

**FACTORS THAT AFFECT THE MOTIVATION OF FIRST
JOBBER OF CALL CENTER AGENTS IN ORGANIZATION
IN THAILAND**



PUNYISA SWONGRAM

**A THEMATIC PAPER SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR
THE DEGREE OF MASTER OF MANAGEMENT
COLLEGE OF MANAGEMENT
MAHIDOL UNIVERSITY
2023**

COPYRIGHT OF MAHIDOL UNIVERSITY

Thematic paper
entitled
**FACTORS THAT AFFECT THE MOTIVATION OF FIRST JOBBERS OF
CALL CENTER AGENTS IN ORGANIZATION IN THAILAND**

was submitted to the College of Management, Mahidol University
for the degree of Master of Management
on
November 26, 2023



Punyisa Swongram

.....
Punyisa Swongram
Candidate

SK

.....
Assoc. Prof. Sooksan Kantabutra,
Ph.D.
Advisor

Phallapa Petison

.....
Asst. Prof. Phallapa Petison,
Ph.D.
Chairperson

Vichita Ractham

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

P. Kantamara

.....
Asst. Prof. Pornkasem Kantamara,
Ed.D.
Committee member

ACKNOWLEDGEMENTS

I would like to express my sincere gratitude to all stakeholders who contribute a completion of this report. First, I would like to thank to my advisor, Assoc. Prof. Sooksan Kantabutra who has contributed his time and support throughout the whole process. His constructive feedback plays significant role in improving and developing the quality of this report.

I also would like to express my special thanks to my family and friends who gave me a lot of support during the time I have spent working on the project. This helped to keep me motivated throughout the project. Furthermore, I would like to thank all interviewees who contributed their time and valuable insights which could be beneficial to the readers and best practices of this case study onwards.

Lastly, thanks to all CMMU professors who helped to shape me and provide knowledge and memorable experiences throughout the course.

Punyisa Swongram

FACTORS THAT AFFECT THE MOTIVATION OF FIRST JOBBERS OF CALL CENTER AGENTS IN ORGANIZATION IN THAILAND

PUNYISA SWONGRAM 6449178

M.M. (MARKETING AND MANAGEMENT)

THEMATIC PAPER ADVISORY COMMITTEE: ASSOC. PROF. SOOKSAN KANTABUTRA, Ph.D., ASST. PROF. PHALLAPA PETISON, Ph.D., ASST. PROF. PORNKASEM KANTAMARA, Ed.D.

ABSTRACT

This study focuses on a key factor that can affect motivation of first jobbers of call center agents in one organization in Thailand within tourism industry. Given the company's high turnover rate, especially among first jobbers, it led to negative effect on team productivity and company performance due to inconsistent work quality. Being a first touchpoint of customers as call center agents, this could also bring bad customer experience, affecting brand image of the company. Therefore, this study aims to understand factor that can affect on work motivations of first jobbers of call center agents by using Transformational leadership framework. The qualitative semi-structured in-depth interviews were used for this study, including coding and theme methodology for data analysis. The findings of this study found that the company were still lacking all 4 dimensions of transformational leadership, especially on inspirational motivation and idealized influence. This study concludes by implementing proposed recommendations for all 4 dimensions from transformational leadership, aiming to reduce turnover rate which could play significant role in delivering positive impact to the company and customer experience.

