THE EFFECTS OF AN AGILE ORGANIZATION ON ITS EMPLOYEES

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ABSTRACT

In the rapidly evolving business landscape marked by swift market changes and digital transformation, organizations are increasingly embracing agile methodologies to bolster responsiveness. The adoption of agile methods necessitates a comprehensive transformative approach to address the evolving needs of stakeholders and customers. This study delves into the intricate relationship between agile organizational structures and employees, focusing on motivation, job satisfaction, work performance, and career mobility. It aims to investigate the impact of agile organizational practices on employees and management strategies to enhance productivity and employee retention in the Agro and Food industry in Thailand. Employing qualitative methods, including in-depth interviews and summative content analysis with 40 purposively participants, the research reveals that work performance in agile organizations is optimized through tailored learning programs and adaptable approaches. Despite challenges posed by language barriers, the study highlights that the optimization of work performance is achieved through the implementation of learning programs. A profound understanding of critical elements such as compensation, positive relationships, and flexibility is imperative for attaining heightened levels of employee retention. Notwithstanding inherent constraints in career progression within flatter organizational structures, a substantial portion of the workforce exhibits motivation for advancement, particularly through opportunities such as job rotation.

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CHAPTER 1
INTRODUCTION

In the modern and competitive business landscape, rapid market changes, including digital transformation, have become increasingly prevalent. Companies are proactively embracing these changes with the aim of making their organizations more agile. Within the realm of organizational agility, teams can be structured in various ways to incorporate distributed competencies. An agile organization is distinguished by a matrix structure that revolves around individuals and their skill sets, diverging from the traditional department-centric approach. Consequently, the transition towards adopting agile methods necessitates a comprehensive transformative process. (Wiechmann, Reichstein, Haerting, Bueechl, & Pressl, 2022)

The change in the organization due to the general environment and the needs of stakeholders and customers change quickly. In terms of customers, they need a reasonable price with high-quality products. The trends of employees change due to generation; the needs of each generation is different. Moreover, the technology disrupts the firms that bring social media, AI, and robots in the company to make analysis and decision. The research of Mckinsey shows the organization changes to be an agile organization or flat organization. The results of the research are as follows.

- 75% of surveyed organizations say that Agile organization is one of three primary strategies of the organization,

- 60% of organizations have implemented an Agile organization that mainly in business, finance, communication, and high technology.

- 68% of organizations say employees need to adapt to agility.

- 44% of organizations say employees are working to become more agile.

An "Agile Organization" is a flexible organization that is fast adaptive to achieving its goal due to the business environment. The method is a reduced way of working, step of approval, and give more power to employees. The employees focus on

the action and decide by themselves in the direction of leadership. Therefore, the agile organization is the concept of a flat organization.

An agile organization is a way of working that is popular with modern companies for reducing the gap between employees and executives. There are few intermediate managers to reduce the hierarchical control to give employees decisions in their roles.

The advantages of an agile organization are helping in the speed up the decision-making process. Executive and employees can communicate directly. Also, able to reduce communication errors and help to reduce the budget of hiring unnecessary positions. An agile organization help employees focus on the work they do, rather than creating work for management's satisfaction. Therefore, the employees can increase the efficiency work and create more responsibility of their jobs in an agile organization.

In terms of disadvantages, management is responsible for providing advice and working with all employees. There is a chance that executives will not be able to manage the employees thoroughly and lead to a lack of confidence between management and employees and incorrect decisions. Moreover, the lack of coordination and communication will lead to duplicated ideas while the problems have been proposed or resolved. There will become a waste of time.

Technology disruption in the 21st century increases competition among businesses and leads many companies to adapt from a tall organization to an agile organization. Technology is not the only factor contributing to the transformation, but the lean concept of sustainability, management style, organization's size, and organizational strategy are also crucial factors to the change (Hamzeh, 2018). "Flat organization" is a decentralized organization that is characterized by faster decision making and higher responsibilities to empower employees in both specific and the environment in general (Holbeche, 1994).

Even though agile organizations have many positives, some challenges must be aware of—a lack of role clarity is one of challenge in an agile organization, the employees may become unsatisfied at poorly defined roles due to flexible communication. The standard does not make consistent because the nature of an agile organization is a fast-decision-making ability with high authority. Since leadership is decentralized, there is a lack of variable positions for employees to pursue. Then, it can lead to reducing in

motivation and morale. Therefore, the firms that have organization must know how to deal with their employees for preventing the failures.

Organizational structure is related to employees' behavior and performance. When a clear structure exists, employees will know correctly which tasks they supposed to accomplish and perform better, leading to higher productivity. As each type of organization structure has its advantages and disadvantages, it is necessary for the company to choose a suitable organization. The one that achieves both business needs and addresses various human nature to ensure long term success. (Maduenyi, Oke, Fadeyi, & Ajagbe, 2015)

While an agile organization provides faster decision making and higher responsibilities to empower employees, some employees will not be satisfied with such structure as people have different types of needs. When employees face organization structure change, some consider new alternatives such as leaving the organization, early retirement, and starting a new career as the agile organization cannot fulfill their need for motivation. McClelland's motivation theory suggests that satisfied achievers in firms make a successful business and a growing economy. (McClelland, 1962)

In addition to the motivation theory, McClelland suggests that the need for achievement (nACH) is not the only need. However, there are also other two needs, which are the needs affiliation (nAFF) and the needs for power (nPOW). These needs must be satisfied for people to become motivated. The need for power entails the desire to be influential and to have an impact on or control over others. The need for affiliation refers to a person's desire to be accepted and liked by others. In other words, an affiliation need is a need for friendly and close personal relationships with others (Robbins & Judge, 2003).

Furthermore, Frederick Herzberg (1971) proposes the motivation-hygiene theory that relates employees' satisfaction and motivation with both extrinsic and intrinsic factors such as company policy, supervision, relationship to subordinates, salary, feeling of achievement, and increases in responsibility. These factors manage employees to be motivated so that the organization can achieve its business goals. (F. Herzberg, 1971)

On the other hand, Maslow (1943) studies the basic needs of humans and concludes that there are five basic needs: physiological, safety, love, esteem, and self-

actualization. These needs must achieve in the hierarchy, starting from the lowest level to the highest level. Therefore, before setting the goal to become a successful organization, the organization must fulfill these employees' individual needs for people to reach their highest level of needs so that they can achieve the motivation. (Maslow, 1943)

Even though the motivation is the main impact on employees' performance, other theories that affect employee performance and satisfaction in an agile organization are decentralization, decision-making, communication, coordination, work performance, leadership, career mobility, and turnover.

Decentralization is one kind of characteristic of an agile organization that delegates the authority to vary among agencies. The leader of the agency must first be confident in the company policies and procedural guidelines to assure the consistent and intelligent application of delegated functions (Ink & Dean, 1970). The decentralization leads to the decision-making of agencies and employees. The decision-making authority delegates to the worker with no interference from the manager. (Zabojnik, 2002)

Communication is inherently strategic and in equilibrium noisy that is the central trade-off between a loss of control under delegation and lost information under the communication (Dessein, 2002). In the agile organization, communication is more flexible to provide staff information to do their jobs and feel they are fully informed. (Walker, 1988)

The coordination shows how people coordinate their activities that work together harmoniously. Hence, proper coordination is nearly invisible, and the coordination is sometimes clearly noticed when it is lacking. (Malone & Crowston, 1990)

For work performance, work performance has been job satisfaction, job attitudes, personality, motivation, leadership, and other variables such as group processes and organization design. Moreover, the opportunity is also one of dimension to present in some degree of performance (Blumberg & Pringle, 1982). KHAN, ALI, ALI, & SHAH (2017) found that the agile organization has a positive impact on employee performance.

Leadership is the different level of intimacy between a leader and followers. A leader deals with the strategy and how effective his works for presenting his performance that leads to organizational and employee performance. For the transformation, leadership style is essential in terms of unrealistic impact, encouragement, motivation,

intelligent inspiration, and individual attention. There is a positive relationship between employee attitude and behavior of transformational leaders. (KHAN, ALI, ALI, & SHAH, 2017)

Regarding career mobility, an agile organization has a limited management position level to promote. Therefore, unapproved promotion may impact employees that they may quit or stay the current job. (Shankar, 2005)

Besides, an agile organization has problems that may not facilitate employees' needs. The employee's job satisfaction has been reduced, which may lead to high turnover. There is not only job satisfaction decreasing, but also no room to move up to another higher level in the organization. (Muchnick, 2015)

Research studies on agile organizations in Thailand mainly focus on Thai employees in different firm cultures such as Western companies, European companies, and Thai companies.

The rationale of the study

In the current competitive and rapidly evolving business landscape, driven by a range of external factors, numerous organizations are altering their strategies in terms of management styles and organizational structures to sustain the business in the market. Consequently, these organizations are compelled to undergo transformation by adopting agile management practices. Given these circumstances, many companies are transitioning their organizational frameworks to embrace agile management principles, aiming to enhance overall organizational performance and productivity. This transformation, in turn, enables these organizations to operate their businesses with heightened effectiveness and efficiency. Therefore, this study focuses on the impacts of an agile organization on its employees.

Additionally, the research delves into the realm of agile organizations in Thailand, with a primary focus on Thai employees within the Agro and Food industry, which features manufacturing operations and encompasses different corporate cultures, such as Western companies, European companies, and Thai companies.

Research Questions

Regarding the objectives, the research questions define as follow:

1. How does the Agile organization affect employees?

2. How agile organizations manage employees to obtain high productivity and high employee retention?

In order to answer the research questions, the research mainly focuses on management and non-management level in each firm by using in-depth interviews.

Scope of the Study

The scope of the study focuses on employees who are currently working in an agile organization in Thailand. The study covers individual factors that consist of demographic information factors, which are age, gender, level of education, health and tenure years, and organizational factors. This study focuses on the Agro and Food industry that is a manufacturing company.

Research Design

This research uses an exploratory qualitative approach. Primary data is mainly from interviews. The methodology of this research is a cross-sectional study using an in-depth interview. The in-depth interview will be a semi-structured interview that takes more than 30 minutes via laddering. The data will be analyzed using the content analysis method. The research will focus on employees who are currently working in the Agro and Food industry.

Significance of the research

This research expects to contribute to the Human Resource Department in an agile organization to understand what employees need and know how to set a strategy to manage employees in an agile organization. Moreover, this research is to propose possible ways to reduce the problems and turnover rates in such organizations.

Definition of terms

In this section, the definition of vocabularies and terms which are used in this research will be described as in table 1.1.

Table 1.1 Definition of terms

Vocabulary	Definition
Agile organization	An agile organization is defined by a dense network of empowered teams that function within a people-centered culture. It thrives on rapid learning and expeditious decision-making processes.
Flat Organization	A flat organization is a less-hierarchy of organizational structures and the enlargement of the manager's span of control.
Small and Medium Enterprise (SMEs)	small and medium-sized enterprises are based on the idea that the existence of different definitions at the Community level and at the national level could create inconsistencies. Following the logic of a single market without internal frontiers, enterprises' treatment should be based on a set of common rules. The pursuit of such an approach is all the more necessary in view of the extensive interaction between national and Community measures assisting micro, small and medium-sized enterprises (SME).

Large Enterprise	Large Enterprise is based on the data relating to the most recent approved accounting period and calculated on an annual basis. They must meet one of the following criteria.
	    - It employs 250 or more employees,
	    - It employs fewer than 250 employees, but the entrepreneur's balance sheet total exceeds the PLN equivalent of EUR 43 million, and the total annual turnover exceeds the PLN equivalent of EUR 50 million.
	    - It has 25% or more of capital or voting rights at the shareholders' meeting is controlled, indirectly or directly, jointly or individually.

Senior Management	A group of high-level executives actively participate in the daily supervision, planning, and administrative processes required by a business to help meet its objectives. The company's senior

	management is often appointed by the corporation's board of directors and approved by stockholders.
Middle Management	Comprises of managers who head specific departments (such as accounting, marketing, production) or business units, or who serve as project managers in flatter organizations. Middle managers are responsible for implementing the top management's policies and plans and typically have two management levels below them. Usually, among the first to be slashed in the 'resizing' of a firm, middle management constitutes the thickest layer of managers in a traditional (tall pyramid-shaped) organization.
Operation Management	The design, execution, and control of operations that convert resources into desired goods and services and implement a company's business strategy.
Job Satisfaction	In his definition of job satisfaction, Vroom focuses on the role of the employee in the workplace. Thus, he defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying (Vroom, 1964).

CHAPTER 2
LITERATURE REVIEW

The literature review in this study includes the concepts of agile organization and its impacts on employees, as listed below:

1. Concept of an agile organization
2. Theories of motivation, and its impacts on employees
3. Concept of job satisfaction and its impacts on employees
4. Concept of work performance and its impacts on employees

2.1 Concept of an agile organization

Definition of an agile organization

An agile organization stands in contrast to the traditional model, which serves as the prevailing traditional organizational structure rooted in the conception of an organization as a machine. This traditional model frequently favors a static, segmented, and hierarchical framework, functioning through linear planning and control to execute merely one or a very restricted set of business models. Conversely, agile organizations are characterized by their network of teams operating within rapid learning and decision-making cycles.

The characteristics of the agile organization have evolved thrive in an unpredictable, rapidly changing environment. Agile organization are both stable, and dynamic. The disciplined set of practices of and agile organization approaches reimage of creating value, work through a small network with empowered teams, rapid decision, learning cycles, thrive with people, and technology support. (De Smet, Lurie, & St George, 2018; Kidd, 1995)

Comprehensive and iterative approaches are essential for agile transformation. The comprehensive approach encompasses aspects such as strategy, structure,

people, processes, and technology. Whereas the iterative aspect introduces an element of unpredictability. (Brosseau, Ebrahim, Handscomb, & Thaker, 2019)

Agility becomes the gold standard for information when facing an uncertain future and new sets of threats in the complex, dynamic, and challenging security environment surrounding the competitive landscape of transformation. This drives organizations to become more information-enabled and network-centric. (Atkinson & Moffat, 2005)

In the context of agile transformation, the challenge of achieving business agility involves multiple elements, encompassing culture, leadership, processes, and tools. The business agility framework seeks to identify the necessary leadership components for a successful agile transformation, drawing an analogy to the concepts of head, heart, and hands. (Barroca, Dingsøyr, & Mikalsen, 2019)

An agile organization requires flexible structures that promote cross-functional dialogue, indicating that agility flourishes more easily in **flatter organizations.** As a result, the strategies, concepts, methodologies, and frameworks of an agile organization must align with its organizational structure. Additionally, employees working in agile organizations should possess the necessary skills, knowledge, and personal attributes to fulfill their roles with the right mindset in order to drive the organization forward. (Kenon & Palsole, 2019)

A flat organization is a less level structure and wide spans of supervision that refers to the number of people supervised by a manager. The characteristic of a flat organization is decentralized by fast decision making with higher responsibilities to empowering employees in both the specific and the whole environment in general (Holbeche, 1994). In the same direction as Kubheka, Kholopane, & Mbohwa claimed, a flat organization makes employees more satisfied as they are more involved in what they do and account for decision making to ensure that the organization achieves the goals. The organization in less hierarchy tries to empower their employee for full responsibility and accountability of their jobs (Kubheka, Kholopane, & Mbohwa, 2013)

The concept of a flat organization is different when compares with a tall organization that a tall structure is multiple layers of authority between top management and non- management level employees. The basic explanation of a tall structure is low-level employees may report to a supervisor, who reports to the manager, who reports to

the director, which creates a gap of time for processing the decision making and delay the answer to the customer which decrease productivity. (Rishipal, 2014)

According to many incumbent companies and newer businesses that transform from tall to flatter organizational structure, before becoming a flat structure, several factors needed to be considered for a smooth transition. To make a successful flat organization, the company must create the right conditions by implementing the knowledge management system, supporting or enhancing the permanent learning culture, creating a manageable and flexible structure, and simplifying the changing process as much as possible. (Hamzeh, 2018)

Motivational leadership, consistency, decision making, and advancement are challenges that must overcome in a flatter organizational structure. For motivation leadership, a flat organizational structure is a place where employees can motivate them and maximize their performance. This cause creates a challenge for employees because there are fewer leaders to motivate them and give individual attention. Not every personality type thrives in a self-starting environment, and some employees need managers for guidance, instruction, and motivation.

Consistency is another challenge of a flat organization. This challenge relates to the ability of the decision making of employees. Organizations with less emphasis on supervision can lack some critical operational policies, creating a situation in which different employees handle different situations in various ways. That is, there is no consistency or standard in performing the work. The corrective action chosen may be different for each employee, or customer complaints maybe responded on different timing period.

Strategic decision-making in a flat organization can become complicated and inefficient if a company relies on building consensus among its employees. The advancement is related to the employee development program. There are few managers to take note of the individual performance of each employee. In terms of high- performer, they will fall through the cracks in performance reviews, and possibly leave the company to find a position with more personal recognition. Moreover, there are fewer managerial positions for promoting employees because of its characteristics of a flat organizational structure. (Rishipal, 2014)

Worthy's and Hummon's study states that in a less complicated structure with a maximum of administrative decentralization increased the possibility of doing a better job and allowed individuals to develop self-expression and creativity. Moreover, it tends to create the potential for more effective supervision, more responsibility, more improved attitudes, and initiative among employees. With a large span of control, it is usually impossible for superiors to make all decisions, and they must delegate authority to subordinates. On the other hand, the structure does not affect decision time. The tall organization shows significantly better performance than groups under the flat structure. (Carzo Jr & Yanouzas, 1969)

2.2 Theories of motivation, and its impacts on employees

Humans' motivations bring employees to achieve both the organization's goal and the employee's own goal. The employee needs to be motivated to drive them to work and have better performance.

2.2.1 Hierarchy of needs theory

Abraham Maslow's hierarchy of needs is the most well-known theory of motivation. The hypothesis of Maslow is every human existing has five hierarchy of needs. The first need is physiological, which includes hunger, thirst, shelter, sex, and other bodily needs. Second is the safety need that includes security and protection from both physical and emotional harms. The third is a social need, which includes affection, belongingness, acceptance, and friendship. The fourth is esteem needs that include internal esteem factors, such as status, recognition, and attention. The fifth is self- actualization which is the drive to become what one is capable of becoming; includes growth, achieving one's potential, and self-fulfillment. As each of these needs becomes fulfilled, the next need becomes dominant. The individual moves up the steps of the hierarchy, as see **Figure 2.1**.
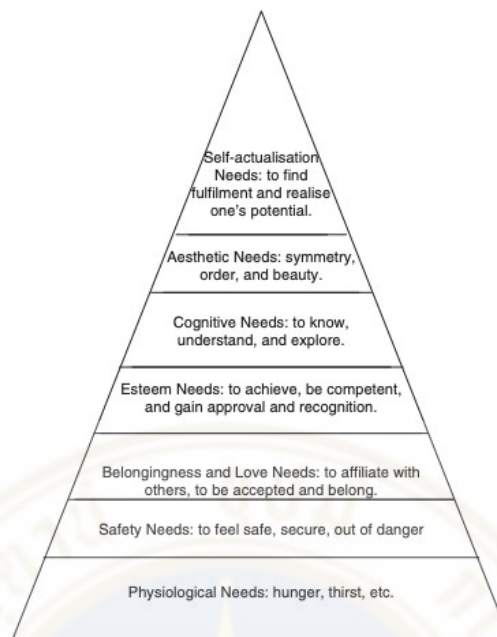
Figure 2.1: Maslow's Hierarchy of Needs (Atkinson, 1993)

2.2.2 Two-Factor Theory

The two-factor theory is also known as Motivation-hygiene theory—this theory proposed by Frederick Herzberg. The hygiene factors are an extrinsic factor that related to company policy, supervision, relationship to the supervisor, work conditions, salary, relationship to peers, personal life, relationship to subordinates, status, and security. Poor hygiene will result in the employee's dissatisfaction, but good hygiene does not create satisfaction that will motivate employees to work.

