation because, in order to be motivated, she needed to see the clear vision of her benefits and conditions provided by the company. To see this happen, the company needs to communicate its policies to all levels of the organisation structure in a timely and systematic manner. If not, she would see no point in persevering with her work. E-01 ascribed this factor as her motivator because if absent, she would likely feel her existence in the organisation is not meaningful. Without systematic policies and administration related to its personnel, she might not be motivated and satisfied with her job.

E-07 suggested that a human resource policy about filling vacancies must be addressed and implemented at her place, a business centre, or at least regularly communicate about it. Although others were working on her behalf when she was away, it was not these people's main responsibilities, so they could not manage all the jobs well. E-06 added that besides the compensation, the policies about promoting employees should base the evaluation more on experience competitive with other companies in the same sector and other sectors as well. Individual tenures may not be able to be a primary factor in the promotion procedures. However, she regarded having advancement policies as dissatisfier; the company must satisfy this as it is a basic requirement, which might not necessarily enhance employee motivation.

There are training and development courses for employees to enrol. All the interviewees agreed that the company provided sufficient training with regard to performing their jobs. E-01 added, "We need to complete core training lessons such as PDPA, cybersecurity, market conduct, etc. I heard that there is new training related to technology, but it is not within my role to do that." Apart from requisites, they are allowed to request to sign up for the courses they are interested in. However, E-08 said that every course was only during working hours and workdays, so they had to sacrifice their time, such as annual leave, for training. The issue is more prominent among branch employees as they work on the frontline and always have to deal with customers and services. Such employees as E-03, E-04,

Company policies and administration only prevent job dissatisfaction for some of the employees, while the factor increases motivation for others as they affect all aspects of employee tenure at a company.

Supervision

Currently, 6 employees are satisfied with the quality of supervision, though they added more comments on how it can be improved to be better. Almost all interviewees expressed that supervision in all aspects affects their motivation, performance and satisfaction, namely delegating meaningful tasks, giving constructive feedback, leading by example, and creating an environment where informal conversations are allowed. Even though it is not entirely related to work, if the interviewees felt secure both in front of and behind their supervisors' backs, they felt motivated and satisfied. Supervisors' competence and feedback can also help some interviewees improve their performance. For example, E-06 mentioned the importance of both leadership and technical skills for an exemplary supervisor, which would help increase employee motivation.

E-01 used to work under a supervisor who often practised passive management by exception, which lowered her motivation and job satisfaction and resulted in her doing a bare minimum daily. She also pointed out that the nature of her job required a high level and quality of supervision as it deals with many influential figures and important matters in the organisation.

E-01 and E-02 reported that supervision is not only the foundation in the workplace but also boosts her motivation. For example, there was a time when their supervisor had a business matter on the weekend. The supervisor asked her and the team to accompany them not only for work but also for occasional outings. She attributed this and the willingness of her supervisor to help her out to an increase in her willingness to outperform her tasks, her motivation and satisfaction. E-01 personally prioritised supervision as one of the most important factors in reducing job dissatisfaction, enhancing the work environment, and empowering herself, and she feels her motivation increases because of that.

It can be concluded that most interviewees tended to regard supervision as their motivator and put more emphasis on social interactions between their supervisor and subordinates than their supervisors' technical expertise and how they delegate tasks and responsibilities to subordinates. Two interviewees put the interaction and technical aspects of a supervisor equally, reasoning that as long as their supervisors are competent and show them that they are capable of carrying out the task, other things can be put aside, though not entirely, because in a Thai and established organisation, the context is and will still be much needed.

Salary

Whether expected or not, increasing salaries and benefits boost most interviewees' motivation and job satisfaction. 7 of the employees reported to have been satisfied with their current salaries and benefits, as well as how the company has a clear policy regarding remuneration and compensation. There are differential salary structures based on employees' tenure and experience. E-01 said there were times when salaries, raises, and bonuses had to be decreased due to the claim about economic situations. However, she would be fine with the rates as long as she was notified beforehand and the rates were acceptable. E-05 added that her salary was not expected nor competitive, though acceptable because it was still commensurate with her position, scope of work and skills. E-07 pointed out the ongoing issue involving stagnant salary increases and periodic raises. Employees had fixed ratios of salary increases, but lately, for the long-tenure ones, their salaries could not be increased with those ratios anymore. With their seniority and increased responsibility, they suppose this issue called for more

attention in order to improve employee motivation, productivity and satisfaction. E-05 and E-09 affirmed that providing and raising compensation is a motivator. It is the reason why they have been working at a company.