KEY WORDS: TRANSFORMATIONAL LEADERSHIP/ FIRST JOBBER/ CALL CENTER/ JOB MOTIVATION

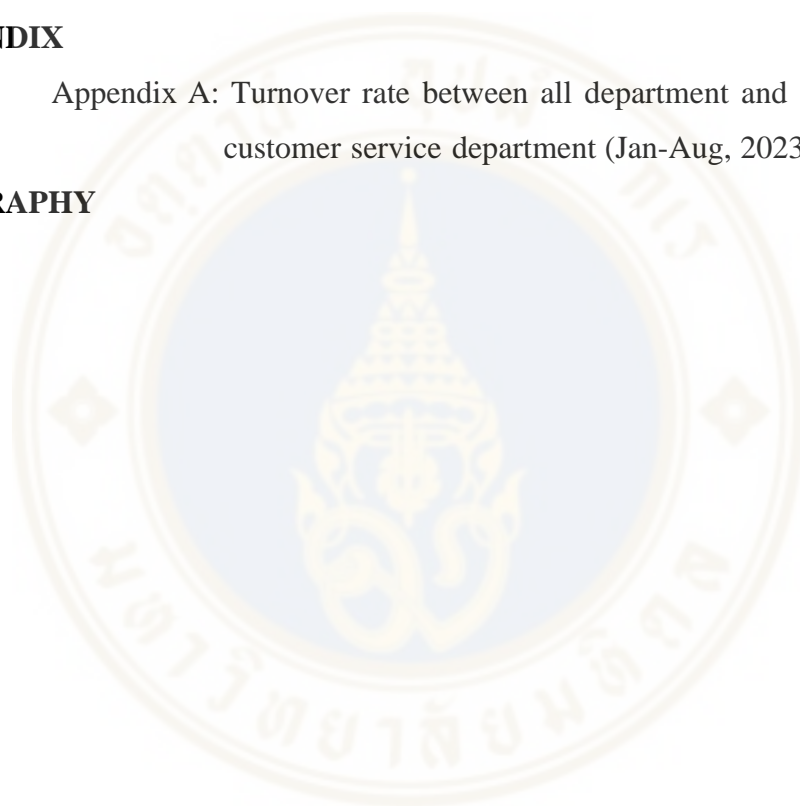
28 pages

CONTENTS

	Page
ACKNOWLEDGEMENTS	ii
ABSTRACT	iii
LIST OF TABLES	vi
LIST OF FIGURES	vii
CHAPTER I INTRODUCTION	1
1.1 Problem Statement	1
1.2 Framework	1
1.3 Methodology	2
CHAPTER II LITERATURE REVIEW	3
2.1 Definition of Related Terms:	3
2.2 Transformational Leadership	3
2.3 Research Questions	5
2.4 Propositions	5
CHAPTER III RESEARCH METHODOLOGY	6
3.1 Research Design	6
3.2 Research Framework	7
3.3 Sample	7
3.3.1 Interviewee's Profile	7
3.4 Data Analysis	11
CHAPTER IV FINDINGS ANALYSIS AND RECOMMENDATIONS	12
4.1 Inspirational Motivation	15
4.2 Intellectual Stimulation	16
4.3 Individual Consideration	17
4.4 Idealized Influence	18
4.5 Motivation of Turnover	19
4.6 Recommendations	19

CONTENTS (cont.)

	Page
CHAPTER V CONCLUSIONS	22
5.1 Managerial implications	23
5.2 Limitation of the study	23
REFERENCES	24
APPENDIX	26
Appendix A: Turnover rate between all department and customer service department (Jan-Aug, 2023)	27
BIOGRAPHY	28



LIST OF TABLES

Table	Page
3.1 Interviewees' Profile	8
3.2 Interview Questions: Staff Level	8
3.3 Interview Questions: Manager Level	10
3.4 Working Analytical Framework	11
4.1 Working framework analysis (Staff Level)	12
4.2 Working framework analysis (Manager Level)	14
4.3 Recommendation Summary Table	19

LIST OF FIGURES

Figure	Page
2.1 Transformational Leadership	4
3.1 Research Framework	7



CHAPTER I

INTRODUCTION

1.1 Problem Statement

According to Valle (2017), High turnover rate of call center agents is a major challenge of the human resource department. Similarly, the author also found a high turnover rate of customer service in the tourism company (around 3%) which is higher than the overall department by 1% (See appendix 1). Looking into the data, the majority of turnover rate was from employees with little experience or first jobbers in the organization.

Additionally, as call center agents are the first point of brand representation to handle customers and deliver customer experience (Chicu et al., 2019), and with the bouncing back of high volume after covid pandemic, a high turnover rate can affect team productivity and performance directly which results in low customer satisfaction. Furthermore, this can potentially reflect bad brand image when call center agents provide bad customer experience to our customers.

After reviewing other research, low motivation of work is one of the main reasons we found from many organizations (Valle et al., 2017). Many organizations focus on decreasing the turnover rate of call center agents by improving employees' motivation to work. According to Barling (2002), a leader can play a significant role in improving employees' motivation which can result in enhancing productivity and job satisfaction in a long term.

1.2 Framework

According to (Fernet et al., 2015), it has been found that the transformational leadership framework plays a significant role in improving job motivation. Therefore, this study explains how a transformational leadership framework helps to enhance job

motivation for first-jobber employees in the customer service department of this organization.

1.3 Methodology

The qualitative research method was applied in this study by using semi-structured in-depth interviews including probing techniques which allows us to explore and gain understanding of participants. The four components of the transformational leadership framework were used to design for interview questions, developing from reliable sources of other studies. For data validation and analysis, the coding and themes were used to categorize from four elements of the framework.

In this study, chapter 2 will explain information on the framework that was used for this study. The four components of the transformational leadership framework will be explained individually for readers to understand the characteristics of each component clearly. Chapter 3 will explain about research methodology, including the research design, research framework, sample size, data collection and data analysis. Then the findings of this analysis will be provided in chapter 4. The findings will include both findings from staff and manager level with examples of verbatims from the interviews. Along with the problem identification and recommendations of each element from transformational leadership framework. Lastly, the conclusion and managerial implication will be explained on chapter 5 which will help to guide the way for managers based on the findings of this study, aiming to improve employees' job motivation and decrease turnover rate within an organization.

CHAPTER II

LITERATURE REVIEW

2.1 Definition of Related Terms:

First jobbers or known as people who have recently graduated and started their first work. They are in the age range of 21-25 years old with experiences between 0-4 years. With a lack of experience, when they first enter into the real-world of working, it requires a high level of adaptation. In addition, they are becoming adults who start thinking about their future rather than undergraduate students (Lapkiatphorn, 2016).