Motivate people on their job, intrinsic factors such as the feeling of achievement, recognition, meaningful work, career advancement, and growth are required. These factors lead to extreme satisfaction. Herzberg suggested that emphasizing on these intrinsic factors will motivate employees. (F. Herzberg, 1971)

However, the theory is a blend of deductive and inductive components, which is closely related to the early research that the two factors cannot be separated effectively. (F. M. Herzberg & Mausner, 1959)

2.2.3 McClelland's Theory of Needs

McClelland's theory of needs, developed by David McClelland and his associates, focuses on three needs which are need for achievement (nAch), need for power (nPow), and need for affiliation (nAff). (McClelland, 1962)

The drive of achievement need (nAch) is to strive for personal achievement rather than the rewards of success. McClelland found that high achievers differentiated themselves to do things better by finding the problem's solutions, receive the feedback rapidly, and improve themselves quickly. The need for power (nPow) is the desire to have an impact, to be influential, and to control others. The third need is affiliation (nAff), which is the desire to be accepted and liked by others.

According to the theory of needs, to achieve the organization's goals, employees' needs must be fulfilled for them to be satisfied and have the motivation to perform their work effectively and efficiently. (Robbins & Judge, 2003)

The mindset and work practices of employees in a flatter organizational structure are different from the tall organizational structure. A flatter organizational structure can have highly influential effects on employees' morale because they hit directly at what many people find most motivating. Well-motivated people in a flat organization is the key to outstanding performance because when people enable them to be motivated by giving the right condition. A flatter organization is better to concentrate on eliminates what is known to demotivate people. The motivation factors that are the most important sources of motivation, which include loved for their work, felt loyal to the organization, valued by their employer, believed about a positive future, and felt secure. Furthermore, rewards systems are important sources of motivation. (Holbeche & Mayo, 2009)

In terms of motivation within an agile organization, the study conducted by Gren, Torkar, and Feldt demonstrates a motivational perspective among employees engaged in agile work environments. It becomes paramount for companies to ensure that the stages and gates within the overarching organization are synchronized with the iterations of the agile teams. Agile teams anticipate feedback when they have diligently worked and produced favorable outcomes. Conversely, if positive or negative feedback is imparted to the team at an inappropriate juncture, the team might perceive that their efforts are not duly appreciated. (Gren, Torkar, & Feldt, 2014)

Motivation among employees within an agile framework can significantly contribute to the success of a project and concurrently reduce the likelihood of work-related failures. In cases where communication is deficient or employee motivation is lacking, the repercussions can be adverse for the business, impacting both revenue and customer relations. Moreover, the potential for enduring negative repercussions, such as unfavorable word-of-mouth impact, must also be considered. (Salman, Jaafar, Malik, Mohammad, & Muhammad, 2021)

2.3 Concept of job satisfaction and its impacts on employees

The concept of job satisfaction is the psychology that central to many aspects of organizational psychology. Those impacts are from the motivation that associated with human relations. (Locke, 1984)

Locke composites the theory of job satisfaction that he had developed through study and research on related topics such as goal setting and employee performance. He explains about job satisfaction through Herzberg's proposal respondent. (Henne & Locke, 1985)

The motivation of employees or enhancement of job satisfaction is Herzberg's concept that is an attitude a powerful in work output. Moreover, this concept has been complimented by Locke's formulation of value and its importance to work achievement and following job satisfaction. Besides, the theories point to the work itself as containing the most potential for causing satisfaction. (Tietjen & Myers, 1998)

In addition, Vroom also defines job satisfaction theory focuses on the role of the employee in the workplace that affects their work-oriented presently. (Vroom, 1964)

In the research study, Carpenter (1971) compared tall-, medium-, and flat-structures in six public school systems on the relationship of the level of job satisfaction. His research shows that employees in flat organizations perceived higher job satisfaction than employees in medium and tall organizations, similar to the research by Ivancevich & Donnelly Jr (1975). Khaef (1989) further support the relationship between structure and job satisfaction is significant. (Carpenter, 1971; Ivancevich & Donnelly organizational Jr, 1975; Khaef, 1989)

In contrast, the Study of Porter and Lawler (1964) shows that managers' job satisfaction in a tall organization is better in fulfilling security and social needs, while a flatter organization is better in fulfilling autonomy and self-actualization needs. They suggest that a flat organization is not unequivocally superior to a tall one. (Porter & Lawler, 1964)

The study referenced in Nabatchian, Moosavi, and Safania indicates that there is no relationship between agility and job satisfaction. (Nabatchian, Moosavi, & Safania, 2014) The research conducted of Fischer, Heinz, Schlereth, and Rosenkranz has identified previous studies suggesting that agile transformations have an impact on job characteristics, resulting in significant shifts in how employees perceive their day-to-day work environment (Tripp et al., 2016; Mueller & Benlian, 2022). Additionally, it has been established that perceived job characteristics influence job satisfaction (James & Jones, 1980). If agile transformations lead to substantial changes in team and work organization characteristics, it is likely to affect job satisfaction. Earlier research grounded in the person-job fit theory indicates that aligning employee preferences with work environments influences job satisfaction. (Kristof-Brown, Zimmerman, & Johnson, 2005) Therefore, the study found a negative correlation between job satisfaction and the discrepancy between employee preferences for team and work organization. (Fischer, Heinz, Schlereth, & Rosenkranz, 2023)

2.4 Concept of work performance and its impacts on employees

Work performance is associated with the accomplishment of expected, specified, or formal role requirements on the part of individual employees in the organization (Campbell, 1990). Therefore, work performance includes role behavior that can be contingently tied to rewards. (Waldman, 1994)

In addition, job performance refers to measurable actions, behavior, and outcomes that employees lead to contribute to the organizational goals.

In general, the model of job performance is the individual dimension that develops to apply across jobs. There are three board dimensions, which are task performance, organizational citizenship behavior, and counterproductive behaviors. Thus, job

performance is perhaps the most central construct in work psychology that can be explained for many functions. (Viswesvaran & Ones, 2000)

In the study of organizational structure and performance, Dalton, Todor, Spendolini, Fielding, & Porter (1980) review many studies that medium-sized organizations are outperforming. (Dalton, Todor, Spendolini, Fielding, & Porter, 1980)

On the contrary, some employees feel that the flat organization made them worried about performance and stress. Therefore, this impact is negative on their performance (Kubheka et al., 2013). However, the flat organizational structure has a positive impact on employee performance. (KHAN et al., 2017)

In successful agile organizations, the emphasis lies on work performance during goal setting and performance evaluation. This frequently involves enabling teams to establish their own objectives, thereby cultivating a sense of ownership that serves as a motivation driver. (Masumi, 2019) This notion aligns with the findings of Peeters, Van De Voorde, and Paauwe, which supports the idea that the overall impact of an agile way of working correlates positively with work performance. (Peeters, Van De Voorde, & Paauwe, 2022)

2.5 Concept of decentralization and decision making in an agile organization

2.5.1 Definition of decentralization

Decentralization is the concept of delegation of the decision-making responsibilities from top management to middle management or lower subordinates to improve interagency for both coordination and cooperation. In delegating authority, the top management must ensure that the company policy is clear as appropriate, and procedural to apply the delegated functions. Moreover, decentralization and delegation do not in any way reduce the authority or ultimate responsibility of a headquarters office for what happens under the work. (Ink & Dean, 1970)

2.5.2 Definition of decision-making

For decision making, eight characteristics fall short of providing a strict definition of naturalistic decision-making (NDM). These characteristics include;

1. Ill-structured problems

2. Uncertain dynamic environments

3. Shifting, ill-defined, or competing goals

4. Action/feedback loops

5. Time stress

6. High stakes

7. Multiple players

8. Organizational goals and norms

The Ill-structured problems are the real decision problems rarely present themselves in the neat and complete form the event model suggests. The hypotheses of what is happening will be generally generated to do significant work and to develop options that might be appropriate responses by the decision-maker.

Uncertain dynamic environments are incomplete information. The decision- maker has some part of the information problem. Therefore, the information may be obscure or solely of poor quality: shifting, ill-defined, or competing goals. The decision- maker might be a well-understood company goal or value that be able to drive multiple purposes to others.

Action or feedback loops. The model concerns a point in time or event that the decision-maker is chosen. Enter time stress is a noticeable feature of many naturistic decision-making settings as decisions are made under significant time pressure. The first three scenarios each involve outcomes of real significance to participants, which are preserving substantial property or life, the loss of one's career or perhaps one's life, and the future of an entire company is the sixth factor as called high stakes.

For the multiple players, many of the problems of interest are mostly decided by several decision-makers. Finally, organizational goals and norms are the indicated discussions that are taken place in organizational settings. Hence, the study of human decision behavior has mostly been dominated by a single standard that is the prescriptions of classical decision theory. (Klein, Orasanu, Calderwood, & Zsambok, 1993)

In the study of impacts of decentralization on a flat organization, decentralization characterizes the levels of management and shape related to decision-

making authority delegated to the worker with no interference from the manager (Tannenbaum, 1956; Zabojnik, 2002). Besides, the managers in a flat organization take responsibility to depend upon their resources as an extent, such as communication patterns, control mechanisms, and leadership styles. (Ghiselli & Siegel, 1972)

　　　　Through the implementation of agile practices at scale and the empowerment of the development organization to make decisions via community-based decision-making processes, the study found that organizations have gained several benefits. These benefits include higher employee motivation and better utilization of team member knowledge, ultimately leading to improved decision-making that helps define and commit to a common direction for output. Community-based decision-making is rooted in an experimental culture with fast feedback, where decisions are made swiftly and corrected based on immediate feedback as needed. Organizations have adopted a mindset in which making errors is viewed as a learning opportunity rather than something that requires assigning blame. (Paasivaara & Lassenius, 2019) Additionally, it also offers support to the concept that agile organizations are defined by a network of teams operating within fast-paced learning and decision-making cycles. (Brosseau et al., 2019)

2.5.3 Concept of Impact on leadership in an agile organization

　　　　The definition of leadership is an asymmetrical relationship between leader and followers, and essential to conduce the understanding of multilateral negotiations. Moreover, the leader has behavior to influence others toward a specific goal over a certain period. Conversely, only some relationships involved with power qualify as instances of leadership. (Underdal, 1994)

　　　　Furthermore, leadership is also typically defined by the traits, qualities, and behaviors of a leader. The motivation also impacts leadership in terms of offering arguments for what the leader needs to do with others' behavior to ensure guaranteed results or outcomes. (Horner, 1997)

　　　　The study conducted by Pasięczny defines the role of a leader in modern organizations as a collection of traits, attributes, or other psychological qualities that set an individual apart from others. (Pasieczny, 1981) The concept of leadership is a comprehensive term that seeks to identify managers at different levels and units within an organization. An organizational leader typically oversees the economic resources

entrusted to them and their subordinate employees, specifically in terms of their work. To effectively manage, they must accurately anticipate the behavior of subordinates, their capabilities, competences, and limitations.(Chmiel, 2002) Furthermore, K. Poznańska's research underscores the role of leaders in shaping team creativity and commitment, their willingness to take risks, raise awareness about innovation, and the ability to source ideas externally. Lack of self-control usually stems from a lack of experience and a spontaneous reaction to potential threats. Individuals who are dependent or grapple with reduced self-confidence are generally ill-suited for leadership roles. They struggle to make rational decisions because their judgment is impaired, necessitating validation from others. (Rzepka & Bojar, 2020)

In the study of leadership in a flat organization, Meisel & Fearon (1999)'s study shows that employees in the tall organization are more cautious about doing the tasks, and they can do some tasks better with their directive leadership structures than the flat organization. (Meisel & Fearon, 1999)

On the other hand, the study of Ancona & Backman (2010) shows that the flat organization's leaders engage proactively and collaboratively to create change, rather than waiting for direction from above. The research can identify five common elements of distributed leadership systems: natural forms of collaboration, multi- directional influence, Global Purpose Mindset, and peer mitigation of risk (Ancona & Backman, 2010). This concept is the same direction as George's (2016) study that leadership in a flat organization pushes a staff through a challenging project. That means leadership may face hardships and the burden of limited business resources. The influence that the structure type has on business will significantly impact the dynamics of each business function KubhekaTherefore, the organizational structure is a significantly positive relation between perceived authentic leadership and creative work behavior. (Zubair & Kamal, 2016)

It is widely accepted that leadership within an agile organization can yield various advantages, including enhancements in product and service quality, bolstering competitive positioning, expediting organizational knowledge acquisition, fostering a superior organizational culture, and enhancing the effectiveness of customer service (Hopp & Tekin, 2004). Nevertheless, a prerequisite for achieving organizational agility is the cultivation of agile attributes in the leader (Sajdak, 2013). Employee agility,

encompassing leadership within an agile organization, can, therefore, be construed as the capacity to promptly respond to shifts transpiring in both the internal and external market milieu. This entails adeptly harnessing these changes while also capitalizing on the newfound opportunities that arise in tandem with their emergence.

Furthermore, effective leadership in an agile organization can yield substantial benefits, contingent upon the development of agile traits among the leaders. Leaders must respond promptly to changes in the business environment, engage in continuous skill development, conduct self-assessments, and swiftly adapt to new working conditions. It is also considered good practice to delegate power and empower subordinates to participate in decision-making processes, as illustrated in **Figure 2.2**. (Rzepka & Bojar, 2020)
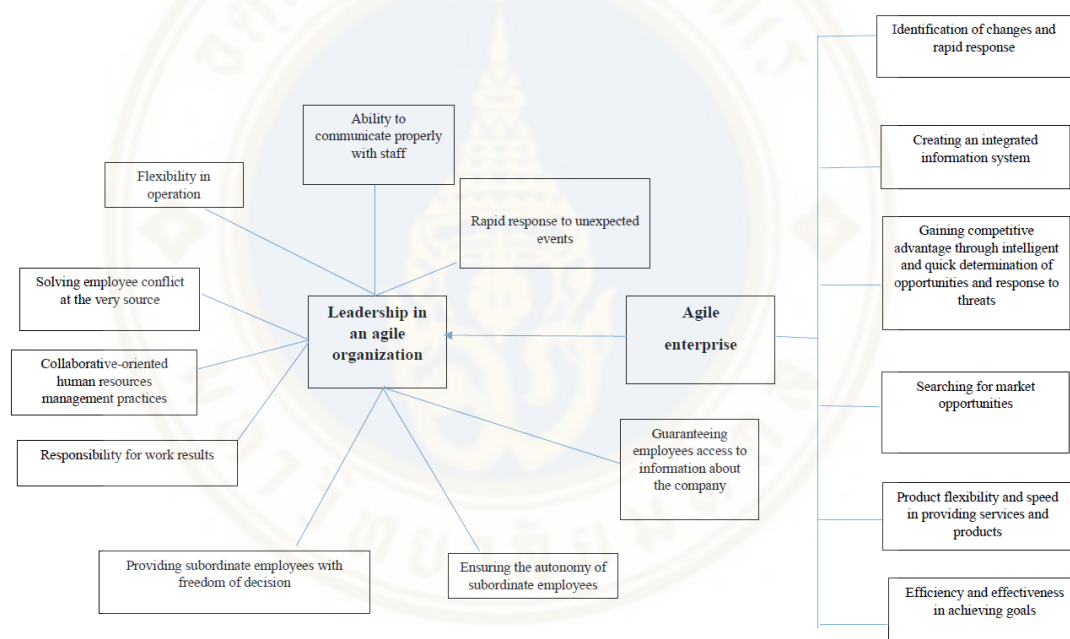
Figure 2.2: Leadership in an agile organization in a model approach. (Rzepka & Bojar, 2020)

2.5.4 Concepts of coordination and communication in an agile organization

2.5.4.1 Coordination concept

Theories of coordination can be applied to design human organizations, to design new technologies to help people coordinate their work, and to design parallel and distribute processing computer systems.

Moreover, Malone proposed the definition of coordination that implies the following components, which are a set of (two or more) actors, who perform tasks in order to achieve goals.

The principles of coordination theory should apply to different kinds of actors, including organizations, individual people, computer processors, and parts of individual brains. Three kinds of groups will be focused, such as groups of people, groups of computer processors, and groups that include both people and computers. (Malone, 1988)

Moreover, Rockart and Short (1989) and Curtis (1989) also proposes another definition as "coordination is managing dependencies between activities." (Curtis, 1989; Rockart & Short, 1989)

In the research study, Krep (1990)'s study shows that non-hierarchical conditions (or flat hierarchy) and cooperation are sustainable. Kreps also analyses the conflicts between superiors and subordinates. As a result, Kreps proposes the corporate culture that all trust will be applied to reach a fair resolution of conflict (Kreps, 1990). Similarly, Chakraborty and Mohr (2005) show that less-hierarchy can eliminate or reduce coordination. There is not only reduced coordination but also motivation and diversity as well. (Chakraborty & Mohr, 2005)

2.5.4.2 Communication concept

The study of communication has been guided by three theoretical perspectives, which are the technical, the contextual, and the negotiated perspectives. The technical term of communication is associated with information theory and traced back to Claude E. Shannon and Warren Weaver (1949). (Baker, 2007; Claude E Shannon & Weaver, 1949). Shannon proposed the concept of the general communication system in **Figure 2.3:**
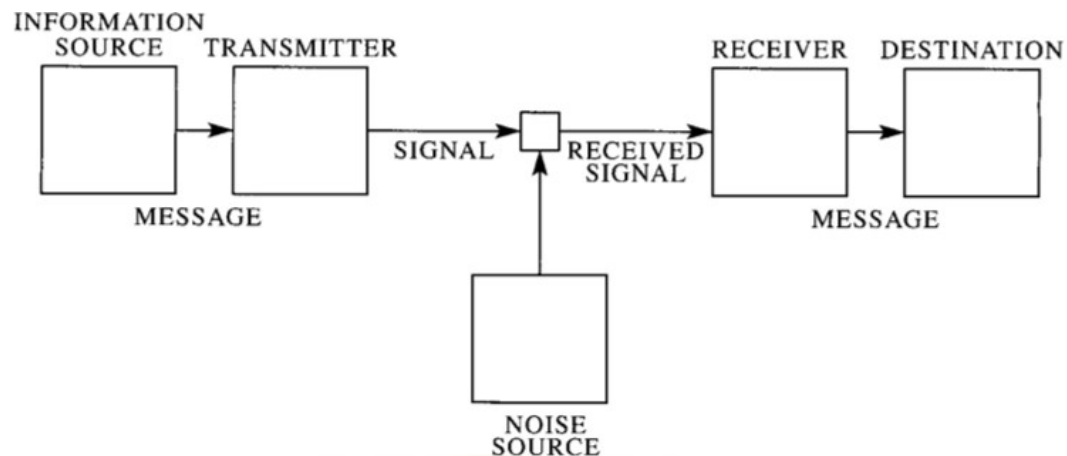
Figure 2.3: Schematic diagram of a general communication system. (Claude Elwood Shannon, 2001)

The field of organizational communication spans communication for more characters as follow;

- the micro, meso, and macro levels
- formal and informal communications
- Internal organizational communication practices and externally directed communications.