While salary and fringe benefits were claimed to be the interviewees' motivators to work harder, E-04 was the only one who asserted that compensation does not impact his motivation and job satisfaction at the same level as the job itself, job responsibilities and recognition. E-03 added on top of the remuneration as a motivator driver that increasing salary or monetary rewards might excite or motivate her. However, it might last only for a short period, after which she would feel the same; once she perceives the compensation as fair, any increments might not significantly contribute to her motivation anymore.

Job security

Despite the rapidly changing banking industry and concern about technology, there is no obvious sign of potential layoff for the company, at least for now. E-10 confirmed that job security is what she had sought and regarded as the most important. She still felt the same as 20 years ago. Those at the business centres and the branch have longer tenures at the bank than those at the head office, which might make them perceive job security as lasting. Overall, the interviewees' findings are positive. E-01, E-02, and E-03 tended to feel confident in their job delivery and posited that this type of company, especially her function, is still in much need. E-09 said that unless the bank adopted new and more brutal KPIs to reach, all the jobs here would still be secure. Nonetheless, one interviewee views job security in general as neutral. She added that the world keeps changing daily; the same goes for job replacements and new job vacancies. It neither leads to dissatisfaction nor satisfaction for her.

Interpersonal relations

This factor is fulfilled in most of the employees' opinions, with 8 employees guaranteeing it as their motivator, making interpersonal relations the first rank in terms of a source of motivation. Of these employees, E-04 and E-07 tended to put more emphasis on individual development. E-04 did not see this factor as his motivator nor as something leading to job dissatisfaction. The interviewees have built respect and

support among one another through work and socialising events. Senior employees and new jobbers complemented each other's skills and leverage their strengths. Most of the relationships extend beyond work. E-09 affirmed that relationships with her co-workers are almost as meaningful as compensation and are the source of her motivation rather than the job content.

Working conditions

7 employees described working conditions as satisfactory, while only 4 of them said it directly impacted motivation and satisfaction as working conditions affected how they carried out their jobs. E-04 tended to describe working conditions as a motivator and said a short supply of equipment affected his motivation. The ideas alone could not produce outputs unless they were delivered by sufficient and efficient tools and equipment. E-02 and E-03 added that if the company provided accessible seating and a larger common room with proper break times during the day, employees would have more opportunities to exchange ideas, spurring creativity and leading to higher motivation and job satisfaction.

Pleasant working conditions can remove obstacles in one's job and create a supportive work atmosphere that, in turn, indirectly boosts employee motivation. It enables employees to put more focus on their jobs. Even though the tasks are difficult and sometimes exhausting, they may be more receptive to the positive aspects of their jobs, such as finding those tasks meaningful and challenging.

4.1.3 Motivator factors:

Fewer employees stated that the motivator factors were fulfilled in their jobs. Work itself and Advancement were reported by 6 employees to be fulfilled at work. 5 employees mentioned that the factor of recognition was well regarded. Responsibility and Achievement were perceived to be in place by only 4 employees. Nonetheless, Recognition emerges as number one regarding their sources of motivation, followed by Work itself, Achievement and Advancement. Responsibility was rarely chosen to have boosted their motivation and satisfaction.

Work itself

E-04, from the Innovation team in charge of enrolment before deploying an application, is the only interviewee who stated that, in applying for a job and having a long tenure at a company, he needed to see the meaning, value, and fun of it regardless of age. E-08 highlighted the importance of her role as a call centre quality assurance (QA) representative when the job had become increasingly competitive and needed constant improvement as they dealt directly with customers with different attitudes. However, the limited provision and procurement of certain software, tools, and equipment impacted E-04's and E-08's motivation because they could not perform their jobs as effectively and productively as they wanted.

Although some head office employees were quite satisfied with the content of their jobs, stating that they are meaningful and challenging in many ways, E-01 affirmed that the challenge was the process and how she managed the tasks, not the content of the tasks themselves as they were typically routine. E-02, E-03, E-09 and E-10 mentioned the monotone of their tasks. The challenges do not lie in the work itself but are from external manipulation. Branch employees were stressed due to the difficulty of added-on tasks and handling all the tasks effectively. E-09 said that increased KPIs on cross-selling products impacted her motivation, and it was not challenging in a healthy way.

Responsibility

The topic of job responsibility is interesting in terms of how employees shape their perceptions of increased responsibility and autonomy in their jobs. E-04 viewed his job responsibility as "My job is to deliver the value of business requirements of others' projects, which means I am just responsible for a part of them. It is not full autonomy per se." "However, I am still given much freedom and autonomy in my job as it impacts both customers and the company. I also think it would be better if there is more participation in decision-making for certain projects." E-01 was quite positive about adding responsibilities to her existing tasks, reasoning that it would certainly add more value to her and contribute to her achievement and advancement. She added E-08 asserted that having sufficient freedom in her work is a testament to achieving higher self-value and thus building a promising career path within the company.