2.2 Transformational Leadership

Transformational leadership is a theory that refers to leaders with new perspectives for a growth of organization (Mirkamali et al., 2014). It is essential for leaders and followers to motivate each other to achieve a higher morality. Therefore, it is a management style of leadership that focuses on human beings rather than company performance by developing through commitment, influence, passion among team members to gain capabilities on their individual and performance development (Khorshid & Pashazadeh, 2014).

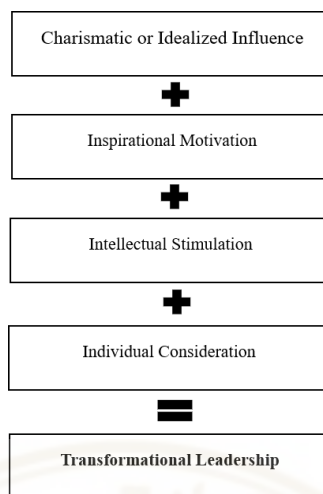


Figure 2.1 Transformational Leadership

Source: Bass (1998)

According to Bass (1998), a success of transformational leadership theory is consisting of 4 characteristics includes:

1. Charismatic or Idealized Influence. It is the way of leadership who acts as a role model for followers. Followers can recognize leaders' capabilities and willingness to take risks to achieve goals. This can gain trust, respect and admiration from them and increase their willingness to work as their leader to achieve success as leaders do.
2. Inspirational Motivation. The leader has a clear vision and mission and shares with followers. This also includes the ability of leaders to communicate and inspire that motivates followers' work. Furthermore, the leader must involve followers with a positive vision for the future and provide expectations for followers to achieve. This would make followers aware and align under the same vision and values of organization.
3. Intellectual Stimulation. The leader establishes followers in an atmosphere that promotes innovation and creativity by building assumptions or identifying root causes of problems. From this way, the leader must stimulate critical thinking and problem solving, aiming to increase followers' understanding of the ways to solve problems. (Judge, 2006).

4. Individual Consideration. The leader focuses on each followers' needs for their personal development. In the meantime, the leader will establish two-way exchange of communication with followers, by coaching, supporting and listening to develop followers' skills. Furthermore, enabling essential training for supervisor level must be involved in order to increase ability to coach and mentor followers within team level (Northouse, 2016).

This framework will help to understand how to increase employees' motivation within an organization. The author will analyze each dimension of findings and propose recommendations in the following stages.

2.3 Research Questions

1. Does and how the provision of idealized influence enhances first jobbers' motivation?
2. Does and how the provision of inspirational motivation enhances first jobbers' motivation?
3. Does and how the provision of intellectual stimulation enhances first jobbers' motivation?
4. Does and how the provision of individual consideration first jobbers' motivation?

2.4 Propositions

P1: The provision of idealized influence improve first jobbers' motivation

P2: The provision of inspirational motivation improve first jobbers' motivation

P3: The provision of intellectual stimulation improve first jobbers' motivation

P4: The provision of individual consideration improve first jobbers' motivation

After the research questions and provision has been created, the author will select a research methodology which aims to gain a better understanding on how transformational leadership framework could help to improve employees' motivation which the research methodology will be explained in further detail in the next chapter.

CHAPTER III

RESEARCH METHODOLOGY

A qualitative research methodology was used to analyze the factors affecting the motivation of first jobbers of call center agents in Thailand's organization in this study. The primary data collection method was semi-structured in-depth interviews with open-ended questions, which allowed the author to discuss and explore the better understanding of the topic. The interviews were conducted with manager and staff level employees in the customer service department of one particular organization. In this chapter will discuss the research methodology with research design, research framework, sample size, data collection and data analysis approach.

3.1 Research Design

The objective of this research is to understand the factors that affect motivation of first jobbers' call center agents in one small-medium organization in Thailand. The data was collected by a qualitative research method because it is suitable to explore and gain a better understanding on this topic. The in-depth interviews with open-ended questions were designed to conduct this research and allow interviewees confidence to answer and express their thoughts openly. All interviewees will be asked the same interview questions. Due to the time constraint, all interviews were taken via Zoom call and the duration of each interview was around 30 minutes, including responses and follow-up questions. At first, the interviewer explained the purpose of the interview to interviewees individually so they could have a clear objective and were able to answer questions. All conversations were recorded while taking notes under interviewees' consent.

3.2 Research Framework

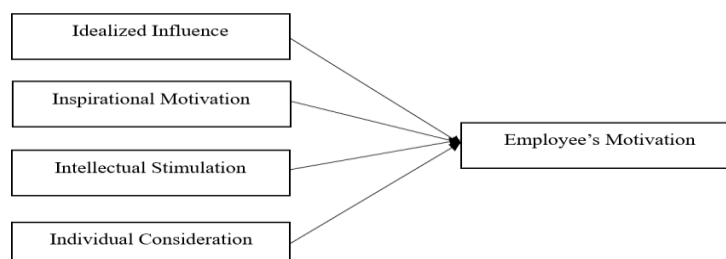


Figure 3.1 Research Framework

Figure 3.1 shows the research framework of this study, comprising two main parts. The first part consists of four components from the transformational leadership framework which are idealized influence, inspirational motivation, intellectual stimulation and individual consideration. The other part is employees' motivation.