For the levels of communication, the micro-level refers to interpersonal communication, which is listening for both sending and receiving; this includes oral, written, and electronic communication; verbal and nonverbal. The meso-level refers to the group, organizational, and inter-organizational communication, and the macro-level refers to all higher order of communication. Moreover, organizational communication has focused on the meso-level and further distinctions.

In addition, communication can also be characterized as vertical, horizontal, or diagonal that occurs between hierarchically positioned persons. Firstly, the vertical is compared with lateral communication. Vertical is involved with both downward and upward communication flows that occurs hierarchically positioned persons. (Baker, 2007)

If the top managers can directly communicate to their subordinates immediately, or the supervisors immediately communicate with their staff, downward communication is most effective (Jablin, 1980; Larkin & Larkin, 1994). On the other hand,

upward communication is related to employee satisfaction that a low level of satisfaction used to enhance upward communication. (Larkin & Larkin, 1994)

Lateral communication involves communication among persons who do not stand in hierarchical relation to one another. Therefore, flat organizations have enhanced the importance of lateral communications. (Baker, 2007)

The concept of diagonal communication introduces to capture the new communication challenges associated with new organizational forms, such as matrix and project-based organizations that refer to communication between managers and workers located in different functional divisions. (Wilson, 1992)

Likewise, Frank Dance suggests the concept definition of communication to be three dimensions. The first dimension is the level of observation that defines as "the process that links discontinuous parts of the living world to one another." in general. The second dimension is intentionality that includes intention as "Those situations in which a source transmits a message to the receiver with conscious intent to affect the later's behaviors." For the third dimension, the definition of communication is judgment as "Communication is the verbal interchange of thought or idea" in presumably. On the other hand, those three dimensions do not ensure a successful outcome even the information is transmitted, but the receiver is necessarily received or understood. (Dance, 1970)

The study of coordination and communication factors that impact on a flat organization found that the flat organization has a positive effect on the coordination of cross-functional coordination, cross-plant coordination, and supply chain coordination. Moreover, the flatness structure also positively affects mass customization capability due to the flexibility in the organization (Yinan, Tang, & Zhang, 2014; Zhang, Zhao, & Qi, 2014). The informative improving and creating new knowledge occurs in the organization that reduces time and cost.

2.6 Concept of career mobility, and its impact on employees

Career mobility is the role and significance of occupational mobility in the labor market, focusing on individuals' careers. The organization invests in human capital and labor mobility to capture heterogeneity in human capital for increasing their

skills and transferability across the jobs. The theories of career mobility consider education, various feasible occupations, and feasible career paths that are available for individuals within as well as across firms.

Education provides individuals within human capital, which raise their future earning after. The earning receives through two channels: direct via potential return from education and indirectly via improvement from the career path.

Different occupations require different skills and have a different level of career path. There are a variety of factors to consider for employee promotion. Promotion is characterized by the transferability of skills and experience from one to another. When they are in a series of occupations, they are defined as a career path. There are two results from the promotion state, which are approval promotion and unapproved promotion. If the promotion is approved, the individuals move to another occupation level in the firm, that may obtain a higher wage rate. But if the promotion is not approved, individuals may find the optimal path from the two possible paths of remaining in current occupation in the current firm or quit in favor of another firm of the same type that obtains the same wage rate. (Shankar, 2005; Sicherman & Galor, 1990)

In the flat organization, job rotation and career mobility are difficult because there are fewer levels to be promoted to. Therefore, the flat organization emphasizes flexible career, individual growth, and learning through changing on-the-job experiences, assignments under different managers, and special projects. The organization provides management appraisal to develop succession planning processes to address future career positions, the requirement of key management positions target for staffing within the organization. The management positions are filled with individuals identified in advance as a candidate. Moreover, the flexible organizations recruit externally to fill key positions as well as staffing within due to radical transformation among business. (Walker, 1988)

2.6.1 Concept of Impact on turnover in an agile organization

The turnover process can be explained by the synthesis of three models developed by Price (1977) and Mobley (1977). The models have been developed around the organizational commitment variable. Firstly, the causal model is constructed by Price (1977)—secondly, the model is developed around the concept of organizational

commitment. Finally, the model that is developed by Mobley (1977) specifies the linkage between job satisfaction and turnover. (Mobley, 1977; Price, 1977)

Price (1977) develops the causal model, which imitates the process as the beginning with a series of structural and individual job satisfaction. In the term of an individual's satisfaction level, the level shows the probability of individual leaving or staying in the organization. Moreover, the satisfaction and the opportunity should have interacted. In contrast, the high turnover rate should be most likely for high dissatisfaction in tremendous opportunity.

The organizational commitment model is developed in various variables of organizational commitment by Steers (Steers, 1977). There are three categories of commitment that focused on yielding practically, a statistically significant level of explained variation and identifying potential influences on organizational commitment. Therefore, job satisfaction and organizational commitment were distinct concepts of turnover. (Morris & Sheran, 1981)

The Mobley Model, developed in 1977, linked job satisfaction with turnover. Conversely, this area is undeveloped in both the Price's model and the organizational commitment model. As a result, dissatisfaction leads to job search, which leads the individual to intend to quit or stay in the organization. (Mobley, 1977)

Therefore, a model of turnover from organizations developed from synthesizing three earlier models is shown as one unified turnover model, as shown in **Figure 2.4.**
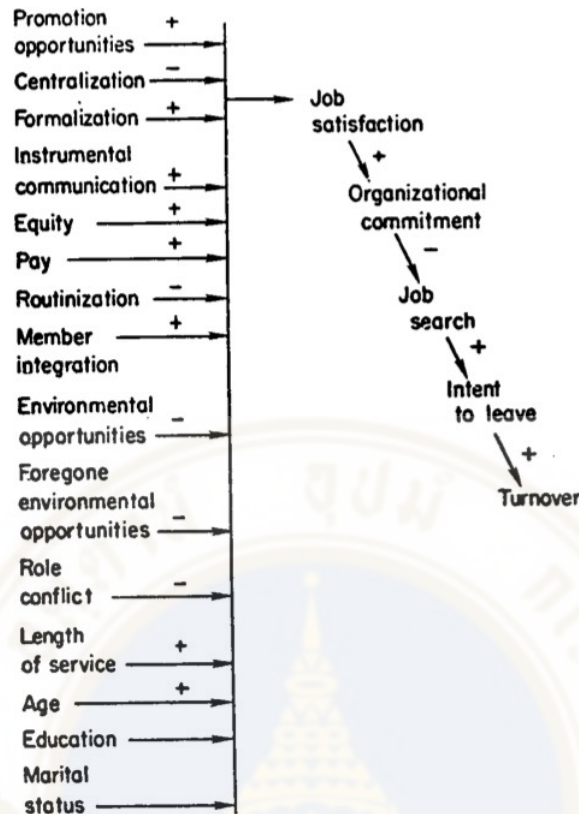
Figure 2.4: A diagram of the unified model of turnover which incorporates the three previous models. The variables leading directly to job satisfaction were suggested in the previous models or work empirically testing the models. (Bluedorn, 1982)

Muchnick's (2015) study shows that the problems of flat organizational structure may not facilitate the needs of the millennial worker due to the flat organization reduces employee job satisfaction and turnover. The workers expect promotion, which recognizes task accomplishment. However, the flat organization may only be four levels of management, and the promotion would only happen every 6 to 10 years. Therefore, the firms will provide the current worker with appropriate feedback, encouragement, and prospects for career growth. (Muchnick, 2015)

In conclusion, many studies show that a flat organization is excellent in terms of organizational performance. On the other hand, this structure still has several impacts on its employees, such as motivation issues, job satisfaction, decision making, coordination or communication in the organization, work performance, leadership, and turnover issue. The good firms have to be able to retain the employees, and thereby they should provide proper human resource management.

Most literature reviews on the flat organizational structure use quantitative methodology, and studies have done on Western organizations. Qualitative research is significant to explore more dimension for the Eastern organizations.

However, the study on agile organizations has unearthed a notable discovery. Through our moderated mediation analysis, we have revealed that a higher workload not only directly impacts but also intensifies the positive influence of utilizing agile project management practices on developers' turnover intentions. This amplification occurs through heightened feelings of fatigue. (Mueller & Benlian, 2022)

The research framework

This research comprises one independent variable and three dependent variables. The independent variable is 'motivation factors,' while the dependent variables include 'job satisfaction factors,' 'work performance factors,' and 'career mobility factors' within an agile or flatter organizational structure. The research framework is outlined as follows:

- Motivation Factors
- Job Satisfaction Factors
- Work Performance Factors
- Career Mobility Factors

In this research, the study aims to examine the relationship between motivation factors and job satisfaction within an agile or flatter organizational structure. Additionally, it seeks to explore how job satisfaction further influences work performance and career mobility factors within agile organization.

CHAPTER 3
RESEARCH METHODOLOGY

This research studies the impacts of flat organizations on their employees and analyzes the firms' internal employee management. This research uses qualitative research methodology. The qualitative research in this study is defined as research that collects the data directly from the employees working in an organization in Thailand that has a flat organizational structure. The in-depth interview used in this study was the main instrument for collecting the data.

Research designs

This study employs a qualitative research method, which aims to develop understanding rather than breadth, in line with the non-positivist paradigm, such as that involving depth psychology (Boddy, 2016). The research design of this study encompasses frameworks such as motivation, job satisfaction, work performance, and career mobility.

Population and sampling

The population in this research select the employees who are currently working in a flat organization. The employees will be from different firms but in the same industry. The sample includes employees from both management and non- management level for seeking different points of view in terms of the impacts of a flat organization.

The sampling will be non-probability using a purposive method in-text citation in order to align with the objective of this study. Data collection will be stopped once data is considered as sufficient. This study will propose between 30-50 interviews.

The qualitative sample size at or over 30 in-depth interviews could be considered significant and would be justification (Guest, Bunce, & Johnson, 2006). The number of interviews will be limited at 50 interviews as the reviews found that in-depth interview approaches for 50 interviews are a large sample for a qualitative study. (Sandelowski, 1995)

The criteria of the sample are below;

- The participants must work in the Agro and Food industry.

- The participants must have high responsibility and accountability on the job.

- The participants can make decisions on their roles.

- The line approval of participants in their work is not complicated.

- The participant can communicate with top management easily.

The instrument for data collection

The instrument for collecting the data is an interview. The questions of the interview will be both open and closed questions, as called semi-structured interviews (in-text citation) that relate to the demographic, role and responsibility, business background, company information, working method, and the impacts of a flat organization on its employees.

The impacts of an agile organization, as discussed in the literature review, will use as the base in creating the interview questions framework. These impacts include motivation, job satisfaction, career mobility, and work performance. Thus, the information from the interview can answer the research question.

Data collection

After receiving the Ethical Approval from the Mahidol University-Center of Ethical Reinforcement for Human Research (MU-CIRB) from Mahidol University for protecting the right and welfare of participants in human research studies to monitor compliance in the research, the researcher will interview the respondents by using

criteria questions for screening. If the respondents match in the criteria of the sampling, the researcher will appoint respondents before the in-depth interview.

The researcher will send the participant information sheet and informed consent form to the participants via mail before the interview. The conversation will be recorded during the interview with the participant's permission. The period for data collection for this project is from August 2020 to November 2023. All information in this research will be confidential. All data in the electronic files will be kept in the personal computer and deleted after finished the research within a year.

Data analysis

After conducting interviews, the collected data will undergo content analysis, a widely used method in qualitative research for systematically examining communication context to identify patterns and themes. The process, as outlined by Mayring (2004), involves three key steps: open coding, code grouping, and framework application. Open coding entails decoding the interview transcripts to extract relevant data aligned with the study's framework, which encompasses motivation, job satisfaction, work performance, and career mobility.

Subsequently, codes are grouped based on thematic similarities, enhancing data comprehension. Another opportunity for visual representation is provided by the inclusion of a flowchart, illustrating the process of code grouping. Finally, the research framework is applied to organize and categorize the grouped data, establishing a structured foundation for analysis. This analysis will discern patterns and insights concerning the impacts of agile organizations on employees, drawing upon theories and concepts from the literature review.

Further, findings will be discussed and compared with the established research framework, leading to a comprehensive conclusion summarizing key insights and implications. For a deeper understanding of content analysis techniques, relevant literature by Hsieh and Shannon (2005) and Elo and Kyngäs (2008) offers insights into various approaches and processes within qualitative content analysis. Additionally, this study's content analysis will adopt a summative approach, focusing on summarizing and quantifying the prevalence of specific themes within the data, as suggested by

Krippendorff (2004) and Griffiths (2016). This approach enables a thorough examination of interview data in alignment with research objectives. Consider **Figure 3** for a visual depiction of the process described.
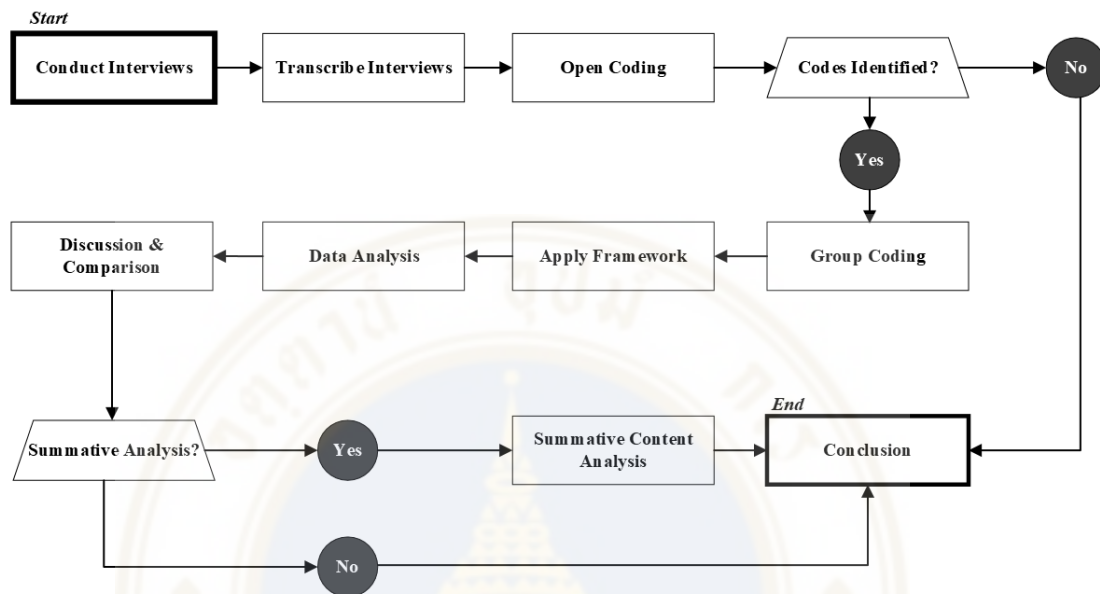
Figure 3: Qualitative Data Analysis Process Flowchart. (Author)

In conclusion, this chapter delineates the qualitative methodology employed to explore the impacts of flat organizational structures on employees and internal management practices within firms. Utilizing a non-positivist paradigm, the research design integrates frameworks encompassing motivation, job satisfaction, work performance, and career mobility. The population comprises employees from the Agro and Food industry in Thailand, selected through purposive sampling, with data collection conducted via semi-structured interviews. Ethical considerations are paramount, with informed consent and confidentiality ensured throughout the process. Data analysis entails content analysis, following Mayring's (2004) method, augmented by a summative approach informed by Krippendorff (2004) and Griffiths (2016). This process will discern patterns and insights into the impacts of flat organizations on employees, with findings discussed in comparison to established frameworks. Through this methodological framework, this study aims to contribute nuanced understanding to the discourse on organizational structure and employee experiences.

CHAPTER 4
RESULTS

This chapter aims to present the findings of the study on the impacts of flat organizations on their employees and to analyze the firms' internal employee management through in-depth interviews. The results are detailed below:

4.1 Personal information of employees who was working in flat organization.

There were 40 participants who took part in this research. The age of the participants ranged from 26 to 57 years, and their years of service varied from 4 months to 25 years. The data collected included demographic information, business information, and working information, which is presented in **Table 4.1**.

Table 4.1 Personal information of employees who was working in flat organization.

Information	Participation number (people)
Demographic information	
1. Gender	
- Female	21
- Male	15
- LGBTQ+	4
2. Status	
- Single	23
- Married	16
3. Education	
- Associate	1
- Bachelor	29
- Master	10
Business information	

Company Nationality	
- American company	5
- European company	29
- Thai company	6
Working information	
Position level	
- Management	8
- Middle management	3
- Non-management	29

4.2 Understanding motivation and its impacts on employees

4.2.1 The most important factor in working.

The results indicate that the most important factor in working, as perceived by respondents, was compensation and benefits, with 60% of the participants considering it crucial. Following closely, 45% of the respondents emphasized the significance of the people factor, likely referring to positive interactions with colleagues, a supportive work environment, and effective teamwork.