If job responsibility fulfils an individual's personal growth and provides a sense of achievement, it will be considered a motivator, aligning with a higher degree of needs and contentment. By contrast, if the job responsibility does not provide room for self-improvement or skill development, it will become a hygiene factor that only exists to prevent job dissatisfaction in that an individual is hired to take some responsibility in the organisation. The weakness or absence of job responsibility not only results in a lack of authority and participation in decision-making but also less realisation of one's ability to achieve self-growth and value. "There were times when there was nothing to do much, and I felt the workload was not on a level with my salary and benefits.", said E-03.

Nonetheless, some were still reluctant to define job responsibility positively or as a value-added factor, although they thought having job variety and enrichment would somehow increase their market and self-value and thus enhance their motivation. This is partially because most of them, especially those from the back office, still perceive the security of their job tenures and see no point in doing extra. E-02 and E-03 added that it depended on when more tasks were given. They would have to see if those new tasks require more time and effort and thus affect their existing responsibilities. If so, chances were that they would be blamed for being unable to fulfil both their fixed jobs and the new ones. However, E-03 ended the conversation by saying, "Having something to do is better than nothing." Similar to those who viewed responsibility as increasing unnecessary workload, branch employees were stressed due to the difficulty of added-on responsibilities that came with more tasks and viewed them as a burden rather than a skill builder and something that could give them a larger degree of self-direction in their jobs. These employees thought that they already had routine tasks to complete daily and could not or at least miss anything. This kind of practice is likely the reason why they mainly seek maintenance in their jobs rather than motivation coming from the task.

Recognition

Peer and supervisor recognition are reported to motivate the interviewees the most at work. Of this, only 5 employees said they were adequately recognised. Negative recognition is present. For instance, E-04 described his role as administrative

support from a banking perspective. Delivering value in IT does not directly help the company have higher tangible benefits, such as interest margins and insurance income. It can be ascertained that little recognition impacted his motivation as he felt underappreciated. The same goes for the rest of the interviewees; even though they described their work as essential, they would not recognise the motivation to foster a sense of achievement if unnoticed or underappreciated. Peer recognition is valuable and can enhance team building, individual experience, and motivation through regular feedback.

E-08 suggested that the company regard departmental or individual needs to increase employee motivation sustainably. Many employees may feel underappreciated. There should be an approach to bridge the gap or align organisational and individual goals by emphasising employee engagement and fostering a sense of achievement among employees. All agreed that recognition for team and individual achievements would increase their motivation and job satisfaction.

Achievement

Although all interviewees agreed that achievement is a motivator, it is yet to be manifested for some of them. "I have been trying to find small accomplishments in my work to cherish. It would also be good to achieve more in the future through new responsibilities. This is my current goal at work.", said E-03. E-06 said that her increased ability to complete tasks and see the outcome of them provided a sense of achievement. Meanwhile, this may not be visible for some due to the nature of their jobs, which were repetitive and offered minimal variety and challenge. Meeting deadlines for them was just a duty and obligation. E-10 stated that meeting deadlines were not the determinant of her motivation but a stressor. This did not denote a sense of accomplishment at the end of tasks or projects.

Advancement

5 employees confirmed that career advancement is in place and is the primary motivator; some are well-supported in outlining their career goals. However, "Career promotion overall may be restricted to certain groups of employees. That is why some may be demotivated.", said E-08. E-05, E-09, and E-10 did not see career

advancement as necessary because the higher the position, the more responsibilities and risks were involved. It can be explained by a study that career opportunities within the company are viewed as significantly related to knowledge-based workers, and they tend to be more satisfied overall than less knowledgeable employees (Viñas-Bardolet et al., 2020). The promotion delay and lack of career progression were still seen as demotivators and dissatisfiers for some.

4.2 Highlight and summary of the findings

The findings seem to generate results in support of the propositions with important implications for Herzberg's Two-factor Theory. Branch and business centre employees, in particular, expressed greater satisfaction with the external aspects of their jobs when compared to the internal aspects, and they tended to rely more on hygiene factors as the sources of their motivation. E-09 and E-10 said that their motivation was from the fulfilment of hygiene factors rather than motivator factors, leading to their job satisfaction. Providing hygiene factors, namely salary, policies, supervision and interpersonal relations, satisfies the employees' needs in the workplace and instigates their motivation and overall job satisfaction rather than job dissatisfaction. All the hygiene factors, except job security and working conditions, directly impact the employees' motivation. The presence of hygiene factors can mitigate the impact of motivator factors on job satisfaction. Meanwhile, employees at the head office, although stressed the importance of hygiene factors' impact on their motivation, added that the provision of motivator factors is also necessary to keep them motivated and satisfied.