3.3 Sample

As this study focuses on factors that affect motivation of first jobbers of call center agents. A careful selection process has been implemented to ensure that all interviewees are appropriate to answer all interview questions. The interviewees selected were manager and staff employees in the customer department from one organization, totaling to 6 interviewees, 3 from staff level and 3 from manager level.

3.3.1 Interviewee's Profile

To ensure confidential information, this research will not use employees and organization names. Therefore, Alphabet (A-F) will be stated as employees' names and Alphabet X will be referred to this organization. However, the position and years of work experience of each employee will be shown. Below is an overview of the 6 interviewees:

Table 3.1 Interviewees' Profile

No.	Name	Position	Years' of Work Experience
1	A	Customer Service Agent	6 months
2	B	Customer Service Agent	1 Year
3	C	Customer Service Agent	3 Years
4	D	Team Manager	5 Years
5	E	Team Manager	7 Years
6	F	Team Manager	8 Years

All interviewees are working as full-time employees in Customer Service Department at Organization X

Table 3.2 Interview Questions: Staff Level

Topic	Questions
Introduction	<ul style="list-style-type: none"> - What's your name? - How old are you? - What is your position? - How long have you been working in X? - How do you feel working in this company so far?
Inspirational Motivation	<ul style="list-style-type: none"> - Do you understand your job responsibility deeply? - Does your leader explain about vision and mission clearly? - Does your leader explain your main task before you start? - Do you think your leader is one of the inspirational factors to get your goals? - Have you reached any goals for your organization? And are you willing to drive this organization with more effort?

Table 3.2 Interview Questions: Staff Level (cont.)

Topic	Questions
Intellectual Stimulation	<ul style="list-style-type: none"> - Does your leader listen to your voice carefully? If Yes, how does he/she act or comment? - How do you deal with problems when you encounter troubles related to work? - How does your leader support you when you encounter troubles related to work? - Can you still have a voice or give advice to your leader when you are in trouble?
Individual Consideration.	<ul style="list-style-type: none"> - Does your leader give feedback on your performance? - Does the feedback given happen while you are alone or with your teammate? - Does your leader provide challenges for you to get better performance? - Does your leader give personal development to you? - Does your leader have an empathy shoulder? Does your leader care about your life or your family?
Idealized Influence	<ul style="list-style-type: none"> - Does your leader influence your work? Do you think your leader is an idol for you? - Do you impress the way your leader behaves? - Do you listen to his new idea/plan with fear or believe in his skills, knowledge and personality? - What kind of leader do you prefer to work with? Can you describe some characteristics of your idealized leader? - What do you want your leader to be changed? What kind of leader do you want to be in the future?
Motivation to turnover	<ul style="list-style-type: none"> - Do you have a long term plan to work in this organization? - How long will you plan to work with this organization? - How likely would you leave this organization? - What would make you leave this organization?

The interview questions have been developed based on four components of the transformational framework and motivation to turnover of employees. These questions have been adopted from (Sut Ngai Aung, 2020) with open-end questions to understand what would be factors that affect employees' job motivation to work in this organization.

Table 3.3 Interview Questions: Manager Level

Topic	Questions
Introduction	<ul style="list-style-type: none"> - What's your name? - How old are you? - What is your position? - How long have you been working in X? - How do you feel working in this company so far? - How many employees do you have in your team?
Inspirational Motivation	<ul style="list-style-type: none"> - What is your ultimate goal and vision toward the company? - How would you explain your organizational culture in your company? - How do you share your vision with your employees?
Intellectual Stimulation	<ul style="list-style-type: none"> - Please give me some examples when you're in some issues and suggest new ways of looking at problems and assignments? - Do you seek different perspectives when solving problems in the company, or do you prefer to problem solve individually? How? Why did you decide to do that? - How do you encourage or support your employees' new ideas? What do you do to ensure that they are supported to talk about new ideas to you?
Individual Consideration	<ul style="list-style-type: none"> - How do you take care or take consideration of your individual team members? - How do you describe a relationship between you and your team members? - How do you build the relationship among the team and how do you decide about giving tasks or responsibilities to each employee? - How do you support your members with varying needs, abilities, and aspirations?

Table 3.3 Interview Questions: Manager Level (cont.)

Topic	Questions
Idealized	- How would you describe your leadership style?
Influence	- What is your strength that your employees recognize about you?

To gain a better understanding on Manager level dimension, these interview questions were adapted from (Jaijanduean, 2018). They have been mainly based on a transformational framework consisting of its four components.