Lastly, 20% of the participants identified flexibility as an essential aspect, suggesting that factors like manageable working hours and work-life balance hold significance for a portion of the workforce. Additionally, a minority of respondents, 15% and 10% respectively, indicated that job security and operational aspects were important factors. For others, the importance ranged from 3% to less than 10%, as illustrated in Figure 4.1: "The Important Factors in Working," below:
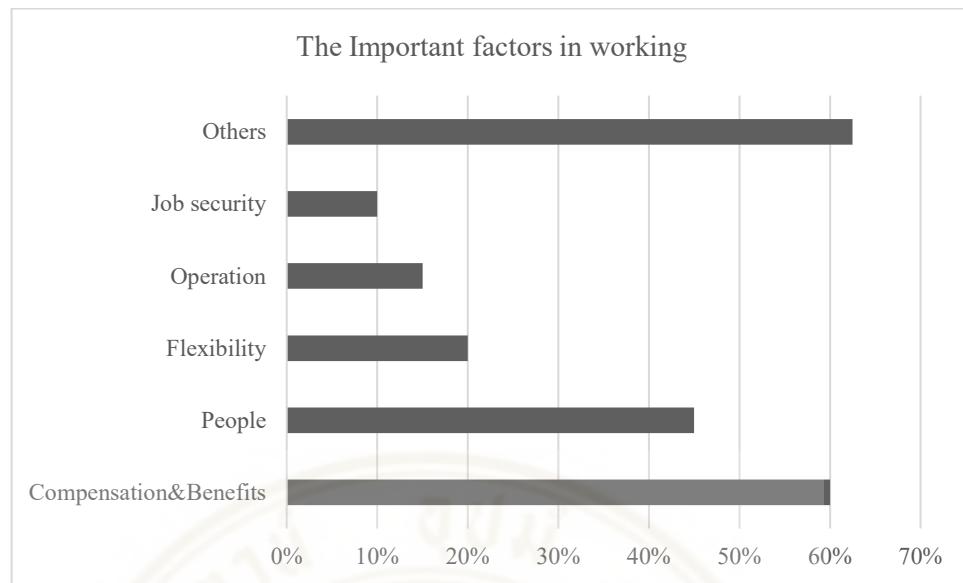
Figure 4.1 The Important Factors in Working

These findings highlight the multifaceted nature of what individuals value in their work, with compensation and benefits holding the highest priority for most respondents, as follow:

4.2.1.1 Compensation and benefits

Money is an essential factor in the context of work as it enables individuals to support their cost of living and provide for their families. It serves to meet basic needs, such as food, housing, healthcare, education, and other necessities, as shown below:

"Money that sufficient for spending and collecting after retirement until end of my life."

Male, 38 years old, married, European company, management (P9)

"Money for support my children's education."

Female, 48 years old, single, European company, non-management (P17)

"Income…based on same position in same industry and duty to take care of."

Male, 28 years old, single, Thai company, non-management (P24)

"Income…mainly salary and benefits…based on be able to support living costs comparing within another industry. Additionally, during events like a pandemic, the company offers financial assistance for purchasing goods and accessing medical support. I felt some companies did not provide but I received from this company compared to my friends with same age who worked for other companies."

Female, 36 years old, single, European company, Non-Management (P36)

4.2.1.2 People

People in the workplace consist of co-workers, colleagues, and the boss. The collective results of their interactions revolve around teamwork, mutual support, working towards common goals, and respecting each other. Additionally, a good boss can provide support, guidance, advice, reasonability, and understanding to their subordinates, as shown below:

"People…who can work together with clear and understandable communication, without imposing strict boundaries, are essential for effective collaboration…For example, when I assigned them a task, they expressed their inability to proceed because they were accustomed to approaching a similar task in a specific way, and they had a preconceived notion of an answer that may or may not be applicable."

Male, 46 years old, married, European company, management (P10)

"Being comfortable at work is an environment of the colleague that makes work enjoyable. I would feel like the work that I am doing is alright."

Female, 36 years old, married, European company, management (P33)

"Colleagues and the boss that be able to talk to, no betray, and support each other. The boss must listen everyone and reasonable that able to make judgement who was wrong. When I ask for reason, the boss must have the reason to answer."

LGBTQ+, 30 years old, single, European company, non-management (P15)

"Colleagues… if the team is ok, I would feel ok…It feels like everyone could support each other. It is not like when I take leave, and it does not mean that my works must be stopped. Everyone can work instead of me."

Female, 35 years old, single, European company, non-management (P35)

4.2.1.3 Flexibility

Flexibility at work encompasses not only the authorization of decision-making and manageable working hours but also includes the culture of the organization. It involves various aspects, such as remote work options, a results-oriented approach, and employee empowerment, as shown below:

"Culture is flexibility in…first is working time, second is freedom of decision making, and third is result oriented that give freedom to work without restricted framework."

Male, 38 years old, married, European company, management (P9)

"The organization is very freestyle about work; you can work any ways, but work must be done. If we have self-discipline…freestyle is flexible like working as same as foreigner's style, just focus on result completion on time."

Female, 30 years old, single, European company, management (P21)

"Freedom of working is the factor that motivate me to work. If we have freedom to think and make decision. It motivates me to do anything what I can do."

Male, 41 years old, married, European company, non-management (P23)

"Flexibility at work includes being able to start work early and leave work early, able to eat snacks, able to wear any clothes. It might be little things for other people, but if we work at a place that strict everything, it makes me feel unable to move. That's very uncomfortable."

Female, 30 years old, single, European company, non-management (P37)

4.2.1.4 Operation

Since operational aspects are a minor factor in motivating employees, the focus should be on working in a way that includes correct processes, effective time management, opportunities to meet new people and establish connections, and manageability. This approach can lead to achieving a balance between their personal and professional lives, as shown below:

"Fasting and precision are my most important factors in ensuring that my work is completed within the deadline and follows the correct process."

Female, 29 years old, single, European company, non-management (P3)

"Time management… There are many projects with limited manpower; we need to find ways to survive… Time management and manpower are crucial because one person cannot handle everything. Therefore, we require more manpower to ensure timely operations. The tasks themselves are not difficult, but due to numerous meetings and brainstorming sessions, I find myself with insufficient time for execution."

LGBTQ+, 29 years old, single, Thai company, non-management (P13)

"The operation here is easier than at other companies I have worked for. For example, we can already approve THB 100k."

Female, 33 years old, married, American company, non-management (P18)

"I'd like to work because it allows me to travel to various places and meet numerous people. This way of working provides me with valuable experiences, which is something I truly enjoy."

Male, 31 years old, married, Thai company, non-management (P26)

4.2.1.5 Job security

The final minority of important factors in employees' work is job security, which is linked to how effectively a company has sustained its business operations without cutting costs, even when confronted with challenges such as a pandemic. This is elaborated below:

"The most important factors in my work are job security and career advancement. Job security is particularly significant during a pandemic, as many companies have been reducing salaries, laying off employees, or cutting bonuses. However, this company has maintained everything as usual, including bonuses and benefits."

Male, 30 years old, single, European company, non-management (P5)

"Job security is about the company being able to operate continuously without resorting to layoffs or providing severance packages to employees. The company demonstrates stability and is not prone to downsizing."

Female, 34 years old, married, European company, non-management (P12)

"The important factor is the stability of the company, which is job security…"

Female, 44 years old, married, European company, middle-management (P14)

"The important factor is the stability of the company. I look at how long the company has been running and its trend of continuous operation, profitability, and avoiding downsizing in the near future."

Female, 35 years old, married, European company, non-management (P40)

4.2.2 The motivation factor in working.

The results of the motivation factor survey show that the primary driver for employees is compensation and benefits, with 38% of respondents indicating its importance. Following closely behind, 23% of participants emphasized challenges. The minority of the motivation factor is represented by achievement and Key Performance Indicators (KPIs) at 18%. Additionally, 15% of the respondents identified supporting

their family as a motivator for their work, while 13% cited people, and 10% mentioned experience and career advancement. For others, each factor ranged from 3% to less than 10%, These findings are illustrated in **Figure 4.2:** "The Motivation Factors in Working," below:
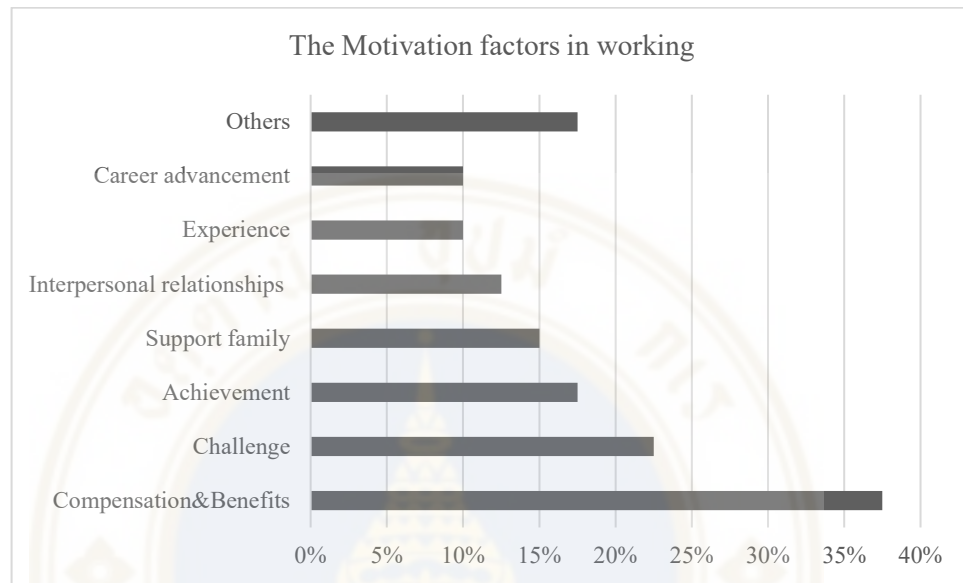
Figure 4.2 The Motivation Factors in Working

These findings illustrate that while financial rewards play a crucial role in motivating employees, other factors like personal achievements and the desire to provide for their families also hold considerable importance in driving employee motivation in the workplace, as follow:

4.2.2.1 Compensation and benefits

The compensation refers to the money and benefits provided to employees to motivate and reward their work efforts. It encompasses various forms of income, such as salaries, bonuses, allowances, and other perks. For some employees, the level of compensation is crucial as it directly impacts their ability to support their families and manage financial obligations, including debt. Additionally, employees may also compare their compensation with that of their friends or peers to gauge how competitive and fair their remuneration is within the industry. Furthermore, the workload and responsibilities associated with the compensation package can influence an

employee's satisfaction and overall motivation at work. Employers need to carefully consider these factors when structuring compensation packages to attract, retain, and motivate their workforce effectively. This is elaborated below:

"Compensation must cover my debt."

Female, 51 years old, single, European company, middle-management (P38)

"Money…benefits that we received in term of money."

Female, 32 years old, single, American company, non-management (P4)

"Compensation…compare their earnings to those of friends who share similar characteristics, such as being of the same age, having the same educational background from the same university, and working in the same private company."

Male, 30 years old, single, European company, non-management (P5)

"Income…The fundamental reason why people working is income, it's enables them to meet their financial needs and goals with a steady income, individuals can support themselves, provide for their families, afford necessary goods, and even allocate funds for leisure activities like travel. Having a reliable income ensures that people do not have to spend excessive time and effort solely on gathering money to fulfill basic requirements."

Male, 31 years old, married, Thai company, non-management (P26)

4.2.2.2 Challenges

The challenge is a secondary factor in motivating employees to work, as it is related to employees' interests. Challenges can be generated through self-organization or by employees themselves, as follow:

"Regarding the challenges at work, I'm interested in taking on tasks that I've never done before."

29 years old, single, European company, management (P3)

"An interesting job helps me improve myself, as it presents chal-lenges that push me to grow."

Male, 30 years old, single, European company, non-management (P5)

"I enjoy embracing new experiences. Being someone without goals leaves me susceptible to becoming easily bored. That's why I seek more chal-lenges. While international companies may provide set goals, we, in the case of a Thai company, need to establish our own objectives…"

Male, 28 years old, single, Thai company, Management (P20)

"When I receive tasks, I view them as challenges that I am eager to accomplish. If I can successfully complete them and the outcome satisfies others, it brings me happiness."

Female, 30 years old, single, European company, non-management (P39)

4.2.2.3 Achievement and Key Performance Indicators (KPIs)

The sense of achievement and achieving Key Performance Indicators (KPIs) are the results that indicate employees feel a sense of pride in their work and receive positive evaluations. Moreover, this encompasses how they set goals and gain clarity on their individual responsibilities and objectives. The outcome of meeting these goals often leads to salary adjustments, as employees are recognized and rewarded for their performance and contributions to the organization. The sense of accomplish-ment and meeting KPIs plays a crucial role in motivating employees a sense of fulfill-ment in their roles, as below:

"The others can observe the results of my work, and when my efforts lead to successful outcomes. It's essential for me to have clear Key Performance Indicators (KPIs) and measurements in place as they provide a sense of direction and purpose. Without them, my motivation tends to wane. Therefore, setting up bonuses based on achieving specific goal amounts helps to keep me motivated, as it provides a concrete incentive to strive for success. However, the setting of standards, including Key Performance Indicators (KPIs), bonuses, and rewards, may not be the same for every manager. My KPIs are set by my manager, but others may have different

approaches depending on their leadership style. Nevertheless, it is essential to have clear and well-defined KPIs, bonuses, and rewards, as they serve as the main drivers of my motivation and efforts in the workplace."

Female, 34 years old, married, American company, management (P2)

"I aspire to witness the machine operating at 100% efficiency. The maintenance team's role is crucial in ensuring that my Key Performance Indicators (KPIs) are met. If I observe the machine breaking down, I consider it a failure on my part and that of my team, as it indicates a lack of efficiency in our work, which can have repercussions on others."

Male, 39 years old, married, European company, non-management (P22)

"I am determined to achieve the goals that we set. For instance, I organize mini field days with the objective of encouraging farmers to purchase goods. When the farmers indeed make purchases, it becomes a significant accomplishment for me, as it shows the success of my efforts."

Female, 32 years old, single, American company, non-management (P4)

"Work achievement…when we can see the goal clearly, it sparks motivation within us, driving us with motivation to take the necessary actions and work diligently towards achieving it."

LGBTQ+, 31 years old, single, American company, non-management (P11)

4.2.2.4 Supporting the family

Family serves as a motivational factor for employees, inspiring them to work diligently to support and provide for their loved ones. The desire to ensure the well-being and happiness of their family members serves as a powerful driving force that fuels their commitment and dedication in the workplace, as follow:

"Family, I strive to support and provide for my family so that my parents do not face financial difficulties."

Male, 46 years old, married, European company, management (P10)

"Family… I must work diligently to ensure that they live comfortably. Their well-being is of utmost importance to me."

Female, 34 years old, single, European company, non-management (P16)

"I have children who depend on me, I must support them which motivate me to work."

Female, 48 years old, single, European company, non-management (P17)

4.2.2.5 People

People constitute the minority factor that motivates individuals to work, and this factor is linked to various individuals within the organization. These individuals include the boss, leader, team lead, colleagues, and co-workers. Additionally, it encompasses external parties such as customers, suppliers, and contractors. This is asserted as follows:

"People… If my work does not receive good cooperation from colleagues, I occasionally experience helpful collaboration. In such cases, I report to my boss to seek assistance."

Female, 29 years old, single, European company, non-management (P3)

"Being able to work with colleagues as the same team involves helping each other."

Female, 34 years old, married, European company, non-management (P12)

"Regarding the boss, if the boss is good and we feel responsible for our work, we are inclined not to create any issues with them."

Female, 36 years old, married, European company, management (P33)

"When I interact with customers and am able to assist them in some way, it brings me happiness."

Female, 26 years old, single, European company, non-management (P1)

4.2.2.6 Experience

Another minor outcome within the realm of employee motivation is the factor of experience. This pertains to employees who prioritize accumulating experience along their career path, with the intention of utilizing or adapting their skills in alternative careers or future opportunities. This aspect is further contented below:

"Exchanging attitudes or experiences with colleagues within the organization, especially in close proximity, serves as my motivation factor."

Female, 26 years old, single, European company, non-management (P1)

"Working more enables us to gain more experience, which is beneficial as it allows us to adapt our skills to other career opportunities."

LGBTQ+, 29 years old, single, Thai company, non-management (P13)

"The experience I've gained makes me proud to showcase my work to others, signifying that my efforts have been recognized and accepted by people within the organization."

LGBTQ+, 30 years old, single, European company, non-management (P15)

4.2.2.7 Career advancement

The final point of consideration pertains to the minor motivational factor of career advancement, particularly relevant for those individuals who aspire to progress in their professional trajectories. While this factor assumes primary importance for some, it may not hold the same significance for others, as elaborated upon below:

"My motivation is centered around career advancement. I am in this position to progress within this career, starting from a staff role. With sufficient ability, I aspire to advance to a managerial level."

Female, 34 years old, married, European company, non-management (P12)

"I aspire to grow in this career and achieve a higher position than my current one."

Female, 29 years old, single, European company, non-management (P19)

"My primary motivation factor revolves around career advancement, aiming to progress to a higher level in the future."

Male, 32 years old, single, Thai company, non-management (P25)

4.2.3 The organization support or motivate working of employees.

The results pertaining to the organization's support or motivation for employees' work reveal that people (40%) constitute a noteworthy factor, followed by compensation and benefits (35%), and lastly, learning or training (20%). These findings underscore the significance of fostering a supportive work environment, offering competitive compensation packages, and providing avenues for personal and professional development to effectively motivate and engage employees, as depicted in **Figure 4.3** "The factors of organization support or motivate in working" below:
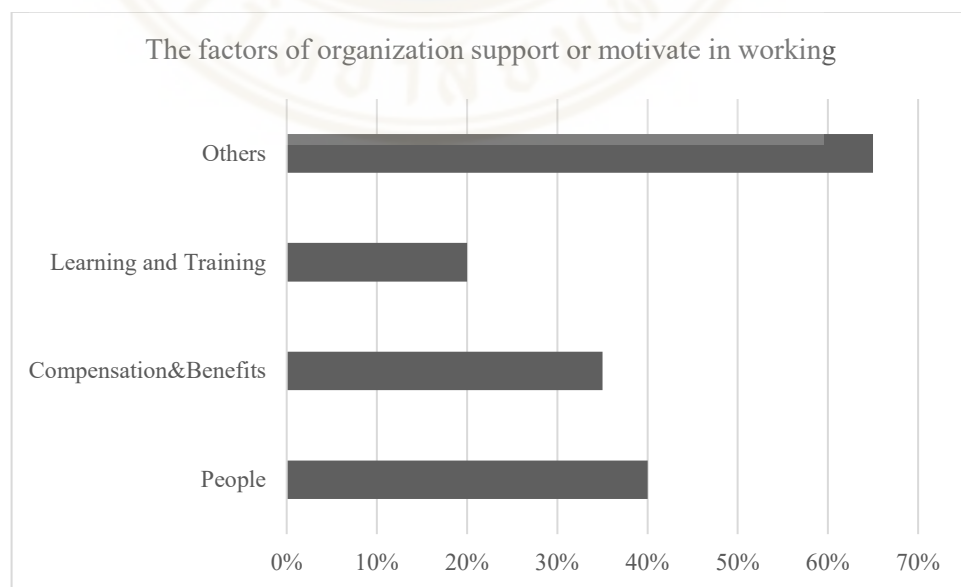
Figure 4.3: The factors of organization support or motivate in working.