The results of the findings may not entirely support the argument that motivator factors in Herzberg's theory are the sources of employee motivation in their jobs. Instead, the findings are in line with certain previous studies about factors that motivate IT and non-IT sector employees. IT-sector employees perceive motivator factors such as growth, work, and job responsibility as more important than non-IT employees. Non-IT employees tend to regard hygiene factors as motivators. Nonetheless, both sectors rank 'work' as the second most important motivator (Saraswathi, 2011). Moreover, the findings highlight the importance of interpersonal relationships among supervisors and co-workers and pay that impact the employees'

motivation and job satisfaction as well as their performance, which contradicts Herzberg's theory that the satisfaction of existence needs is not a driver of job motivation and performance (Kakkos & Trivellas, 2011).

The employees' levels of job satisfaction vary and are not determined solely by enhancing motivator factors. Motivation is also not the only determinant of job satisfaction. Some employees are satisfied with their current provisions of hygiene factors and do not view motivator factors as determinants of motivation and job satisfaction. This is consistent with certain previous empirical investigations, of which the results did not confirm the two-factor theory initially proposed by Herzberg. For example, a study about job satisfaction among waste management professionals revealed that hygiene factors, not motivator factors, contributed to their job satisfaction (Sanjeev & Surya, 2016). These employees are motivated by a combination of extrinsic and intrinsic factors. The absence of most of the hygiene factors leads to not only job dissatisfaction but also low motivation and overall job satisfaction. It can be presumed that job context is their priority and the answer to why most continue working at the company. Compensation is a principal factor that motivates these employees. Only one person said that increasing salary and benefits do not motivate them as much as the job content and recognition. A sense of belonging fostered through interpersonal relations is of the utmost importance and can be a motivator and satisfier. It comes from maintaining good relationships with colleagues at all levels.

The motivator factors are confirmed to motivate these employees, with some interpreting increased responsibility as an unnecessary burden and risk for complaints and failure rather than an opportunity for job enlargement and enrichment. As a result, some of them opted for minimal task variety or challenge and might not experience a sense of achievement. As confirmed by E-07, E-08, E-09, and E-10, it can be argued that banking's scope of work involves regulations and standardised processes. Moreover, the organisation comprises layers of hierarchy. Such a nature of work and structure does not promote opportunities for autonomy or independent task completion, so employees feel unrecognised, detached from the outcome and have no control and a sense of ownership of their tasks, which can impact their motivation. Promotion opportunities and the work itself helped plan and pave the way for employees' future at the company. However, some argued that the opportunities were limited and evaluated

based on years with the company rather than individual merit. Career advancement then becomes regular tenure, which might come with regular benefits but does not necessarily motivate them to work or satisfy them because they might see the benefits as unfair and stagnant.

Nonetheless, providing motivator factors in their jobs does not lead to their motivation and job satisfaction, given that they are already motivated by and satisfied with the hygiene factors, which is adequate for them with respect to work. Although they agreed that providing motivator factors related to their job content would truly boost their motivation and job satisfaction, if the company already provided hygiene factors, it is sufficient and unnecessary for them to be motivated by the job-related content to seek self-actualisation and increase their competencies.

Although those hygiene factors influence dissatisfaction, it is insufficient for dissatisfied employees to leave the company, and there is a chance to take risks. (Bhardwaj et al., 2020). In light of the findings, Hygiene factors are claimed to pacify and motivate some employees. However, these variables do not truly inspire and accommodate their path to increased productivity and competitive performance. It is unbeknown to several employees to distinguish between their motivation in a workplace – a sheer drive to align with and work towards individual and organisational goals, and factors that merely cause powerless dissatisfaction. Some still felt uncertain whether they were fully satisfied with their jobs or just approved of the existence or the necessity of the situational context in a workplace. Some opined that having a job is enough, especially in this difficult time where mass and sudden layoffs have occurred within the sector and many sectors globally. It was their time to reap the benefits of having jobs and getting money and welfare packages before anything happened. These reasons can be drawn from the fact that these employees are from operational levels. They are more likely to focus on the provision of stability in a workplace than the provision of value from the job.

Motivation among these employees stems from both hygiene and motivator factors. Job satisfaction results from increasing motivation through fulfilling both hygiene and motivator factors, with an emphasis on hygiene. For some, fulfilling several hygiene factors, such as salary, supervision and interpersonal relations, can enhance their motivation; they do not quite realise the importance of having the motivator

factors, such as the work itself and responsibility, to motivate them at work. However, they suggested that enhancing the motivator factors would motivate them from within and thus likely to sustain their job satisfaction in the long run. For the others, since the current provision of hygiene factors is acceptable, the provision of motivator factors is confirmed to enhance their motivation and job satisfaction. While recognition for some is about being accepted for outstanding performance and contribution, it is mostly about building camaraderie and mutual support from colleagues. These employees still lack a sense of achievement due to the nature of their jobs, which does not help them realise their full potential. Advancement fuels their motivation and job satisfaction as long as they can see the clear path for their tenure with the company. In such a situation where hygiene factors are high yet the motivator factors are decent to low, these employees are working in comfortable yet seemingly unfulfilling jobs.