3.4 Data Analysis

The data was collected as an audio recording while taking notes. The audio recordings were transcribed into text in English for data analysis. The categories and coding were mainly used for this research data analysis which will be based on Transformational leadership components. The transcripts were re-read, highlighted, and generated into related coding. Then the coding was created with tags and labels in order to generate the common categories and reduce the similar data. Lastly the data will be input on the working analytical framework (on Table 3.4) based on all components from the transformational leadership framework.

Table 3.4 Working Analytical Framework

Dimension in Transformational Framework	Supporting Coded Data	Informants					
		A	B	C	D	E	F
Inspirational Motivation	(Interviews)						
Intellectual Stimulation	(Interviews)						
Individual Consideration	(Interviews)						
Idealized Influence	(Interviews)						

After the data has been input on the working analytical framework and analyzed into findings and proposed recommendations which will be provided on Chapter 4.

CHAPTER IV

FINDINGS ANALYSIS AND RECOMMENDATIONS

This chapter explains an in-depth analysis from semi-structured in-depth interviews conducted with six participants. The findings will be provided in staff and manager perspectives based on four components of the transformational leadership framework.

Table 4.1 Working framework analysis (Staff Level)

Dimension in Transformational Framework	Supporting Coded Data <i>(Interviews)</i>	Informants		
		A	B	C
Inspirational Motivation	Mostly it's the CEO who shares more in town hall. Then the manager will come and ask. Or come and help share it with friends on the team at the meeting.			✓
Intellectual Stimulation	When having problems, my managers will send me a link to check about the work process or how I can handle the case. Or when having 1on1 with my manager, I will raise my problems to my manager. And she sometimes listens and takes my comment, but she will need to check with the management level if we can improve or not.	✓		
	There will be 1on1 when we have any problems. I'll tell the manager. He would say, OK, I'll present it to his manager again.		✓	
	My manager will give advice. What should we do? Then it will be recommended that we share it with the rest of the team at the team meeting so that it can be a case study for others.			✓
	My manager always listens to feedback. This place is quite open to new ideas. Give us the opportunity to express our opinions or make suggestions, but some things may not be possible. Depends on the case			✓

Table 4.1 Working framework analysis (Staff Level) (cont.)

Dimension in Transformational Framework	Supporting Coded Data (Interviews)	Informants		
		A	B	C
Individual Consideration	There will be the adhoc project. They just let us do it as an additional project for some countries. We will be the ones calling to ask customers. To check what content the hotel is missing. To ensure that the hotel will include beautiful pictures that meet our standards so that it will attract many customers.		✓	
	My manager will let me help pull reports or make presentations or help mentor young people on the team. In order to help us develop ourselves.			✓
	My manager will ask what direction we want to grow. Or in what areas do you want to develop yourself? It may not be work-related. For example, recently we wanted to develop ourselves regarding communication. To adapt to spending time working with other teams or giving presentations, he gave us good advice. Then let us try to practice giving presentations at meetings sometimes.			✓
Idealized Influence	My manager is my role model at work as she can give me advice when I'm having any troubles related to work.	✓		
Motivation to turnover	I enjoy working in this company but still not sure if I would like to stay longer.	✓		
	I feel like I've been doing it for 1 year and it's starting to loop. Starting to want to find new experiences that has more opportunities to expand		✓	
	We've been doing it continuously and we're not sure if we want to continue working in this line of work. Work becomes routine until we start to feel like we want to go out and find new challenges for ourselves or develop other skills rather than customer service.			✓

Table 4.2 Working framework analysis (Manager Level)

Dimension in Transformational Framework	Supporting Coded Data	Informants		
		D	E	F
Inspirational Motivation	Normally the CEO will have a townhall and we will have one for the younger members of the team to listen to. Or we will specify that everyone must watch the video that he recorded again. If anyone didn't listen	✓		
	Usually we will share it in the team meeting. However, we also have town hall in our company for management to share company vision or goal so I will let my team attend..		✓	
Intellectual Stimulation	There will be another team we call 'Senior' to help answer day-to-day questions when they have any issues related to work. If they have any other problems, they can raise in our 1on1 session, I will help support them whether it's personal or performance issues.		✓	
	When we have 1on1, I'll give them an opportunity to talk. or always offer new ideas. In this company, we are open for any feedback or comments from all people in the team. But if there are some issues that need to be solved on a large scale or have an impact on many teams, it may take time or I will need to raise it to an upper level.			✓
Individual Consideration	I think helping each other like brothers or sisters. I would always make myself approachable. And open for them to come and talk when there are any problems.			✓
	They're quite close. We will give equal importance to everyone. We are not considered to be managers and you are not allowed to come in and talk.	✓		
	We have team building or team lunch together every quarter. There will be activities. There are games played between teams to make everyone closer together. So it can encourage them to talk with each other and it will be easier when they need to work together.	✓		
	At 1on1 we will try to help. If you have any questions or want to apply for other positions We may have to contact a team of recruiters to help organize a meeting to share information.	✓		

Table 4.2 Working framework analysis (Manager Level) (cont.)