4.2.3.1 People

In the workplace, people include co-workers, colleagues, leaders, and the boss. The motivation provided by these individuals within the organization is a significant factor in motivating employees' work. Support, advice, open-mindedness, active listening, and mutual understanding play essential roles in fostering a motivating work environment. Additionally, the willingness to share knowledge, maintain a friendly atmosphere, and demonstrate strong teamwork further contribute to a positive and motivated workplace. When people within the organization exhibit these qualities, it encourages employees to be more engaged, productive, and satisfied in their roles. This aspect is further contented below:

"In my opinion, the flatter organizational structure brings me closer to the boss. This proximity has its advantages as it creates a sense of camaraderie within the team, allowing us to consult and share information freely among ourselves. My team consists of 8 people, and this open communication enables us to exchange ideas with anyone on the team... if there were high barriers to communication, it would reduce the motivation at work."

Female, 34 years old, married, American company, management (P2)

"When my subordinates are happy, it brings me joy as well. Overall, I strive to be supportive and helpful to them, especially when it comes to personal issues, although there might be situations where I can't help. However, the general sentiment among my subordinates is that they are content working here with no changes in personnel for the past 3-5 years. If I had over 10 different subordinates within a 3-year period, it would be a clear indication that my subordinates were not satisfied or happy with their work situation."

Male, 46 years old, married, European company, management (P10)

"The leader I work with is excellent; they listen to me and encourage my professional growth, which prevents me from feeling stuck in the same subordinate position forever. Currently, my boss motivates us to become smarter and more skilled. I understand that if I enhance my expertise, it will make our collaboration smoother and more comfortable for him. He is my ideal boss."

Male, 30 years old, single, European company, non-management (P5)

"The organization takes good care of its employees, and there is a strong sense of camaraderie among colleagues and support from the boss."

Female, 33 years old, married, American company, non-management (P18)

4.2.3.2 Compensation and benefits

The organization supports employees' motivation through various compensation and benefits, which encompass salary, rewards, allowances, provident fund, and other additional perks. This is asserted as follows:

"The overall welfare and benefits in this organization is excellent when it comes to taking care of employees. They treat us as part of the team, not as outsiders, which makes me feel welcomed and appreciated."

LGBTQ+, 32 years old, single, European company, non-management (P7)

"Compensation is good, and it satisfies me at my current level."

Female, 30 years old, single, American company, non-management (P8)

"Welfare and benefits in this organization are excellent, which is a significant factor that motivates me to stay here."

Female, 34 years old, married, European company, non-management (P12)

"Welfare in this organization is excellent, including medical coverage for family, provident fund, and a higher number of leave days compared to other organizations."

Male, 51 years old, married, European company, non-management (R32)

4.2.3.3 Learning and training

The provision of learning and training constitutes a subset of the factors that the organization employs to support and encourage employees in their work

endeavors. This supportive framework encompasses diverse approaches, such as organization-provided courses, employee-initiated course requests, on-the-job training initiatives, and knowledge dissemination within the team. These mechanisms encompass both in-house training and external programs, including e-learning modules, as delineated below:

"I can communicate effectively within the team. If I'm interested in learning more, I simply express my desire, and they readily offer relevant courses. Additionally, the team is always available to provide guidance. Furthermore, the organization frequently offers training courses to enhance skills and facilitate knowledge sharing."

Female, 26 years old, single, European company, non-management (P1)

"Training…Firstly, certain departments within the organization offer mandatory courses for employees. Secondly, employees have the option to request specific training. Thirdly, supervisors assign additional skills and expertise development to enhance career advancement. For instance, I was tasked with participating in management meetings to receive on-the-job training as an example."

Male, 46 years old, married, European company, management (P10)

"The organization offers comprehensive training opportunities. If you're interested in expanding your knowledge, this organization resembles a vast library where your learning potential is determined by how much you wish to learn."

Female, 29 years old, single, European company, non-management (P19)

*"The organization provides support for employees to learn and find courses to further their education."*

Female, 35 years old, single, European company, non-management (P35)

4.2.4 The flat organization impact on motivation of employees.

The results of the impact of a flat organizational structure on employees' motivation encompass positive, negative, and neutral effects. The primary impact is

prominently evident within the operational sphere, constituting a significant 53%. Subsequently, a minor impact is discernible in the realm of career advancement, amounting to 15%, accompanied by a non-impact influence of 13%. Furthermore, a supplementary impact associated with interpersonal relationships is acknowledged, representing 10% of the overall impact. This is shown in **Figure 4.4** "The flat organization impact on motivation of employees" below:
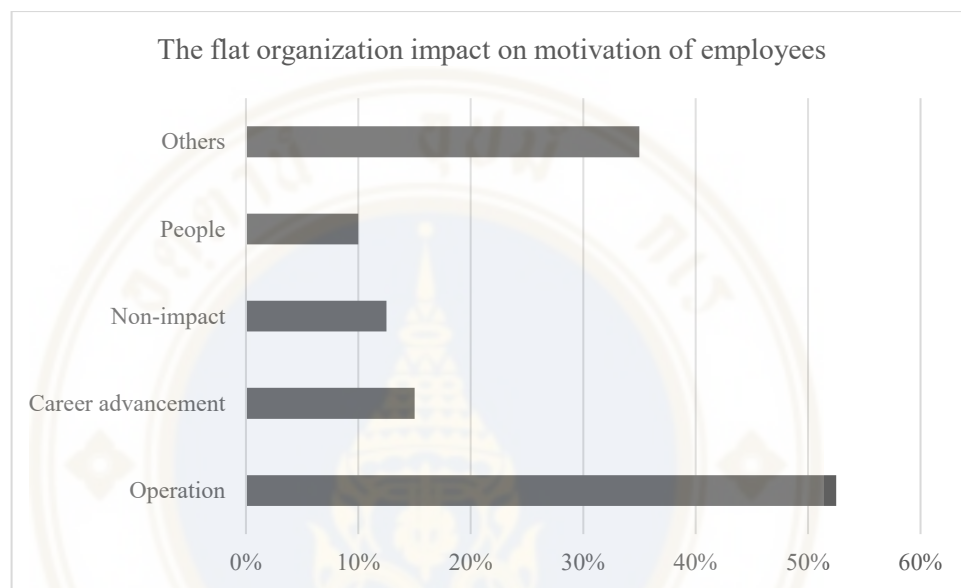
Figure 4.4: The flat organization impact on motivation of employees.

4.2.4.1 Operation

Regarding the operational aspect, 90% reflect positive impacts, and 10% correspond to negative impacts. The operational aspect mainly refers to the way of working in a flat organization, characterized by less bureaucracy in the process of approval and easy communication with colleagues across the organization. This streamlined approach facilitates faster completion of work tasks, as outlined below:

"There is no negative impact; the organization excels in terms of fast working and reduced lead time. There is no need to wait for management approval for everything, which significantly speeds up the work process that makes the business operations run at a faster pace."

Female, 30 years old, single, American company, non-management (P8)

"There is no negative impact; the employees feel active and engaged at work. There is no sense of having to wait to complete tasks; instead, the work is accomplished faster, which contributes to a more enjoyable work."

Female, 33 years old, married, American company, non-management (P18)

"The organization operates smoothly, with easy communication, resulting in a positive impact that prevents boredom at work. Employees experience a seamless workflow and can work more efficiently and quickly…"

Male, 28 years old, single, Thai company, non-management (P24)

"It's acceptable to work within our designated roles and receive direct assignments from the boss, even when we are required to make decisions during the working process. This setup provides us with opportunities to think critically and listen to different perspectives."

Female, 35 years old, single, European company, non-management (P35)

"I feel a positive impact because the organization has fewer employees, allowing them to take better care of their staff in terms of benefits. Additionally, the close to the boss and easy communication with them"

Female, 30 years old, single, European company, management (P21)

"There is no negative impact; we can easily communicate with the boss, which is more accessible compared to a tall organization."

Female, 48 years old, single, European company, non-management (P17)

"The operations are not stagnant, and the steps we follow are not overly complex."

Female, 44 years old, married, European company, middle-management (P14)

"The operational scope of our organization is not as clearly defined in comparison to international companies. For instance, employees in other companies are often aware of their specific goals for the year, along with a provided

framework to achieve them. However, in our organization, goals are given without a set framework. We are expected to determine our own approach in order to attain these goals."

Male, 28 years old, single, Thai company, Management (P20)

"The top management level may not possess an in-depth understanding of the processes, instead, their primary focus is on reviewing reports…They often lack the time to delve into the intricate details of the working processes."

Male, 51 years old, married, European company, non-management (P32)

4.2.4.2 Career advancement.

Career advancement is mostly negatively impacted by the flat organizational structure, as it often limits the career path for employees. This limitation on positions can be discouraging for individuals who aspire to grow in their careers and seek higher roles within the organization.

"There are indeed significant negative impacts, and I find that the flat organization may not be suitable for people with high ambitions like me. As someone who aspires to grow in my career path, I once asked my boss I had not have the potential to be in a management position. However, the flat organization seems to create barriers, and I am uncertain if they value high-profile individuals or not."

Female, 51 years old, single, European company, middle management (P38)

"There may be a negative impact on individuals who are interested in advancing in their career path. However, for people who are not interested, it may not have an impact…"

Male, 32 years old, single, Thai company, non-management (P25)

"I think the flat organizational structure can have an impact. Employees in such an environment often come from diverse cultural and professional backgrounds. While some companies offer regular career growth opportunities, others may have longer intervals, such as 3 years or more… The flat organizational structure

can impact career advancement by limiting empowerment to only a select few individuals.”

LGBTQ+, 32 years old, single, European company, non-management (P7)

4.2.4.3 Non-impact

Certain employees assert that the organizational structure, whether flat or hierarchical, does not significantly affect their motivation to work. This sentiment is grounded in the organization's ability to meet their needs through alternative means, as below:

“Non-impact. In my perspective, I don't observe any influence of organizational types, be it flat or hierarchical, on motivation. I don't feel driven to work for the sake of advancement. Ultimately, the position I hold does not determine my motivation. I am indifferent to titles like director or any other. The pivotal factor is whether I enjoy the job I do or not, and whether I am interested in it. Thus, the flat organizational structure doesn't affect my motivation.”

Female, 35 years old, married, European company, non-management (P40)

“For me now, a flat organization does not impact to me.”

Female, 30 years old, single, European company, non-management (P39)

4.2.4.4 People

The impact from people primarily tends to be negative, with positive impacts comprising only a minority fraction. As outlined below:

“I believe that a flat organization operates with fewer people as part of its inherent structure. In my opinion, having fewer individuals generally means encountering fewer problems. Even when challenges arise, I am still capable of effectively handling them.”

Female, 34 years old, married, European company, non-management (P12)

"Even if the organization is not flat, it might not alter anything substantially. In truth, the impact doesn't hinge on whether the organization follows a flat structure or not. Rather, the real negative impact is driven by the people who serve as my motivation in my work."

Female, 29 years old, single, European company, non-management (P3)

"In my opinion, a flat organization is theoretically the most comfortable working environment. It simplifies tasks and offers a pleasant atmosphere for collaboration. However, the practical experience depends largely on the people involved, particularly colleagues. They need to acknowledge and embrace the flat organizational structure. Moreover, the boss must exhibit a strong leadership style and assert their authority by taking decisive actions. They should prevent unnecessary conflicts among their subordinates, as these matters are not within the boss's purview. For instance, I have colleagues who are the same age as my boss but hold the same position as me. This situation leads them to leverage their closeness to each other, often pretending to possess more seniority than they actually do."

LGBTQ+, 29 years old, single, Thai company, non-management (P13)

"I would like to highlight that the positive nature of a flat organization can be beneficial. However, in this particular organization, it seems to be a mix of old and new generations, and the transformation may not be at 100%. It is sometimes harder to work than usual because the older generation does not listen to the way we would like to improve. Even though the way of thinking of the new generation is innovative, it can sometimes be too radical and deviate from established processes. Therefore, the flat organization here is trending towards improvement, but there is still a need for further development, especially people. The categorization of the old and new generation is based on years of service, not age… In my opinion, employees who have worked here for 6 years or more can be considered as the old generation."

Female, 36 years old, married, European company, management (P33)

4.3 Understanding job satisfaction and its impacts on employees

When considering the topic of job satisfaction, it is notable that the majority of employees commonly focus on compensation and benefits, as well as interpersonal relationships or factors related to people. These elements are closely succeeded by achievements and operational efficiency, which in turn are intricately connected to proficient decision-making processes. This alignment is elucidated further below:

4.3.1 Description of meaning job satisfaction of employees

The study's findings regarding employees' job satisfaction primarily revolved around the following factors: achieving tasks within deadlines (48%), followed by compensation and benefits (35%), and people (25%). This information is visualized in **Figure 4.5** titled "The Meaning of Employee Job Satisfaction," presented below:
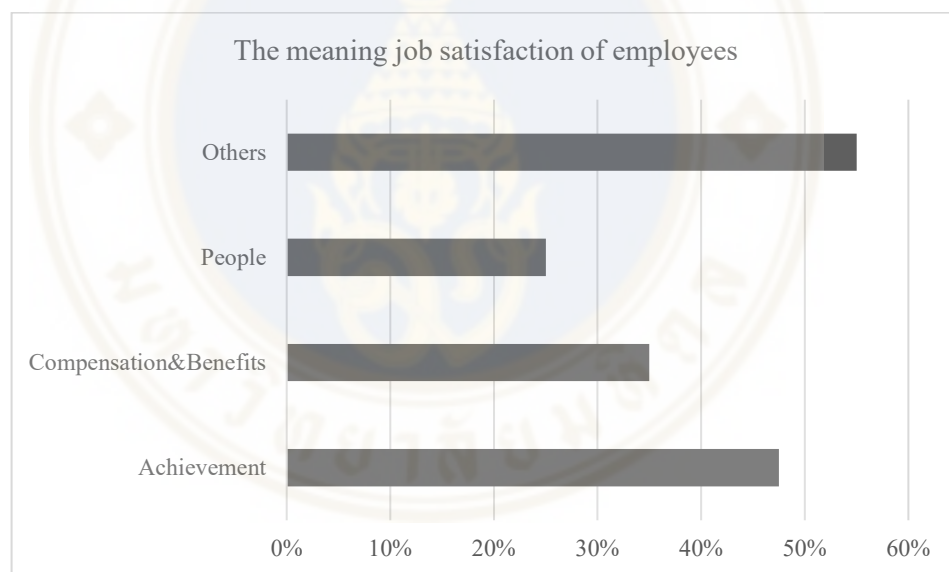
Figure 4.5: The meaning job satisfaction of employees

These findings highlight the importance of timely task completion, competitive compensation, positive work relationships, and overall job contentment in contributing to employees' satisfaction in their roles, as detailed below:

4.3.1.1 Achievement

Work achievement encompasses getting the work done, successfully solving problems, and completing tasks on time, all of which are linked to Key Performance Indicators (KPIs) and are acknowledged as accomplishments, as elaborated below:

"We can work through negotiation and effective communication to ensure that suppliers can produce and supply packaging plans on time, without impacting our production schedule….that's achievement…"

Female, 30 years old, single, European company, management (P21)

"Being able to deliver work... If I and my team can accomplish 70% of KPIs, I believe that we have achieved success…"

Male, 46 years old, married, European company, management (P10)

"Working towards achieving objectives and effectively solving challenges are essential parts of success. It is normal to encounter obstacles, varying opinions, and issues during and after work, and I am content with addressing them. Whenever problems arise, our team strives to resolve them. Finally, it is successful."

Male, 57 years old, married, European company, middle management (P29)

"Getting the work done, the boss accepted my work, and I received a reasonable salary."

Female, 35 years old, married, European company, non-management (P40)

4.3.1.2 Compensation and benefits

Compensation and benefits encompass various aspects, including welfare and allowances for working. Additionally, certain benefits extend to cover employees' families, and these are often benchmarked against market standards, considering the employees' skills reasonably. The content is further elaborated below:

"Welfare that is competitive in the labor market… I compared my welfare to that of friends or people I know in the same business."

Female, 44 years old, married, European company, middle management (P14)

"Compensation for my work includes getting extra pay for overtime and receiving allowances when working outside the usual work location… Welfare that supports my family..."

Female, 34 years old, married, European company, non-management (P12)

"...Compensation is reasonable considering the skills I utilize for my work…"

Male, 28 years old, single, Thai company, non-management (P24)

4.3.1.3 People

Interpersonal relationships within the organization represent another significant aspect contributing to employee satisfaction. This encompasses factors such as colleagues', co-workers', and bosses' personalities, attitudes, and mindsets. The context is elaborated below:

"People who consider themselves to be the center of the universe often exhibit dissatisfaction when it comes to working with others… This type of person tends to engage in behaviors that are contrary to what the majority prefers, such as being excessively confident and inflexible… They adhere strictly to their own perspective; for instance, if a directive is given to turn left, they would insist on following that exact instruction."

LGBTQ+, 32 years old, single, European company, non-management (P7)

"If my subordinates are happy, I'm also happy."

Male, 46 years old, married, European company, management (P10)

"I find satisfaction in having a strong teamwork and being loved and admired by customers."

LGBTQ+, 30 years old, single, European company, non-management (P15)

"My definition of satisfaction encompasses operational aspects, interactions with colleagues, and the level of salary compensation."

Female, 34 years old, single, European company, non-management (P16)

"The organizational culture emphasizes an environment free from gossip and the fear of betrayal. People here express their complaints or voice their concerns directly to others, rather than engaging in conversations behind their backs."

Female, 29 years old, single, European company, non-management (P19)

4.3.2 The most important factor of satisfaction of employees

The outcomes of the employee job satisfaction factor survey reveal that compensation and benefits significantly influence job satisfaction, with 38%, alongside an equivalent importance attributed to interpersonal relationships. Achievement closely follows at 33%. Furthermore, the minority satisfaction factor pertains to operations, accounting for 13%. Regarding compensation, this encompasses elements like cash, income, welfare, and various benefits, all intertwined with the assessment of employees' skills and contributions.