4.3 Recommendations for managers

Despite current satisfaction levels, managers should identify employees' motivational drivers by addressing hygiene and activating motivator factors and considering differential approaches for employees to increase their engagement based on their priorities. According to Herzberg, once hygiene areas are fulfilled, the motivators will be able to work as motivators. In such a situation, managers are recommended to take a holistic approach to improving employee motivation and job satisfaction. To motivate employees the company already serves and what matters most to them, and tailor their approaches to specific groups so that both departments and the organisation as a whole will improve.

The findings show that hygiene factors exist in the organisation and were confirmed to satisfy and motivate the employees. At the same time, these employees, although fewer in number, also acknowledge the importance of enhancing motivator factors. As such, the recommendations to be developed and implemented should be based on the findings as well as incorporate the framework and study's propositions.

4.3.1 Policies and administration

The bank should simplify and streamline administrative processes to reduce bureaucracy and hierarchy and encourage autonomy and participation in decision-making among operational employees, managers should address and fulfil hygiene factors and raise and help employees simultaneously realise the importance of the motivator factors, which will help create a motivated, satisfied and competent workforce. In other words, hygiene and motivator factors can be integrated into systematic procedures suitable for implementation within the organisation. Additionally, in light of the interviews, the organisation's workforce encompasses a variety of expertise. Therefore, managers may need to understand their particular needs and preferences, identify what they want and align that to the organisation.

Effective communication and feedback should also be conducted thoroughly and regularly. The bank should also ensure the fairness and consistency of its policies and their impact on different departments. For all, managers should clearly communicate with employees about the expectations of their jobs and the outlook for employment and self-growth to prevent dissatisfaction from perceived uncertainty about their jobs while also supporting their career prospects and personal development. The current situations are that a business centre has requested to split work sites permanently in order to enhance employee motivation as they do not have to take too long to go to the centralised headquarters. This might have been proven to be working during the peak of the pandemic, but as time went by, there was still no update and chance of approval. Also, efforts to fill in the vacancies to divide the individual workload are yet to be realised. This may have caused the employees to think their concerns are not as important as certain departments or functions that contribute more tangibly to the bank's profit. Consequently, their satisfaction is diminished as they also do not have the privilege to realise their input or give reminders. There should be mechanisms for feedback and timely implementation of policies, especially about rewards and personnel, which are directly relevant to improving employee engagement, motivation and satisfaction. Employees' views and opinions into effect and make a difference for the greater good.

4.3.2 Responsibility and Work itself

As responsibility can fall in both hygiene and motivator factors, managers must ensure employees view responsibility as realistically capable of fulfilling their needs and also adding value to themselves. It is necessary that employees are asked to affirm what they truly like and prefer about their roles, tasks and responsibilities. Within a reasonable workload and defined guidelines and expectations, managers should encourage employees to view learning as a differentiator through approaches like job enlargement and job enrichment, which can help craft their value proposition. Job enlargement can be done by increasing duties and responsibilities at the same job level. Job enrichment involves giving more responsibility than initially applied, creating more opportunities for professional growth and recognition (Suri, 2016). Despite the chance of mistakes from facing challenges and taking increment responsibilities, employees will better identify risks and what could go wrong based on their past experiences with the mistakes. Even the known risks can be extrapolated to an unknown situation. This continuing cycle leaves unexpected risks or errors as learning yet eliminates carelessness and allows for mistakes that have been well thought through (Khoo, 2021). Employees should be encouraged to periodically switch roles or responsibilities within their respective teams to expand their skill versatility and scope of decision-making. For example, executive office employees overseeing meeting coordination and logistics may switch roles and responsibilities with another team in charge of meeting material preparation.

Nonetheless, the company must ensure that all the surrounding factors are fulfilled while enriching the jobs. Most importantly, managers should remember that rushing employees, particularly in this case with bank employees, to take on more responsibilities or provide them with more difficult projects does not motivate and satisfy them. Rather, it would make them believe that the reason is only for the organisation's performance, fearing them out of the development of self-growth, which is the primary objective of job enrichment and enlargement.