Dimension in Transformational Framework	Supporting Coded Data	Informants		
		D	E	F
	Team meeting or Team building that we can have a meal together in every quarter or once or twice a year. As currently our team is still working from home but there will be 1 day that everyone will be in the office so we may have team building activities such as game activity, have a dress code or treat them to a meal and so on.		✓	
	There will be team building in every quarter. It might be eating together or playing games or doing activities together.			✓
	We will try to give him more work to do. To learn He will practice new skills from the work he does.			✓
Idealized Influence				

According to table 4.1 and 4.2, the data were generated into coding and themes based on four dimensions of transformational framework. The verbatims from interviewees will also be provided as supporting coded data. In the next paragraph, the author will explain further detail of findings and recommendations, generated into each dimension of the transformational framework.

4.1 Inspirational Motivation

Majority of participants stated that the company vision and mission has been shared by the CEO during the town hall session. There is no direct communication about company vision or mission from their direct reporting manager. When asking if they know what the company vision or mission is, most of them answered with no confidence. This shows that the employee staff may know about it but as it's not direct communication so they were not sure about it.

“I think it should be a good experience for customers.” (Informant B said)

“It's probably to make customers have a good experience with us. When they come to use our service through the application, they must be confident that they will receive a good experience.” (Informant C said)

For managers, they all understand the company vision and mission. However, they have their own way to share company vision and mission to the team. Some managers will let employees participate in town hall sessions when the CEO talks about company vision and mission but due to the nature of work of customer service, they need staff agents to support customers all the time so there's some limitation for everyone to attend town hall. However, some managers will not only let employees attend but also share in the team meeting to ensure that everyone is aware of this but it could be difficult for them to get attention from every employee in the team meeting.

Due to a lack of sharing company vision to employees directly, all employees mentioned company vision and mission with unclear statements during interviews. This can lead to difficulties for the company to get all employees to understand the company vision and be in the same direction. In addition, as each manager would have their own way to communicate the company vision and mission, the company should make it mandatory for every manager to have a communication. Therefore, the managers should have a session to share company vision and mission to their employees regularly which can include in their team meeting or 1 on 1 sessions so they can ensure that everyone is aware of and on the same page.

4.2 Intellectual Stimulation

When employee staff have problems related to work, there will be another team called “Senior agents” who they can reach out for any solutions related to work tasks. Or they can also reach out to their manager to support them directly. The majority of participants shared that this company has an open-to-new-ideas environment so the managers are willing to listen for their feedback or comments, however, they need to also check if it's eligible to do so or not.

For managers, as there's senior agents to help support when staff agents have troubles, the managers do not take this as their main responsibility but they still

give them support if staff agents would like to ask for help. However, due to the busy schedule, there could be some delays for managers to get back to their employees.

“When we have 1on1, I’ll give them an opportunity to talk. or always offer new ideas. In this company, we are open for any feedback or comments from all people in the team. But if there are some issues that need to be solved on a large scale or have an impact on many teams, it may take time or I will need to raise it to an upper level.” (Informant F said)

For the dimension of intellectual stimulation, all managers did quite well on helping or supporting when employees face any troubles at work so the managers should continue doing this. Due to the company's culture, it enables open communication which empowers their employees to speak up. Together with their managers who are willing to listen to their employees' feedback. This helps their employees feel free to raise their ideas and feedback which potentially bring values to the organization.

4.3 Individual Consideration

According to employee staff, there's a 1on1 session with managers regularly, however, the managers will mainly focus on the KPI performance in order to ensure that everyone in their team meets the KPI. For employees who have worked for 1 year and above may be assigned for other additional tasks or projects. For personal development, it has been rarely mentioned by managers, the employee staff need to reach out and ask for details if they are interested in improving their personal growth.

“Usually, we will focus mainly on KPI performance such as what I can improve to get a better performance.” (Informant A said)

For staff who have work experience for 1 year and above, the manager may assign some special tasks or additional projects so they can improve themselves in other areas.

“My manager will let me help pull reports or make presentations or help mentor young people on the team. In order to help us develop ourselves.” (Informant C said)

All managers give full support on employee’s performance on 1on1 sessions. They will have 1on1 session with their employees once or twice a week. However, majority of managers did not focus on employees’ personal development. Only when

employees ask for detail, they would help to support. This could lead to a lack of support for personal development from managers.

“At Ion1 we will try to help. If you have any questions or want to apply for other positions, we may have to contact a team of recruiters to help organize a meeting to share information.” (Informant D said)

Therefore, managers should be proactive and always ask employees about their personal developments. This is to create an opportunity for their employees to think and talk about areas they would like to improve for personal growth. Additionally, implementing the session with the recruitment team would help employees gain more visibility on career opportunities or personal development. In addition, implementing training and learning opportunities for employees by providing online courses, workshops or mentorship programs would also allow them to develop new skills and for their career growth.

4.4 Idealized Influence

It has been found that most participants are not influenced by managers. They respect and feel impressed with their manager, but their manager is not their main factor driving them to work. One participant stated that she can consider her manager as her role model about work as she can help support when employee staff face problems. Furthermore, a leader that can reinforce employees' professional work and personal growth is an ideal leader that all staff wish to work with.