In the context of achievement, the focus mainly centers on aligning with the company's goals, daily objectives, and personal goals set by employees for the organization. The operational factors relate to the working approach that fosters a more engaging work environment and contributes to the organizational culture. The data is visualized in **Figure 4.6** titled "The Important satisfaction factor in working" presented below:
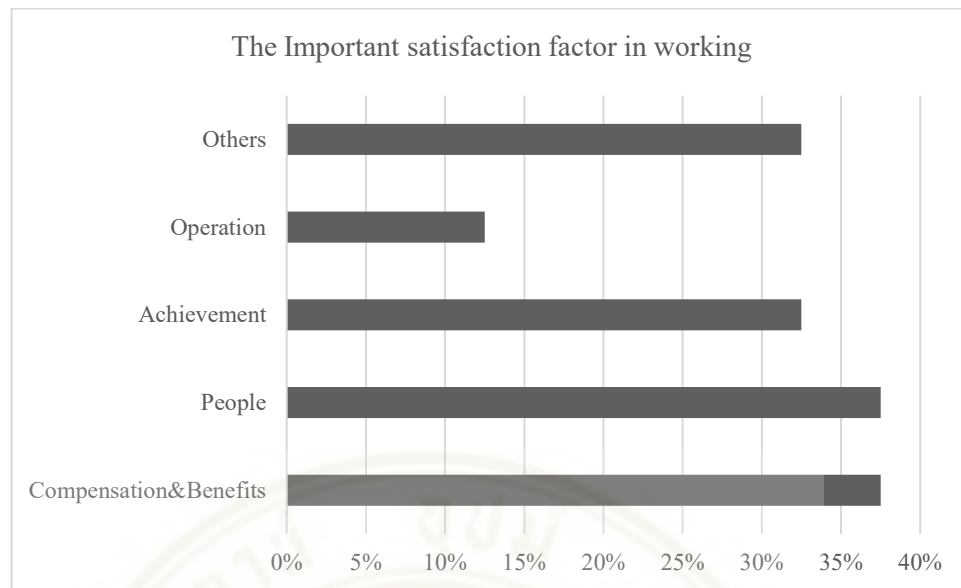
Figure 4.6: The Important satisfaction factor in working.

4.3.2.1 Compensation and benefits

The money and income are part of the compensation and bene-
fits package. They are significant factors contributing to employees' job satisfaction and
are among the key aspects' employees aim for in their careers, as follow:

*"Money; when you work, you expect to be compensated… I have
a specific salary expectation, and I am willing to work for any company that dares to
offer that amount. This is why I have changed companies every two years, seeking better
opportunities. However, despite this, I have been with my current organization for a
remarkable 8 years…"*

Male, 38 years old, married, European company, management
(P9)

"…Reasonable income that matches my skills."

Male, 28 years old, single, Thai company, non-management
(P24)

*"…Benefit s and income, such as my organization providing
snacks at the pantry and a massage chair for mental health…"*

Female, 36 years old, single, European company, Non-Manage-
ment (P36)

> *"Good income and good people make me happy to work here…"*

> Male, 32 years old, single, Thai company, non-management (P25)

4.3.2.2 People

Interpersonal relationships or interactions among people significantly impact employee satisfaction. These relationships cultivate a work environment devoid of unnecessary pressure, conducive to smooth collaboration, providing guidance, promoting mutual understanding, and fostering a culture of support among colleagues. This factor stands out as a primary contributor to employee satisfaction, as highlighted below:

> *"The boss who understands me…compared to other factors, the boss and colleagues are the main factor that make me feel satisfied at work."*

> Female, 26 years old, single, European company, non-management (P1)

> *"Colleagues and the boss; It's my nature not to enjoy being pressured or unsatisfied with the boss. I am not happy at all. In my previous job, I felt that I couldn't work well with my boss, and I constantly asked myself if I would have to continue working with this person for the entire duration of my employment there. It was the primary reason that led me to decide to change jobs, even if it meant a decrease in salary. I don't care about the salary decrease; I just want to move on from there… Indeed, when we work, we interact with people within the same organization. We must definitely have a boss and colleagues. Therefore, having a boss and colleagues might be the main factor influencing my job satisfaction. All in all, I am someone who cannot hide my feelings."*

> Female, 43 years old, single, European company, non-management (P28)

> *"My satisfaction revolves around my colleagues and my boss. If I were to have negative experiences with either my colleagues or my boss, I would contemplate resigning from the organization. While I can manage my work well, I cannot*

control interpersonal dynamics… my boss consistently provides support. As for colleagues, this encompasses co-workers as well.”

Female, 34 years old, single, European company, non-management (P16)

“Guidance and encouragement at work hold considerable importance. When faced with challenges, I turn to my boss for advice. The trust my boss exhibits in my ability to navigate these difficulties cultivates a positive outlook. However, my dissatisfaction arises from communication disparities, resulting in misunderstandings. For instance, there are instances where my perspective isn't comprehended, and conversely, I struggle to grasp their viewpoint as well…”

Male, 30 years old, single, European company, non-management (P5)

“The social aspect at work entails a pressure-free environment centered around people and relationships within the workplace.”

Female, 44 years old, married, European company, middle management (P14)

“The team facilitates easy communication and shares a common direction.

Male, 28 years old, single, Thai company, non-management (P24)

“The work environment is a factor that brings me satisfaction, primarily due to the supportive nature of individuals who collaborate and assist each other.”

Female, 36 years old, single, European company, Non-Management (P36)

“Experiencing happiness at work encompasses aspects like achieving a work-life balance and promoting effective teamwork. Teamwork involves the collective collaboration of every team member, where individuals willingly assist each other, transcending their individual roles. This collaborative environment fosters an atmosphere akin to a supportive family rather than one where individuals are solely focused on their own Key Performance Indicators (KPIs) and competing against their

peers. Warn and teach each other, functioning as a cohesive unit rather than merely striving to outperform others."

Male, 39 years old, married, European company, non-management (P22)

4.3.2.3 Achievement

Achievement serves as a significant factor contributing to employees' job satisfaction, encompassing their ability to resolve issues, complete tasks accurately and within deadlines, and successfully attain objectives. Furthermore, achievement encompasses feedback from both internal and external stakeholders. This is detailed further below:

"*The work is completed accurately, within the designated timeframe, and deemed acceptable by superiors.*"

Female, 35 years old, married, European company, non-management (P40)

"*Achievement; my works are not always visible to others, but I have completed projects that make me proud.*"

Female, 51 years old, single, European company, middle management (P38)

"*When we negotiate with someone, we can explore various approaches to achieve the tasks…*"

Female, 30 years old, single, European company, management (P21)

"*Work achievement. Tasks completed. Problems successfully solved. … or being able to connect with people who can offer help.*"

Male, 57 years old, married, European company, middle management (P29)

"*Even when I design work without receiving feedback within the organization, receiving positive feedback from customers serves as an achievement for me.*"

LGBTQ+, 29 years old, single, Thai company, non-management (P13)

"My completed work has garnered more positive feedback than negative feedback, yielding positive results for employees. Their satisfaction brings me contentment. Furthermore, the utilization of my work at a regional level adds to my satisfaction with this achievement."

Female, 30 years old, single, European company, non-management (P39)

4.3.2.4 Operation

The aspect of operation yields minor results, being closely tied to the methods of working. This includes the utilization of tools, equipment, and systems to ensure employees work smoothly and align with the company's goals, as follow:

"Work should not be boring; it is influenced by the system or approach to work. The process can be altered, while still yielding the same result."

Female, 29 years old, single, European company, non-management (P3)

"Currently, we are engaged in generating reports, yet I have encountered multiple issues, including problems with the application, system glitches, and incorrect data. These challenges have led to delays in completing my reports, necessitating considerable time investment for issue investigation. Despite working with the database, which ideally should be accurate, it is not. This process has resulted in a waste of my time. In my opinion, I believe that the tools or the system do not sufficiently support the work."

Female, 35 years old, single, European company, non-management (P35)

"If the organization can provide support for the way of working aligned with my goal, which is connected to the strategy."

Male, 31 years old, married, Thai company, non-management (P26)

"My satisfaction factor lies in the alignment of the work design with the organization's direction."

Male, 28 years old, single, Thai company, non-management (P24)

"Having efficient tools or systems for operations greatly con-tributes to my work's smoothness. This factor significantly enhances my job satisfac-tion."

Female, 35 years old, married, European company, non-man-agement (P40)

4.3.3 The flat organization impact on job satisfaction of employees

The findings pertaining to the impact of a flat organizational structure on employees' job satisfaction primarily indicate a significant emphasis on the operational aspect, accounting for a substantial proportion of 60%. Other factors hold a relatively minor influence, comprising people (20%), compensation and benefits (18%), as well as decision-making processes. The data is visualized in **Figure 4.7** titled " The flat organization impact on job satisfaction of employees." presented below:
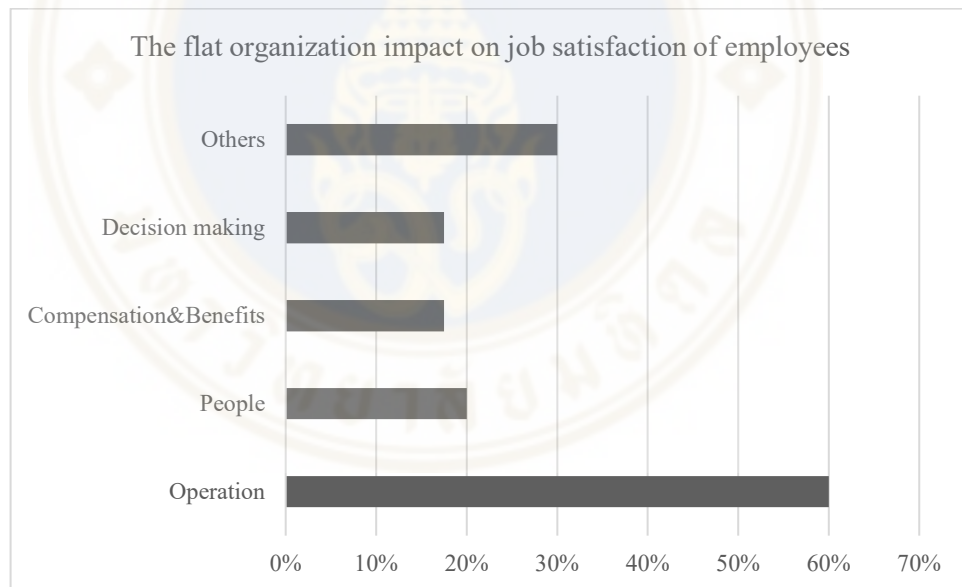
Figure 4.7: The flat organization impact on job satisfaction of employees.

These findings underscore the impact of a flat organizational structure on employees' satisfaction. Each factor can manifest both positive and negative aspects, as elaborated below:

4.3.3.1 Operation

The findings related to the operational aspect reveal a predominantly positive impact at 92%, accompanied by a smaller negative impact at 8%. The organization's influence in this realm is evident through various supportive approaches. These include streamlined approval processes, efficient workflow, appropriate authorization levels, effective communication styles, adequate budgetary support, and careful management of workloads. This information is presented further below:

"The flat organization is my preferred choice, as it grants me a sense of ownership and own space in my work. Moreover, cross-functional individuals exhibit a positive mindset."

LGBTQ+, 31 years old, single, American company, non-management (P11)

"The streamlined decision-making process at work results in a more efficient workflow for me… When the process becomes overly complex, I perceive it as a waste of time, and it often leads to work delays or exceeding deadlines. This can undermine the company's commitments and affect the overall performance of my work."

Female, 34 years old, married, European company, non-management (P12)

"The flat organizational structure supports my work and contributes to a heightened sense of happiness. My happiness is derived from completing tasks swiftly…"

Female, 33 years old, married, American company, non-management (P18)

"The flat organizational structure fosters an environment where individuals are encouraged to think freely, propose improvements, and express their opinions. All opinions are considered with rationale."

Male, 39 years old, married, European company, non-management (P22)

"My opinion I think that a higher level of authorization leads to faster operations."

LGBTQ+, 32 years old, single, European company, non-management (P7)

"The flat organizational structure supports efficiency in terms of time, enabling quick decision-making. For instance, when initiating projects that involve multiple departments, the process typically requires passing through various stages. However, in a flat organization, the relevant stakeholders engage in discussions and provide authorization, allowing me to proceed swiftly. This streamlined approach represents a lean process."

Female, 36 years old, single, European company, Non-Management (P36)

"The impact of a flat organizational structure is evident in terms of expedited work processes and swift decision-making. In a flat organization, decisions are not mired in multi-level discussions; instead, they are made efficiently due to the reduced hierarchy. For instance, urgent tasks can be addressed promptly in a flat organization due to the streamlined decision-making process resulting from its fewer hierarchical levels."

Male, 30 years old, single, European company, non-management (P5)

"The flat organizational structure seems to offer support, but it also presents challenges. While it provides assistance in certain aspects, I've noticed that my work achievements can be overshadowed by the increased workload. For the past 5-6 years, I've been working independently, which has posed its own set of challenges."

Female, 51 years old, single, European company, middle management (P38)

4.3.3.2 People

The flat organization provides support to employees through interpersonal interactions, yielding a positive impact of 75% as opposed to a 25% negative impact. The influence of people encompasses their mindset at work, nurturing and encouraging nature, willingness to support the team, and ease of communication and discussion, contributing to a conducive working environment. Conversely, instances of negative mindsets and personalities can lead to negative impacts on employees' satisfaction, as outlined below:

"The flat organization supports my satisfaction in such a way that when I work and share my contributions with the group, I receive encouragement and admiration from my colleagues."

Male, 35 years old, married, European company, non-management (P6)

"The flat organization has been quite positive so far, with supportive bosses and seniors who are willing to provide training and guidance to me."

LGBTQ+, 31 years old, single, American company, non-management (P11)

"I find that my colleagues are currently supportive of each other. We have a good understanding and provide mutual support."

Male, 32 years old, single, Thai company, non-management (P25)

"People provide constructive feedback directly without being aggressive. They also offer solutions and suggestions to help me improve my work. ..."

Female, 30 years old, single, European company, non-management (P39)

"If the flat organization I encountered here were not as it is, it might be due to certain managers possessing biased mindsets. During the times when I am required to travel abroad for business trips, one manager becomes overly picky. Another manager has expressed to me that her relationship with the top management has changed, leading to her current behavior. I perceive that she has become overly attached and emotional. As a result, I experience discomfort in my work environment."

LGBTQ+, 29 years old, single, Thai company, non-management (P13)

"Only a few individuals, such as those within the same department sharing a common goal due to shared Key Performance Indicators (KPIs), tend to align. Meanwhile, people from other departments depend on whether their KPIs align with ours. It appears that older-generation individuals exhibit distinct styles compared to our requirements. For the newer generation, these practices are suitable but may require some refinement."

Female, 36 years old, married, European company, management (P33)

4.3.3.3 Compensation and benefits

The compensation and benefits provided by the organization play a pivotal role in heightening employee job satisfaction, despite their being classified as a minor impact that the company supports. This phenomenon can be attributed in part to the organization's structural configuration and size, wherein a more modest workforce allows for the provision of enhanced compensation and supplementary benefits, aligned with heightened responsibilities. Furthermore, rewards serve as incentives to drive increased employee productivity. Notably, a compassionate facet is discernible in instances of unpredictability, such as the context of a pandemic, as follow:

"I have higher expectations for compensation. In a more detailed analysis, I believe that the flat organization structure does support better compensation. This is because such organizations typically involve fewer employees handling higher responsibilities and workloads. As a result, the compensation tends to be higher…"

Male, 38 years old, married, European company, management (P9)

"The flat organization's efforts to enhance income growth have also contributed to increasing my satisfaction."

Male, 32 years old, single, Thai company, non-management (P25)

"The bonus, although it might be better in other companies, still satisfies me with the amount provided by this company."

Female, 43 years old, single, European company, non-management (P28)

"The compensation and benefits are satisfactory as they can support my family."

Male, 46 years old, married, European company, management (P10)

"They provide substantial compensation, and if you perform well, you'll receive it."

Male, 28 years old, single, Thai company, Management (P20)

"The organization offers more support in terms of activities and welfare compared to others. They provided financial assistance for home working equipment during the pandemic and offered extra compensation during that time. This has contributed to my happiness."

Male, 41 years old, married, European company, non-management (P23)

4.3.3.4 Decision making

Decision-making within the flat organization is closely tied to the authorization granted to each position, empowering employees. This practice contributes to streamlined operations and rapid decision-making within the scope of their responsibilities. This approach enhances productivity significantly, as illustrated below:

"The flat organizational structure, from my perspective, lacks numerous approvers or reviewers. This is a positive aspect, as it enables a more focused and deep level of authorization at work. I do not need to divert my attention to various sections; instead, I can concentrate on a narrower yet stronger scope. However, there are instances where I encounter gray areas that result in a somewhat ambiguous scope of management. Nevertheless, the decision-making process remains relatively straightforward. The confidence my superiors place in me to make decisions is evident, and I find the process less complex. In my view, my work, such as report completion, requires fewer approvers to be finalized."

Female, 34 years old, married, American company, management (P2)

"The flat organizational structure supports the decision-making aspect by involving fewer levels of approval. The process typically includes the boss and, ultimately, the country manager for final decisions. This streamlined approach to decision-making provides me with the necessary authorization to effectively manage my work and achieve desired outcomes."

Female, 34 years old, married, European company, non-management (P12)

"I perceive that I possess the authorization to make decisions within my designated scope of work. This empowerment enables me to independently make decisions within the authorized range, without the need to seek approval from others. Consequently, I can make decisions autonomously."

Female, 32 years old, single, American company, non-management (P4)

"The flat organizational structure facilitates swift work processes and expedites decision-making. The streamlined hierarchy reduces the need to solicit opinions from multiple parties, resulting in faster and more efficient work processes. This aspect contributes to improved workflow."

Male, 30 years old, single, European company, non-management (P5)

"The organization's support is evident in its effective communication processes, which positively influence work quality and the pace of operations. This, in turn, impacts overall productivity and ensures timely marketing efforts. When more time is available, it contributes to enhanced performance, subsequently linking to factors such as compensation and job security."

Male, 28 years old, single, Thai company, non-management (P24)

4.4 Understanding work performance and its impacts on employees

4.4.1 Employee's perspective on outstanding work performance

This section presents the perspective of employees regarding exceptional work performance. The results predominantly indicate achievements at a rate of 50%, followed by a minority indicating operations at 25% and people at 13%. The data has been graphically represented in **Figure 4.8** entitled "The Excellent Work Performance from Employees' Perspectives," as presented below:
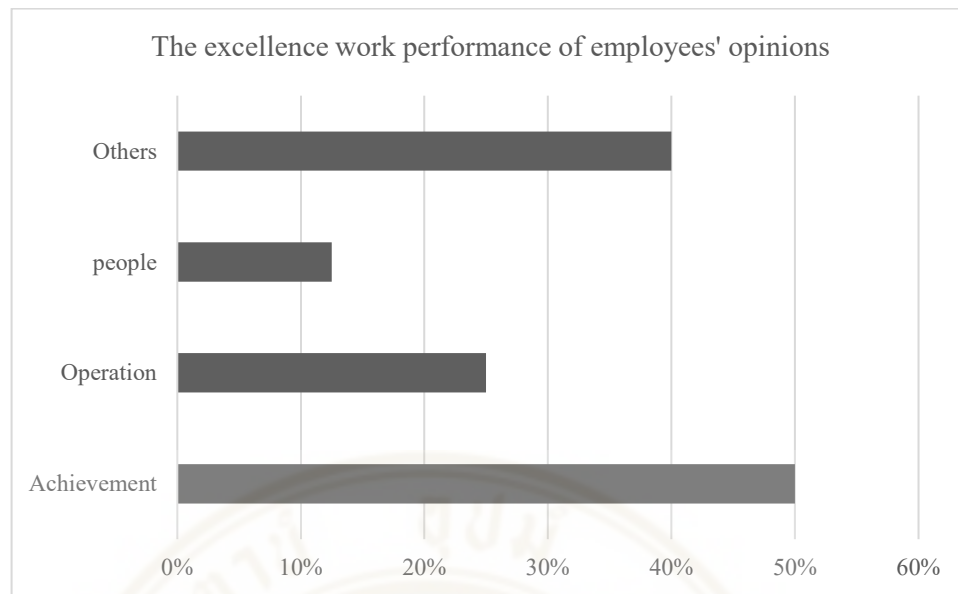
Figure 4.8: The excellence work performance of employees' opinions

4.4.1.1 Achievement

The results of this achievement also reveal a sense of accomplishment. This sense of accomplishment is not only tied to the successful achievement of goals and tasks but also encompasses the emotional experience of reaching objectives, achieving tasks and goals, delivering results on time, and working without errors. This is demonstrated as follows:

"I sell products to customers, and they achieve the results as I expected. I consider this as a measure of my work performance. Sometimes, I feel like I have failed, wondering why the customers didn't receive the expected results. In my view, since all customers pay money to the company, which constitutes my income, their success is crucial. If they succeed, it ensures that they have the ability to pay the company, and subsequently, the company can compensate me."