4.3.3 Salary and Recognition

It is essential for managers to help create a positive work climate by motivating employees with incentives to achieve outstanding performance that

ultimately leads to success. Along with maintaining differential salary structures, managers should emphasise rewards and recognition based on fair growth or learning curves other than a fringe benefit scheme. The rewards should be given irregularly and defined in categories, such as team and individual achievements, in order to promote different types of incentives among employees, and the rewards could be better appreciated. They may fuse money-related and non-monetary incentives to motivate employees both physiologically and emotionally, leaving them with long-lasting motivation and satisfaction. As these employees value interpersonal relationships with supervisors and co-workers, the managers may prioritise team activities that promote collaborative spirit and celebrate collective accomplishments, such as arranging a contest regularly where contestants are encouraged to do projects to solve operational bottlenecks and how to enhance the quality of services. The incentives should be aligned with customers' needs and reward employees for providing quality tailored solutions rather than pushing unnecessary products and constantly increasing KPIs in an attempt to motivate employees to work harder to achieve the goals, which causes unnecessary stress and instead decreases motivation. Meanwhile, individual achievements will also be well supported through appropriate training and development programmes to expand their skills and extend career growth opportunities.

4.3.4 Achievement

Managers should help foster a sense of achievement among employees by encouraging them to take on challenging projects that require creativity and perseverance in problem-solving, celebrating the milestones and completion of projects, and giving team and personal recognition and regular feedback and communication. For the executive office team, guide them on setting different deadlines for each milestone during the regular meeting preparation and logistics processes and celebrate when they complete the steps and the entire meeting. For employees with constrained KPIs on sales, make sure their achievements, regardless of substantial growth in figures, are celebrated. Also, managers should allow for more opportunities for executive office employees to join more special events, such as shareholder annual meetings and cross-industry conferences. Encouraging employees to participate in such projects is not only for the sake of celebration but also for making their work more meaningful and

challenging through what is beyond their routines. For the call centre team, which might encounter different types of customers and issues all the time, managers should formally dedicate time to appreciating the issues solved as well as positive feedback received from customers.

4.3.5 Professional and personal development

Apart from usual programmes and on-the-job training, managers should provide a work climate in which everyone has a chance to grow as an individual and a group member (Saraswathi, 2011). Speaking of which, managers should encourage constant training for all employees to broaden their knowledge about the bank's products and services, conducts, and financial literacy and carve out their successful careers. Continuous learning is typically deemed a prerequisite for growth and development. Training should be accessible and flexible, without employees having to allot their work times. Training to build extra skills should also be available for them. For example, administrative employees should be able to learn about IT and innovation to stay up-to-date and relevant.

Managers may adopt bi-weekly and bi-monthly cross-training and healthy competition between teams and departments, respectively, where goals will be reached through collaboration and knowledge-sharing. Head office employees mainly working in supporting roles may cross-train with other departments or the business centre, i.e., the call centre, to learn more about frontline employees and customers and how the related processes and procedures are handled. Those who offer telesales and services will also learn about the meeting agenda and what matters are being raised, reviewed, and implemented in the organisation and industry. As for the innovation and administrative teams, the latter team may cross-train with the former team, which has expertise in technical areas to enhance technical skills such as data analytics and value delivery and deployment, as well as emerging trends and innovation landscape.

During the training, gamification may be introduced to engage the participating employees. To encourage lifelong memory and learning, riddles about financial products, relevant departments, target customers, meeting subjects and agendas may be created in their quest to finish the training. The team and individuals with excellent job will earn points and rewards to be redeemed from their respective

departments. Managers may promote this as continuous learning and adaptability for individuals, which will help them gain exposure to other work areas than their immediate roles and seek opportunities for personal and professional growth. However, managers and employees should bear in mind that the training is not only be about transferring to new permanent roles but also about gaining new insights and appreciation towards each department's contribution to the company's success.

CHAPTER V
CONCLUSION

5.1 Limitations and future research directions

Exploring employees' motivation and job satisfaction at a selected commercial bank is a worthwhile endeavour that produces valuable insights into individuals and offers managerial recommendations and implications. However, it is crucial to acknowledge the study's inherent limitations.

The most significant limitation, among others, is the small sample size. With only 10 participants, it presents a notable challenge to generalise the findings and substantiate the insights into the entire population of the bank and industry. These participants may not be representative of the broader workforce. Also, they may not mirror the wider employee demographic regarding age, gender, experience, or other factors such as personality and individual conditions that could influence motivation and satisfaction levels. Moreover, the study focuses only on the operational employees. It excludes the perspectives of managers or other stakeholders who might offer distinct insights into motivation and job satisfaction within the company. In addition, the participants might introduce a potential bias and provide answers they believe are expected and monitored rather than reflecting their true feelings, particularly when discussing low motivation and job satisfaction, which might be uncomfortable and seen as a threat to their jobs.