“She is my role model at work as she can give me advice when I'm having any troubles related to work.” (Informant A said)

“He hasn't done anything to impress us that much. But I respect him.” (Informant B said)

“I feel impressed. He gave good advice. But it doesn't affect our work that much.” (Informant C said)

Majority of managers think that they are approachable and willing to give their employees support. However, according to the interviews, all employees were not aware of their managers' capabilities or think their managers can influence them at work.

To overcome this, managers should share their best practices for their employees in the meeting. This will allow employees to know about their managers' capabilities and possibly look at their managers as a role model or increase more motivation to work. Moreover, implementing leadership training for managers can also allow managers to enhance their ability to lead and influence the team more effectively. Lastly, evaluating manager performance by gathering feedback from their direct report employees or having a key metric for manager performance evaluation would help managers easier to identify the areas of improvement and increase capabilities to lead and manage their team.

4.5 Motivation of Turnover

When asking them to rate on how likely they would leave this organization, the overall rating was 8 (out of 10). This number shows negative results due to high willingness of employee staff leaving this organization. Most of them stated that the overall environment of the team and colleagues was great but due to the nature of work in customer service, the work task is quite repetitive. Therefore, the employee staff could get bored easily and no more new challenges or getting a better opportunity are major reasons for them to leave this company. However, if there's any challenges or new projects which could help them to improve their skills, they would be more motivated and continue to work in this company.

4.6 Recommendations

The recommendations for organization X will be implemented in the next paragraph, focusing on each dimension of the transformational leadership framework.

Table 4.3 Recommendation Summary Table

Dimension in Transformational Framework	Problems	Recommendations
Inspirational Motivation	<ul style="list-style-type: none"> Lack of direct communication on company vision and mission 	<ul style="list-style-type: none"> Reinforce direct communication on company vision and mission
Intellectual Stimulation		<ul style="list-style-type: none"> Continue improving on intellectual stimulation

Table 4.3 Recommendation Summary Table (cont.)

Dimension in Transformational Framework	Problems	Recommendations
Individual Consideration	<ul style="list-style-type: none"> ● Only provided special tasks or additional projects to employees with some work experience ● Lack of focusing on employee's personal development 	<ul style="list-style-type: none"> ● Provide special tasks or additional projects to all levels of employees, including first jobbers ● Be proactive. Allow employees think and share their personal growth ● Implement Training and Learning Opportunities
Idealized Influence	<ul style="list-style-type: none"> ● Not aware of managers' capabilities ● Managers are unable to influence their employees at work 	<ul style="list-style-type: none"> ● Implement workshops to show managers' capabilities ● Provide training programs to act as a role model for all managers

Table 4.3 shows a summary of recommendations for each dimension of transformational leadership framework; the details will be explained in the next paragraph.

For Inspirational Motivation, the managers should focus on company vision and mission and ensure they communicate it with their employees. It is the first important step to get everyone on the same page, so their employees know what to focus on. In addition, customer service agents are the first touch point of customers, so it is important for them to understand company vision and mission to deliver a good customer experience, aiming to achieve company vision and mission.

For Intellectual Stimulation, as the managers did quite well on intellectual stimulation already so to continue doing on what they are doing great would make their employees feel free to raise ideas which potentially bring more values to the organization.

For Individual Consideration, even though the managers did a great job on giving feedback and coaching on employee's performance, they should stimulate employees by giving new challenges or additional tasks which help to improve their skills, including with those employees who still have little work experience but giving additional tasks that proper with them can motivate them to feel meaningful with the organization.

In addition, they should focus on employees' needs for personal growth and also implement training or learning opportunities for their employees. Especially for

customer service departments whose work task tends to be repetitive. This can decrease employees' motivation as they can get bored working on the same task easily. Thus, focusing on individual consideration will help to increase their motivation as they can improve their skills for career development and personal growth. This can also play a vital role to help improve work performance. However, due to the nature work of customer service, they could have time constraint on participating in training programs so implementing online courses would allow them to manage their personal time for learning. The courses that included should cover development on both hard and soft skills.

Lastly, Idealized Influence, managers can also play a significant role in motivating employees. By showing manager's capabilities on how they handle work tasks can help their employees be aware of managers' capabilities and possibly look up to their managers as a role model in this career path. They may implement workshop sessions with their employees to demonstrate how they handle the difficult cases.

Furthermore, the human resource department could also play a vital role in increasing managers' capabilities by implementing training programs for managers on how to act as a role model. This is also another way that we can ensure all managers would have the same standard and be able to mentor or coach their employees.

After findings and recommendations have been provided for this research, on the next chapter will be a conclusion and limitation of this study.

CHAPTER V

CONCLUSIONS

Customer Service department is the important touchpoint with customers and with a high turnover rate of staff agents, it can lead to inconsistency of delivering good customer experience, affecting company performance and customer satisfaction. In addition, with a little experience of first-jobber employees, it leads to difficulty in adaptation in the workplace, resulting in low motivation and high turnover rate of organization.