Male, 28 years old, single, Thai company, Management (P20)

"The achievement revolves around brand building, creating products for sale to customers, making customers familiar with the brand, and increasing sales volume."

Male, 28 years old, single, Thai company, Non-management (P27)

"The work aligns with objectives and planning, leading to results that correspond with our intended plans."

Male, 28 years old, single, Thai company, non-management (P24)

"Excellent work performance is synonymous with thorough planning, enabling machines to operate seamlessly without issues. Each plan is intricately tied to enhancing work efficiency and achieving goals…"

Male, 46 years old, married, European company, management (P31)

"My excellent work is characterized by its timely and accurate completion."

Female, 48 years old, single, European company, non-management (P17)

"Work was submitted prior to the deadline, often by as much as two days."

Female, 29 years old, single, European company, non-management (P3)

"My excellent work performance stems from being fully engaged and invested in my tasks. I understand the fundamental aspects of the work, achieving progress each day with a sense of contentment, even though not every day is equally stress-free. The foundation of my work lies in my understanding of the origins of the data I'm working with."

Female, 29 years old, single, European company, non-management (P34)

"From my perspective, tasks are assigned with the goal of achieving objectives while minimizing problems."

Male, 57 years old, married, European company, middle management (P29)

"I can register the license by submitting it correctly and punctually, which means without facing any rejections."

Female, 30 years old, single, European company, non-management (P37)

"It leads to the result within the appropriate timeframe."

Female, 32 years old, single, American company, non-management (P4)

"My work achieves its goals, which involve reaching sales figures of over 80% or even meeting the 100% target."

LGBTQ+, 30 years old, single, European company, non-management (P15)

"I maintain a high level of work efficiency, resulting in outcomes that are deemed acceptable both by myself and my colleagues."

Female, 51 years old, single, European company, middle management (P38)

"Excellent work involves achieving KPIs or following our planned strategies because KPIs are set to challenge myself. If I complete all KPIs, it means I have achieved my challenges."

Male, 39 years old, married, European company, non-management (P22)

4.4.1.2 Operation

Operational results are achieved through the active involvement of employees who possess a clear comprehension and adroitly apply their expertise within a meticulously structured system. This is coupled with their diligent focus on the tasks at hand. Furthermore, the organization should provide comprehensive guidance, including a precise delineation of work scope, meticulous delegation, and unequivocal direction. By adhering to these principles, employees are empowered to explore innovative approaches or strategies, thereby ensuring the realization of excellence in work performance from their unique perspectives. As outlined below:

"Attaining excellence in work performance begins by giving primary focus to our tasks. This entails acknowledging the importance of our responsibilities, including understanding who will receive the completed work and who needs to provide approvals… Paying attention involves concentrating on one task rather than multitasking."

Female, 34 years old, married, European company, non-management (P12)

"I must effectively manage my work or develop new strategies to achieve success. If the current processes do not yield the desired outcomes or lack efficiency, I must explore new approaches to working. While the existing methods might be achieving results, they might not necessarily be the optimal path. By introducing new strategies or methods of work, it's possible to achieve improved outcomes, such as increased cost savings or enhanced service quality."

Female, 33 years old, married, American company, non-management (P18)

"First and foremost, achieving a healthy work-life balance involves not dwelling on work matters outside of working hours. During my designated working time, I focus on tasks with full concentration."

Female, 30 years old, single, European company, management (P21)

"The excellence in work performance involves working with a clear understanding of the objectives, ensuring a smooth workflow, and feeling comfortable in the process."

Female, 27 years old, single, European company, management (P39)

"Excellence in work involves individuals understanding their responsibilities and functioning within a robust system, efficient procedures, and optimal practices. This combination signifies superior work performance. I believe it revolves around people, operations, and practices. It's worth noting that even if intelligent individuals operate within an inadequate system, it doesn't necessarily equate to achieving excellence in work."

LGBTQ+, 32 years old, single, European company, non-management (P7)

"Firstly, clarity in direction is essential – understanding what is desired and what the goals are. Subsequently, clear delegation is crucial, outlining the responsibilities and scope for those involved. This enables individuals to collaborate

and discuss how to align with the set direction. The aim is to maintain consistency without making significant changes."

Female, 36 years old, married, European company, management (P33)

"Assigning the right person to the appropriate task is key. My work is about project overseeing various parts of an agile project such as designing multiple products, selecting individuals with the relevant skills expedites the process and ensures quality results."

Female, 29 years old, single, European company, non-management (P19)

"Excellence in work involves making minimal or no mistakes."

Male, 32 years old, single, Thai company, non-management (P25)

"Firstly, I believe that employees should possess knowledge and expertise in their respective roles, while the system should facilitate a seamless workflow. This synergy will contribute significantly to achieving excellence in work performance."

Female, 43 years old, single, European company, non-management (P28)

"Completing tasks accurately and punctually as expected by the supervisor."

Female, 35 years old, single, European company, non-management (P35)

4.4.1.3 People

The perspective on achieving excellence in work, particularly for individuals including colleagues, co-workers, and stakeholders within the work environment, revolves around a supportive ecosystem. This encompasses possessing a holistic comprehension of the entire process, engaging in active collaborations, promoting mutual encouragement, and upholding a positive attitude to facilitate effective communication and collaborative endeavors, as follows:

"Effective work involves top management having a clear grasp of the process when giving commands. It's not just about saying, "I want this, and I need it today," if the timeline isn't feasible. Rushed work often requires revisions because it might not be up to par. Therefore, with a reasonable timeline, we can complete tasks and launch promptly. If the timeline isn't reasonable, we'll need to make revisions after launching, which will ultimately take more time in the end."

LGBTQ+, 29 years old, single, Thai company, non-management (P13)

"This involves cultivating cooperation and receiving support from colleagues. Every team member is fully conscious of their duties and actively collaborates to aid each other."

Female, 30 years old, single, European company, management (P21)

"In my view, achieving excellence in work performance involves smoothly taking over tasks from others. My role entails conducting quarterly campaigns. Upon completing a campaign, I distribute a survey to gather feedback from both customers and the team. I find satisfaction in my work and the collaborative efforts of the team, even in the face of challenges. The work environment fosters mutual assistance and support. For example, when I encounter difficulties, my colleagues are willing to provide support, and I reciprocate the same. Conversely, if problems arise and blame is assigned, it hampers effectiveness."

Female, 36 years old, single, European company, Non-Management (P36)

"Everyone strives for improvement, actively listens, and mutually encourages one another."

Male, 30 years old, single, European company, non-management (P5)

"Excellence in work is deeply rooted in attitude, and effective teamwork also embodies this very attitude. A dedication to excellence unquestionably enhances work efficiency. In my context, I don't operate in isolation; collaborating with various functions is an essential part of the process. For instance, communication is a critical aspect of attitude. A negative attitude can hinder communication and impede

active listening, resulting in unresolved issues. A significant aspect of strong teamwork involves not only focusing on one's own tasks but also considering the work of others as equally important, in order to provide mutual assistance. For instance, someone might work on their task in the second process. However, if that individual also takes into account how their work will impact the fifth process, it reflects a broader team perspective."

Male, 41 years old, married, European company, non-management (P23)

4.4.2 Enhancing employee performance through organizational support

The organization boosts employee performance through learning and training, accounting for 45%, followed by operations, encompassing work methods, systems, and thinking opportunities, at 25%. This is closely followed by the provision of supporting equipment and budgetary allocations for work, constituting 23%. Additionally, compensation and benefits, involving cash incentives, rewards, welfare, and allowances, contribute 13%. Lastly, a flexible policy contributes 10%. These statistics are visually represented in Figure 4.9 titled "The Organization's Support for Enhancing Performance," shown below:
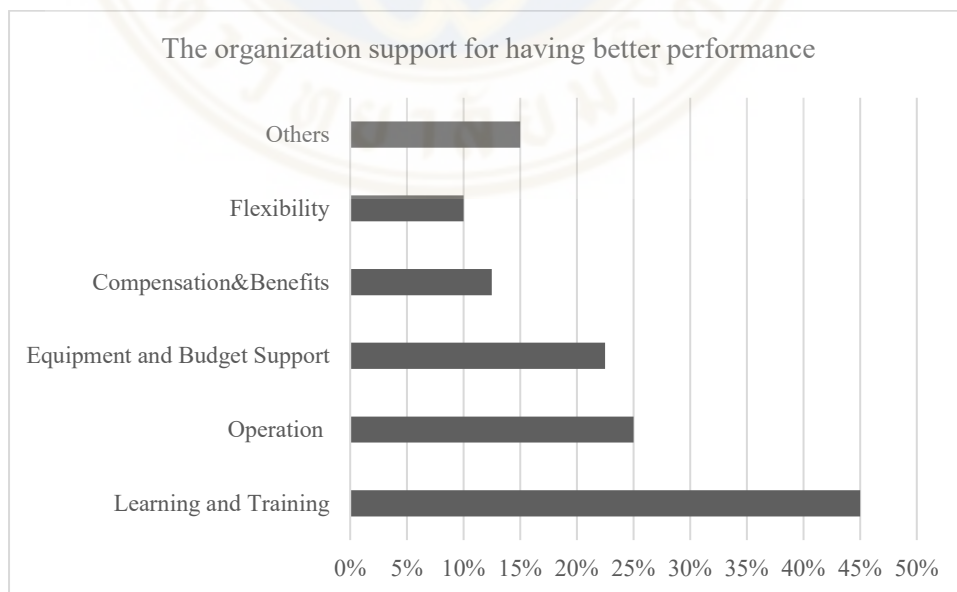
Figure 4.9: The Organization's Support for Enhancing Performance

4.4.2.1 Learning and training

Learning and training are fundamental aspects from the employees' perspective, contributing significantly to the enhancement of their performance. These opportunities encompass a wide range of approaches, including both online and offline modalities, and extend to both in-house and external training. Additionally, the organization supports employees in acquiring knowledge, irrespective of its direct relevance to their work scope. This reflects the organization's dedication to fostering the development of both soft and hard skills, ultimately resulting in improved overall employee performance.

"The organization offers training programs to enhance employees' knowledge and skills for their work."

Male, 32 years old, single, Thai company, non-management (P25)

"They offer training courses for employees. For each specific area, the organization arranges for experts or supervisors to conduct the training. This way, I can easily communicate with the instructors or supervisors if I have any questions."

Male, 28 years old, single, Thai company, Non-management (P27)

"In my role, the company sends me for external training to enhance my expertise in my field."

Female, 35 years old, married, European company, non-management (P40)

"The organization supports employee learning by offering a variety of courses, enabling us to expand our knowledge."

Female, 51 years old, single, European company, middle management (P38)

"The organization provides training to enhance employees' knowledge. It's not limited to career-specific areas; they also encourage learning in other domains like digital or agronomy. This has broadened my perspective."

Female, 36 years old, single, European company, Non-Management (P36)

"Firstly, the organization offers training courses and webinars to motivate employees to participate. These courses are free and cover a range of skills, including both hard skills and soft skills relevant to the workplace…"

Female, 27 years old, single, European company, management (P39)

"Sustainable support at work encompasses learning. The organization encourages employees to explore various subjects, whether or not they are directly related to their work scope…"

Female, 30 years old, single, European company, non-management (P37)

"The organization offers numerous e-learning modules, training sessions, and frequent coaching sessions. Notably, the Human Resources department is referred to as "People Development," indicating a primary focus on nurturing and enhancing employee growth…"

LGBTQ+, 31 years old, single, American company, non-management (P11)

4.4.2.2 Operation

"Operation" pertains to the methodology of functioning, encompassing aspects such as decision-making authority, responsibilities, ownership, working strategies, the organizational systems in use, and communication among teams, co-workers, and colleagues, as delineated below:

"A flat organization encourages individuals to make decisions and assume full responsibility within their designated scope. This entails having the authority to independently make decisions pertaining to my tasks.

Female, 34 years old, married, American company, management (P2)

"The organization constantly searches for new strategies. For example, in the past, we sourced contractors for each job, but now we use a sole source

of contractors through bidding. It's not a sporadic approach anymore. Regarding spare parts, we used to purchase them periodically. Presently, we invite traders with an additional overhead to reduce workload and allow employees to focus on other valuable tasks."

Female, 33 years old, married, American company, non-management (P18)

"We have communication and monthly meetings among service engineers. During these sessions, we discuss our goals and share any problems to ensure smooth operations."

Male, 46 years old, married, European company, management (P31)

"The organization supports experimentation with ideas that I would like to explore, providing a sense of freedom in decision-making. However, there are instances where the system, including the ERP, does not fully support these efforts, particularly in terms of generating prompt reports for use. In terms of creativity opportunities, we have the chance to propose our own initiatives."

Female, 36 years old, married, European company, management (P33)

"The system is effective and supports the enhancement of performance."

Female, 44 years old, married, European company, middle management (P14)

4.4.2.3 Provision of Equipment and Budget Support

The organization provides equipment to improve work efficiency in both office and remote work environments. Furthermore, the organization offers not only hardware but also software solutions. Additionally, activities and investments are extended to employees with potential initiative ideas aimed at enhancing work efficiency and productivity, as follow:

"...The organization provides equipment support to enhance and expedite work processes..."

Female, 27 years old, single, European company, management (P39)

"The organization provides support for both hardware and software needs. If employees require equipment for remote work, the organization also supplies items like monitors, printers, and specific software to facilitate smoother work processes."

Female, 30 years old, single, European company, non-management (P37)

"The organization provides support for remote work equipment, facilitating convenient work from home. Furthermore, they offer assistance in procuring ergonomic equipment for enhanced working conditions."

Female, 48 years old, single, European company, non-management (P17)

"The organization provides substantial support. For instance, we can request equipment that we believe would enhance our work efficiency. Additionally, the organization allocates budget for various activities, knowledge acquisition, and offers time support for work-related endeavors. Furthermore, the organization consistently supports projects initiated by employees and never declines investment in such initiatives."

Male, 38 years old, married, European company, management (P9)

4.4.2.4 Compensation and benefits

Compensation and benefits encompass welfare, allowances, and bonuses, all of which are designed to encourage employees to achieve better performance and increase productivity, as below:

"About Health, the organization provides equipment to reduce stress and a budget for workouts, which is related to my mental health."

Female, 29 years old, single, European company, non-management (P3)

"Having a bonus helps me achieve better performance."

Female, 32 years old, single, American company, non-management (P4)

"This organization provides support in the form of an allowance for working overtime, helping me to work more effectively. This support also covers transportation costs."

Male, 53 years old, married, European company, Management (P30)

"Welfare includes providing health insurance, which assists me in managing diabetes without incurring any costs, as the company has arranged this health insurance for me. Additionally, the company supports me with tools and equipment, such as a budget, a car, and other tools for promoting sales campaigns."

LGBTQ+, 30 years old, single, European company, non-management (P15)

"The compensation provided by the company motivates employees to achieve better performance. However, they set the numbers without a specific framework. This allows us to determine our workload in order to reach the goals and increase our income."

Male, 31 years old, married, Thai company, non-management (P26)

4.4.2.5 Flexibility

Flexibility refers to the company's policy regarding the workplace, allowing employees the option to work either from home or at the office. This policy aids employees in saving time on daily commuting, potentially resulting in increased productivity. Furthermore, the organization promotes work-life balance, ensuring that employees are not encumbered during their non-working hours, as follow:

"The organization supports a policy that allows employees not to work at the office every day, thereby reducing the time spent on transportation for long commutes. For example, I currently spend an hour and a half on travel, which totals to three hours a day. By implementing this policy, I could utilize these three hours for work, ultimately increasing my productivity."

Female, 51 years old, single, European company, middle management (P38)

"This organization allows remote work, which prevents me from feeling tired due to travel. I genuinely appreciate this policy."

Female, 29 years old, single, European company, non-management (P34)

"...This includes flexible working arrangements, such as a hybrid model, which serves as a factor in reducing transportation-related fatigue. Frequent travel can be tiring; for instance, commuting to the office for five days can leave one exhausted. However, by working from home three days a week and being in the office for two days, it provides more opportunities for social interaction. Working from home also helps in mitigating fatigue and provides additional time for rest."

Female, 27 years old, single, European company, management (P39)

"The organization supports a work-life balance policy that emphasizes a clear distinction between work hours and personal time: "Work is work, and outside of work is your time."