Given the limitation and subsequent effects, a follow-up study with a larger and more diverse sample should be taken in order to validate research findings and recommendations. A time-based study would also be able to reflect temporal effects stemming from changing economic conditions, trends, organisational cultural shifts, and so on that might correlate with motivation and job satisfaction. Furthermore, in doing such type of research, a quantitative approach should also be considered to ensure the reliability and reproducibility of the findings. Through these, specific correlations may also be revealed and thus beneficial for further research. In addition, Herzberg's Two-

Factor theory consists of a number of factors. Therefore, apart from correlations between specific factors, factor analysis should also be performed.

5.2 Managerial implications

Employees are inner customers that must be fulfilled as long as outside customers are to be kept up and fulfilled. Any investment to retain and gain employee loyalty is equally crucial. If the company wants to stay in their preferred position in the market, employee motivation and satisfaction should be actively maintained (Bhardwaj et al., 2020) as motivated employees tend to commit to their jobs, improving their performance, job satisfaction, and, in turn, helping enhance the company's performance and competitiveness, it is imperative that managers take primary responsibility for ensuring that employees are constantly motivated and satisfied with their jobs by reinventing the company's traditional role and making bold and innovative operational changes (Agrawal et al., 2022). By virtue of the interview findings, hygiene factors, namely supervision, salary, and interpersonal relationships, contribute to employee motivation and job satisfaction. Together with company policies, administration, and salary, these hygiene factors are significant in supporting employees to realise their growth potential in their jobs. Therefore, managers must note that they should balance addressing hygiene factors and enhancing motivator factors. In other words, they should work up to eliminate the demotivators and also increase motivators through job redesign and relevant policy implementation and administration to shift organisational behaviour by systematically incorporating motivators in their jobs to make their work more meaningful and fulfilling, which will ultimately lead to higher motivation, performance, and satisfaction and self-growth in the long run.

5.3 Conclusion

This paper empirically investigates a workplace issue regarding motivation and job satisfaction among employees at a selected Thai commercial bank. The purpose of this study was to explore and identify which factors in Herzberg's Two-Factor Theory contribute to motivation and job satisfaction among these employees. Due to the

intensifying competition in the banking industry and the bank itself, employees across locations often feel stretched to stay motivated due to various factors such as their workload, task variety, insufficient flexibility, perception towards their immediate roles as inadequately meaningful and underappreciated, detachment from their work outcome, organisational structure, and so forth. The review of existing literature also sheds light on the various interplaying factors that influence motivation and job satisfaction among employees in general and in the banking sector.

As the issues are associated with job context and content, this study adopts Herzberg's Two-Factor Theory to critically reflect on what factors and how employee motivation and job satisfaction are affected. The theory, developed by Frederik Herzberg in the 1950s, divides job satisfaction into two distinct elements: hygiene and motivator factors. On one hand, hygiene factors, including company policy and administration, supervision, salary, job security, interpersonal relationships, and working conditions, do not significantly lead to motivation and job satisfaction. Instead, they need to be fulfilled to prevent job dissatisfaction, leading to no dissatisfaction or a neutral state. On the other hand, motivator factors, which consist of the work itself, responsibility, recognition, achievement and advancement, are asserted to inspire and engage employees, increasing their motivation and job satisfaction as they feel fulfilled in their roles.

To address the workplace problem and framework, research questions are developed, focusing on how both dimensions of the theory affect the employees' motivation and job satisfaction. 10 operational employees across business units were selected for a qualitative research method employing in-depth interviews to explore their overall job satisfaction and the influence of Herzberg's factor on their motivation and satisfaction. The study used coding as the data analysis method and factor checklists to see the pattern or theme of the responses.

The findings from the employees shed light on how to balance hygiene and motivator factors to make them more motivated and satisfied in their jobs. Most of these employees reported having hygiene factors fulfilled by the company. It can be argued that the majority of these employees are motivated by the provision of hygiene factors, particularly pay, supervision and interpersonal relationships. The provision of motivator factors does not markedly engage and fulfil their job satisfaction, as proposed by the