In this study, Transformational leadership framework, a theory that refers to leaders with new perspectives in improving individual development areas which play an important role in company's growth (Mirkamali et al., 2014), is used to explain how this framework can enhance job motivation among first jobbers in the customer service department. To explore and gain a better understanding, in-depth interviews were used as a research method with open-ended questions to make interviewees feel free to share their perspectives. The interview questions were developed based on a transformational leadership framework from reliable sources in other studies. For data analysis, coding and themes were used which will be based on four components of the transformational leadership framework.

According to the findings of this study, even though the majority of staff agents shared their good experience working in this organization due to the open-minded work environment, most of them still have a high willingness to leave this company if there's new career opportunities or no any other challenges or opportunities for them to improve at their current work. This is also because they are the first jobbers who expect for career growth so they could leave the company easily if they found a better opportunity for them. According to the transformational leadership framework, the managers did well on Individual Consideration as they often provide support and feedback on employees' performances. However, the rest of the components still need to be improved in order to allow employees to have clear company direction and gain motivation at work.

5.1 Managerial implications

As a first jobber, employees would take time for adaptation into the workplace due to insufficient work experience. Also, first-jobber employees who have high passion and look for career growth would expect to improve themselves by having new challenges or career opportunities for their personal career growth in the future. This could lead to high turnover rate from first jobbers if they found the organization did not fulfill their needs or increase their motivation to work. In the next paragraph, the author will explain the practical implications based on finds from this study to help increase employees' motivations and decrease the turnover rate of this organization.

Managers should firstly focus on direct communication about company vision and mission for their employees to have the same direction. In addition, focusing on employees' personal development growth is essential. As customer service tasks could be repetitive, making employees get demotivated easily and look for other opportunities so the managers should stimulate employees by giving them new challenges or be more proactive to allow employees to think and share about their personal growth and help support them on it. More importantly, the managers should be able to show their capabilities and possibly make their employees look at them as a role model as it's another way to increase their employees' motivations at work when the managers can gain their respect, trust and admiration towards their employees.

Therefore, transformational leadership would be important to increase employees' motivation to work, aiming to reduce turnover rate which could potentially impact company performance and customer experience.

5.2 Limitation of the study

Due to time constraint, this study was conducted with a small size of participants with one organization. Even though the participants were selected randomly and should be able to represent the whole team of the department, the findings of this study may not be able to represent all organizations in Thailand as the research was conducted with one organization from one type of industry so it could be only used as an initial development plan. For future research, they may explore other types of industry and organizations so we can get broader perspectives towards the studied topic.

REFERENCES

- Barling, J., Loughlin, C., & Kelloway, E. K. (2002). Development and test of a model linking safety-specific transformational leadership and occupational safety. *Journal of Applied Psychology, 87*(3), 488–496. <https://doi.org/10.1037/0021-9010.87.3.488>
- Bass, B. M. (1998). *Transformational leadership: Industrial, military, and educational impact*. Mahwah, NJ: Erlbaum.
- Chicu, D., Pàmies, M. del, Ryan, G., & Cross, C. (2019). Exploring the influence of the human factor on customer satisfaction in Call Centres. *BRQ Business Research Quarterly, 22*(2), 83–95. <https://doi.org/10.1016/j.brq.2018.08.004>
- Fernet, C., Trépanier, S.-G., Austin, S., Gagné, M., & Forest, J. (2015). Transformational leadership and optimal functioning at work: On the mediating role of employees' perceived job characteristics and motivation. *Work & Stress, 29*(1), 11–31. <https://doi.org/10.1080/02678373.2014.1003998>
- Jaijanduean, P. (2018). *Organizational Culture and Transformational Leadership: Case Study of Environmental Engineering Consultant Company in Thailand*. Retrieved October 7, 2023,.
- Khorshid, S., & Pashazadeh, A. (2014). The effect of transformational leadership on organizational learning capabilities with respect to the mediating role of organizational intelligence. *Journal of Change Management, 6*(11), 7.
- Lapkiatphorn, P. (2016). *Organizational justice and intention to quit of first jobber services employee*. Thammasat University.
- Mirkamali, M., Shateri, K., & Uzbashi, A. (2013). Explaining the role of transformational leadership in the field of organizational creativity. *Journal of Innovation and Value Creation, 2*, 23.
- Sut Ngai Aung. (2020). *The impact of transformational leadership style on employees job satisfaction in American-Thai organisation*. Retrieved October 7, 2023.

REFERENCES (Cont.)

- Valle, M. A., Ruz, G. A., & Masías, V. H. (2017). Using self-organizing maps to model turnover of sales agents in a call center. *Applied Soft Computing*, 60, 763–774. <https://doi.org/10.1016/j.asoc.2017.03.011>





Appendix A: Turnover rate between all department and customer service department (Jan-Aug, 2023)