theoretical framework. For some employees, although stated that the hygiene factors are addressed and sufficient for sustaining their motivation and satisfaction, providing motivator factors, including being recognised for their work and contribution, enhancing the meaning and challenge of their jobs, being supported in training to develop relevant and extra skills, as well as a sense of achievement and advancement in their jobs would genuinely boost their motivation, performance and satisfaction in the long run. However, although it is still perceived among most of these employees as secondary significance when it comes to increasing motivation and job satisfaction compared to hygiene factors, it is confirmed that simultaneously providing hygiene and motivator factors would ensure the employees' increased motivation and job satisfaction. To confront these issues, the management is recommended to address and enhance both hygiene and motivator factors holistically, including streamlining and updating policies and administration as per the needs of employees, providing differential salary structures and reward and recognition systems based more on fair growth schemes for teams and individuals, supporting them to create a sense of accomplishment by providing opportunities for challenging projects, as well as training to expand their skills for professional and personal development. Although valuable insights were generated from the in-depth interviews, the main limitation of the research lies in the sample size, which consisted of only ten operational bank employees. Such a limited number and demographics may not be able to represent the broader perspective of the workforce. The sample also did not include those in managerial positions, from which another point of perspective may have been engendered. Furthermore, the respondents might be influenced by potential bias and fear that stopped them from expressing their true feelings. Thus, it is advisable to research with a larger and more diverse sample and consider more time and data collection approaches to enhance the validity of the data, findings, and recommendations.

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APPENDIX

Appendix 1: Interview questions

Section 1: Background information:

- Could you provide an overview of your professional background and your roles and responsibilities in the company?
- How long have you worked at the company?
- Why did you apply for this company?

Section 2: Overall satisfaction

- What was your expectation prior to joining the company?
- Have you achieved that expectation through your role and responsibilities?
- How satisfied are you with your job?
- What is the best/most challenging part of your job?
- What are things that would make your job satisfaction better, and how?
- What are things that would not make your job satisfaction better, and how?

Section 3.1: Hygiene factors

Company policies and administration:

- How do you view the company's policies and administration?
- Are you well-communicated with a policy manual overall?
- Are the policies easy to understand i.e. precise and clear expectations of job roles?
- Are there any policies regarding comprehensive training and support?
- Do employees have input into the policies?
- Are the policies adaptive to continuous change?

Supervision:

- How well do you think your supervisors possess leadership skills?
- How do your supervisors exhibit and practice fairness with employees?

APPENDIX (cont.)

- Do your supervisors give constructive feedback on your work?

- How would you rate the quality of their supervision?

- Does the quality of supervision motivate you?

Salary:

- Are you satisfied with your current salaries and benefits?

- Are there clear policies related to salaries, raises and bonuses?

- Do you perceive that you are being paid fairly?

- Does increasing salaries and benefits motivate you to work?

- How are these factors compared to other companies?

Job security:

- What is your view on the stability and security of your job nowadays?

- Can you share examples where concerns about job security affect your motivation and job satisfaction?

- Are there communication and practices regarding job security you believe would be effective in maintaining job satisfaction?

Interpersonal relations:

- How would you describe your interpersonal relationships with team members and colleagues?

- Are there any instances when you faced tension among co-workers? How were these resolved?

- Do employees have opportunities to socialise with one another during the workdays?

Working conditions:

- How would you describe your working conditions, such as office facilities, equipment and safety measures? Are they clean, comfortable and up-to-date?

APPENDIX (cont.)

- Are there any particular aspects of your physical work environment that you find satisfying or need improvements?

Section 3.2: Motivator factors

Work itself:

- Do you perceive your job is meaningful?
- How interesting or challenging is your work?
- Have you been communicated that your job is important?
- Are there any projects or assignments that you find particularly engaging and rewarding? How do they stand out for you?
- Can you describe aspects of your job that you find fulfilling, motivating, and improving productivity and performance, thus contributing to your job satisfaction?

Responsibility:

- Do you perceive a sense of ownership of your work?
- Are you given sufficient freedom and autonomy in your job?
- How does having autonomy and responsibility in your role impact your motivation and job satisfaction?
- Do you perceive job enlargement and enrichment opportunities as motivating? (i.e. more combined tasks across the same level vs new tasks added to existing roles to increase productivity and satisfaction through increasing their level of autonomy and responsibility, expanding their skill sets)

Recognition:

- Are you recognised and acknowledged for your contribution, small victories, along with significant accomplishments in your job?

APPENDIX (cont.)

- Does the company have an employee recognition ritual in place? (such as Employee of the Month)
- What do you think about peer recognition's impact on motivation and job satisfaction?
- Are there any specific recognition practices you find meaningful and motivating?

Achievement:

- How do you set and pursue your professional and personal goals in varied timeframes?
- Do those goals impact your motivation and job satisfaction?

Advancement:

- How do you perceive the opportunities for career growth within your role?
- How does a well-supported career path influence your commitment to the company?
- How does the potential career growth within the company motivate you?

Section 4: Conclusion with open-ended questions

- Do you have any suggestions or improvements you like to see in your job and work environment?
- Do you have any additional comments or feedback regarding your own and overall motivation and job satisfaction in today's evolving business?

In this section, the interviewees were also asked to review their answers and evaluate the quality of each factor and whether they were provided and fulfilled by the company.