Male, 41 years old, married, European company, non-management (P23)

4.4.3 Employees' authority and leadership within a flat organization

4.4.3.1 Employees' Authorization and Authority

The findings related to the delegation of decision-making authority to employees within a flat organizational structure reveal that 90% of employees are vested with the prerogative based on their designated roles and responsibilities. Additionally, 5% are exclusively granted decision-making authority through role-based authorization. Notably, a substantial percentage, constituting around 80% of the decision-making spectrum and yielding a 40% result, perceive themselves as having the autonomy to make decisions pertaining to their individual tasks. This stance implies that 20% of their decision-making capacity is directed towards their superiors. Conversely, a smaller fraction of 20% and 18% respectively assert that they possess a range of decision-making autonomy spanning from 90% to 100%. This data is graphically illustrated

in **Figure 4.10**, captioned "Employees' Perspective on Decision-Making Authority," which is provided below for reference.
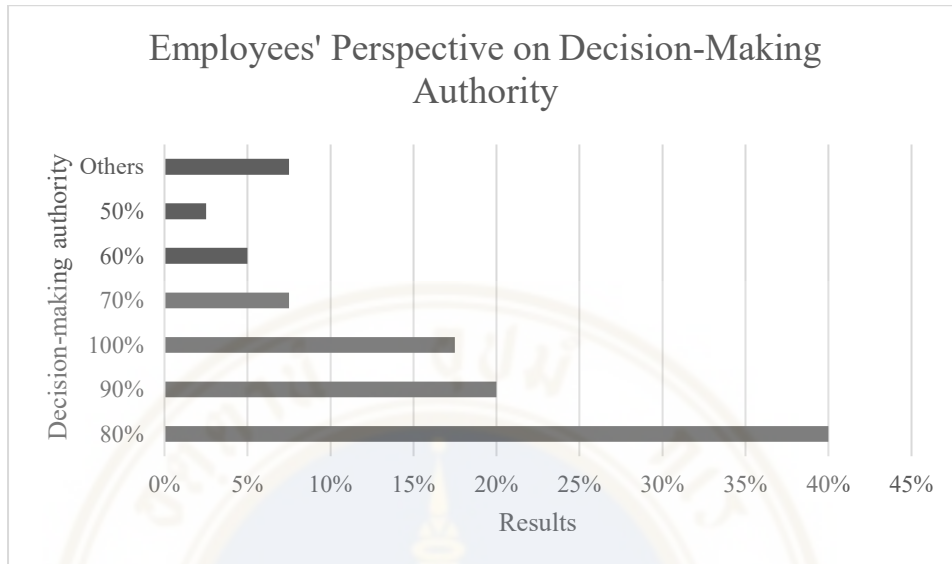
Figure 4.10: Employees' Perspective on Decision-Making Authority

The following are the findings from employees' perspectives on decision-making authority:

"In my position, I have authority to make the decision. Assume that my company is head of the event that I will control another companies who join with…At my own job site. my superiors will let me make decision about 80%, If I proposed the job, I have right to make the decision… Within my job site, my superiors typically delegate decision-making authority to me for approximately 80% of the decisions. Moreover, when I propose a task, I hold the right to make the final decision regarding its execution."

Male, 28 years old, single, Thai company, Non-management (P27)

"I possess an 80% decision-making authority; however, when it comes to matters related to finances, I defer to my superiors for almost 100% decision."

Female, 36 years old, married, European company, management (P33)

"I believe I possess a certain level of authority that enables me to formulate my own plans or make decisions on the job site. To illustrate, I typically have more than half of the decisions left to my discretion by my superiors… I assess my decision-making authority to be around 80%, with the remaining 20% being linked to budget considerations or requests for additional funding."

Male, 28 years old, single, Thai company, non-management (P24)

"I possess 100% decision-making authority in my job, as my superiors primarily review the solutions I select. If they decide to make changes, they still need to consult with me before proceeding."

Female, 29 years old, single, European company, non-management (P19)

"For my own tasks, I allocate 100% decision-making authority to myself."

Male, 32 years old, single, Thai company, non-management (P25)

"I am authorized within my role as a company representative to engage in negotiations at work. Additionally, I am entrusted with a significant amount of decision-making authority, accounting for 70% of the decisions."

Female, 30 years old, single, European company, management (P21)

"In terms of authorization within my own work, I possess the authority to make decisions autonomously. For instance, if customers report issues with the machine, I am empowered to opt for halting the operation to conduct maintenance for a duration of 3-4 days, facilitating the successful launch of products… In my role, I retain a decision-making authority of 60%, while the remaining 40% pertains to budget-related matters that are occasionally determined by superiors."

Male, 53 years old, married, European company, Management (P30)

4.4.3.2 Employees' leadership

The leadership paradigm among employees comprises two distinct dimensions: the leadership requisites expected of employees and the pivotal roles classified as essential leadership positions. Each dimension reflects the perspective of employees within the flat organization.
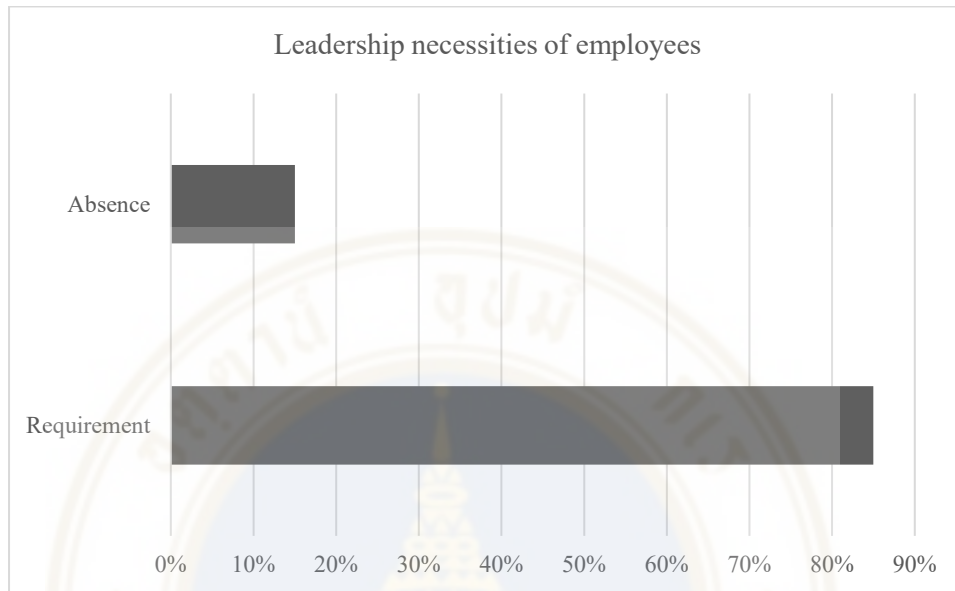
Figure 4.11: Leadership necessities of employees

As depicted in **Figure 4.11** titled "Leadership Necessities of Employees," the demand for leadership skills becomes evident within the framework of the flat organization. The results underscore that a significant 85% of employees acknowledge the essential nature of leadership competencies within the context of their assigned roles and responsibilities. Moreover, the significance of leadership skills extends across all positions, garnering a result of 63%. From the vantage point of certain employees, the allocation of leadership skills is deemed crucial for managerial roles, accounting for 23% at the manager level and 10% at the senior level, as depicted in **Figure 4.12** titled "Essential Leadership Positions," below:
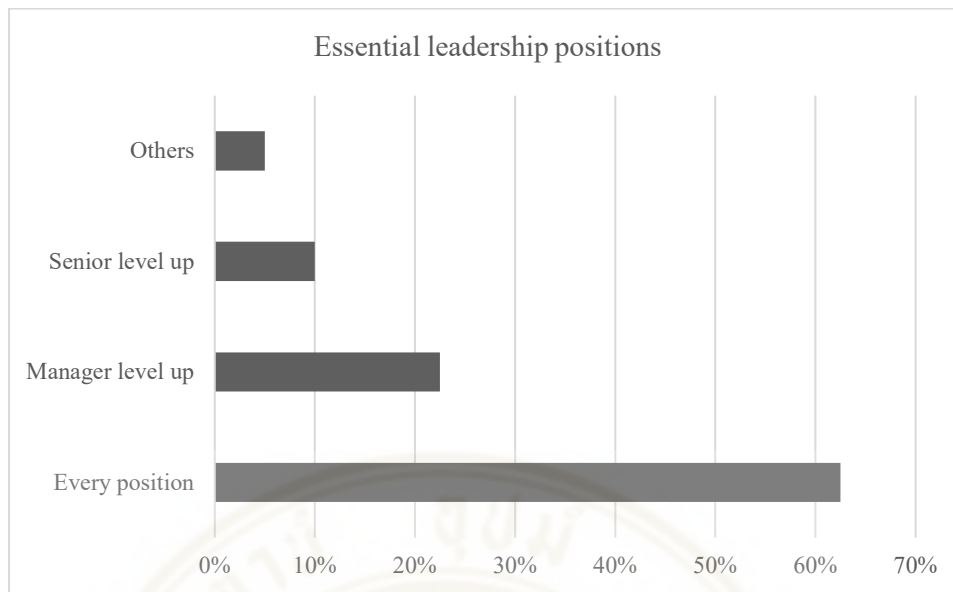
Figure 4.12: Essential leadership positions

"I am a project manager. My aim is to lead everyone to work within the timeline we've set. If problems arise, I will follow up and guide them to finish within the deadline…I believe that every position necessitates leadership skills. Within a flat organization, each individual holds their own role and responsibilities. If everyone lacks leadership skills, they may frequently seek advice from their superiors, causing delays in work. However, if effective communication allows us to discuss and make decisions together, the work can proceed more swiftly and seamlessly."

LGBTQ+, 31 years old, single, American company, non-management (P11)

"Leadership skills are necessary, particularly in a flat organization where everyone is empowered to make decisions. This means we must embrace this authority. For example, someone responsible for the canteen should manage their tasks to a certain degree. However, leadership within that context should still be applied. Unlike hierarchical systems where problems are reported, a flat organization operates differently. Here, when issues come up, individuals are expected to handle them on their own."

Female, 34 years old, married, American company, management (P2)

"We need to possess leadership skills at work. For instance, if I'm leading a project and collaborating with a global team, I have to apply leadership skills to interact with individuals at various levels—peers, support roles, and higher-ups. Each

role demands a different leadership style. Furthermore, in everyday situations or when solving problems during meetings, if no one takes the lead, the outcomes tend to be unclear in my experience. Without proper guidance, meeting participants might veer off topic. On the contrary, even if it's not my designated role, I'm capable of leading to ensure results if necessary...Every position should possess leadership skills, as individuals in higher positions cannot be expected to lead every meeting or task. Hence, within an organization, we have individuals at different levels contributing to the work. For instance, an operations person might possess more expertise than their superior. In the realm of operations, lacking leadership skills could adversely affect the outcomes. This underscores the importance of leadership skills being essential for every position."

Female, 32 years old, single, American company, non-management (P4)

4.4.4 Communication within a flat organization

Communication within a flat organization is marked by its inherent flexibility. The organization provides several diverse channels for communication, encompassing platforms such as the company application, email, Microsoft Teams, Line application, and phone calls. The consensus among employees is that the company adequately furnishes suitable equipment to facilitate their work.

The communication style in a flat organization is notably straightforward, predominantly adhering to horizontal or matrix communication patterns during cross-functional collaboration. Conversely, official announcements adopt a top-down communication approach, particularly for policy-related notifications.

Contrarily, the root cause of inefficient communication in the workplace is not primarily linked to communication styles or the channels provided by the organization. Instead, it centers around individuals, comprising a majority at 38%, which yields a negative impact. Other findings, constituting the minority, encompass non-obstacles, communication channels, language barriers, and time gaps. These observations are illustrated in **Figure 4.13** entitled "Challenges Presented by Communication Obstacles" below:
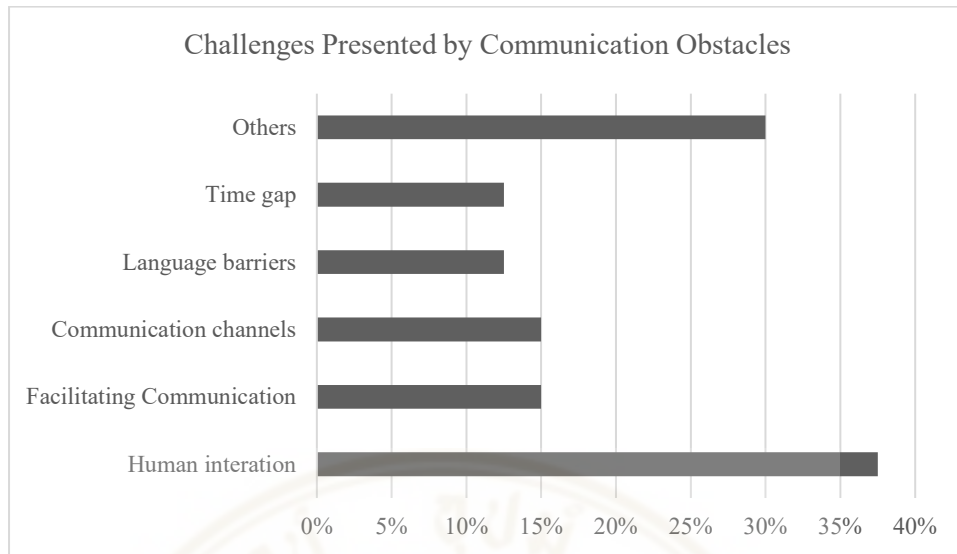
Figure 4.13: Challenges Presented by Communication Obstacles

4.4.4.1 Human interaction

The primary communication obstacle revolves around receivers who have differing priorities regarding tasks or a limited understanding of the scope of other people's work. This often results in communication challenges, as follow:

"The obstacle to communication is not devices or channels; rather, it pertains to people. When asked about the organization's communication provisions, it offers laptops and mobile phones. However, the communication obstacles lie with people. They might be busy or unavailable, and it's hard to determine the exact reasons."

Female, 32 years old, single, American company, non-management (P4)

"The obstacles I encounter involve colleagues who are often busy or unavailable. At times, I send urgent messages via the Line application, yet receive no response. This situation constitutes an obstacle. Furthermore, I also confront issues of misunderstanding following communication, prompting me to send messages via Line and email to provide evidence and clarification."

Male, 35 years old, married, European company, non-management (P6)

"I encounter an obstacle with my subordinates, as they often do not respond when I communicate through email, Microsoft Teams, and Line application. This leaves me uncertain about whether they have received the messages I intended to convey. Consequently, I resort to making individual phone calls. This issue is not rooted in organizational matters but rather appears to be a personal challenge."

Male, 46 years old, married, European company, management (P10)

"At times, I encounter communication obstacles that can be categorized into two main areas. Firstly, there is the challenge of commitments being made but not followed through with corresponding actions. Secondly, there are instances of impolite and unsupportive communication, which can ultimately result in a lack of cooperation and collaboration."

Male, 38 years old, married, European company, management (P9)

"Most often, my colleagues do not read their emails, chat messages, or answer phone calls. I typically consider the emails I send as evidence of acknowledgement, assuming that the information has been received even if there's no direct response."

Female, 30 years old, single, American company, non-management (P8)

"The obstacle in communication lies in certain co-workers not comprehending the process or procedure. In the realm of finance, accuracy and precision in documentation are crucial. While co-workers are indeed making payments, discrepancies arise in the correctness of receipts. Consequently, this situation could potentially pose a problem."

Female, 34 years old, married, European company, non-management (P12)

"Communication obstacles occasionally arise due to misunderstandings or differing requirements. However, there are no issues with the communication devices themselves. As a result, I have scheduled a meeting to discuss these challenges."

Female, 33 years old, married, American company, non-management (P18)

"The different communication channels are not communication obstacles per se, but they can sometimes be sources of annoyance for me. I've encountered obstacles due to my coworkers having differing mindsets, which leads to misunderstandings and confusion regarding each other's tasks."

Female, 51 years old, single, European company, middle management (P38)

4.4.4.2 Communication channels

The communication channel constitutes a minority among the obstacles to communication within the organization. This is primarily linked to text or chat-based channels, which create uncertainty regarding the emotions of the individuals being communicated with. Furthermore, there is potential for issues to arise if the organization primarily utilizes email as the main mode of communication. This is because employees may receive a high volume of emails and lack the time to respond promptly. However, it's worth noting that emails can serve as evidence of communication, as outlined below:

"The communication obstacle pertains to the company application, which is undergoing unstable development despite my feedback to the organization. Additionally, it lacks user-friendliness when compared to the Line application."

Male, 28 years old, single, Thai company, Management (P20)

"Imagine a scenario where we're conversing through Microsoft Teams, and due to differing interpretations of emotions, the phrase "Can I get this data?" could be misunderstood. The receivers or readers might question why they are being instructed in such a manner."

Female, 30 years old, single, European company, management (P21)

"There are certain obstacles. For instance, excessive email replies are not ideal as recipients might refrain from responding due to an influx of emails. Similarly, while making a phone call, I might forget details, and since there's no

documented evidence of the conversation, it can pose a challenge. I'm unable to take any action; my role is limited to following up."

LGBTQ+, 32 years old, single, European company, non-management (P7)

"Facing communication obstacles, we occasionally chat or text, yet I haven't seen their faces. As a result, I'm unable to discern their feelings accurately. There are moments when I might assume someone is upset, even if that's not necessarily the case."

Female, 35 years old, single, European company, non-management (P35)

4.4.4.3 Language barriers

Language represents a minor obstacle within the context of the company's language standards, especially considering that many multinational workers are not communicating in their mother tongue. Additionally, language-related challenges extend beyond national languages; they also encompass communication difficulties in technical matters, as follow:

"Language is obstacle when communicate with vice president."

Female, 34 years old, married, European company, non-management (P12)

"The English language presents a challenge when communicating here, as this company operates on a global scale. When communications are conveyed in English, which is the standard language for news within the company, it poses difficulties for me, having come from a Thai company. This sometimes requires additional time to read or results in incomplete understanding."

Male, 39 years old, married, European company, non-management (P22)

"In terms of language and interpretation, take, for instance, the differences between English and Thai, where the same topic can carry varying levels of severity. Such distinctions might result in employee dissatisfaction. To tackle this,

communication strategies can be employed to prevent employees from overthinking. Furthermore, when communicating via Microsoft Teams, the modes of text and chat can differ significantly from spoken communication. This is because written text lacks the tone of voice, meaning that receivers might not accurately perceive the intended emotions."

Female, 27 years old, single, European company, management (P39)

"When dealing with certain departments, I encounter challenges related to digital language, particularly technical terminology. Furthermore, I must navigate through the Indian accent, which can be quite pronounced in English. These factors could potentially result in communication obstacles."

Female, 36 years old, single, European company, Non-Management (P36)

4.4.4.4 Time gaps

Time gaps are often tied to the misalignment of working hours, including differences in time zones. This misalignment can result in communication and workflow disruptions, as depicted below:

"Regarding time, there are instances when I communicate with individuals from India, but our available times do not align."

Female, 35 years old, single, European company, non-management (P35)

"Time poses a communication obstacle. With the presence of a work-life balance policy, I hesitate to communicate with co-workers outside of working hours."

Male, 41 years old, married, European company, non-management (P23)

"The lack of alignment in working hours can create communication barriers, especially when some individuals are not actively using the communication application. This situation is specific to certain instances rather than being a widespread issue."

Male, 28 years old, single, Thai company, non-management (P24)

"Time zones and language differences can certainly lead to communication challenges, but it's crucial to acknowledge that there could be additional external factors at play as well."

LGBTQ+, 31 years old, single, American company, non-management (P11)

"The communication obstacle is primarily the difference in time zones. When dealing with the warehouse, there's a time difference of -12 hours, and when interacting with customers, who are in a time zone of -5 hours… timing becomes a crucial factor."

LGBTQ+, 29 years old, single, Thai company, non-management (P13)

4.5 Understanding career mobility, and its impact on employees

4.5.1 The impact of a flat organization on career paths

The findings pertaining to the impact of a flat organization on career paths reveal a prevailing negative influence at 65%, followed by non-impact at 35%, and a positive influence at 8%, as presented Figure 4.14 "The impact of a flat organization on career paths," below:
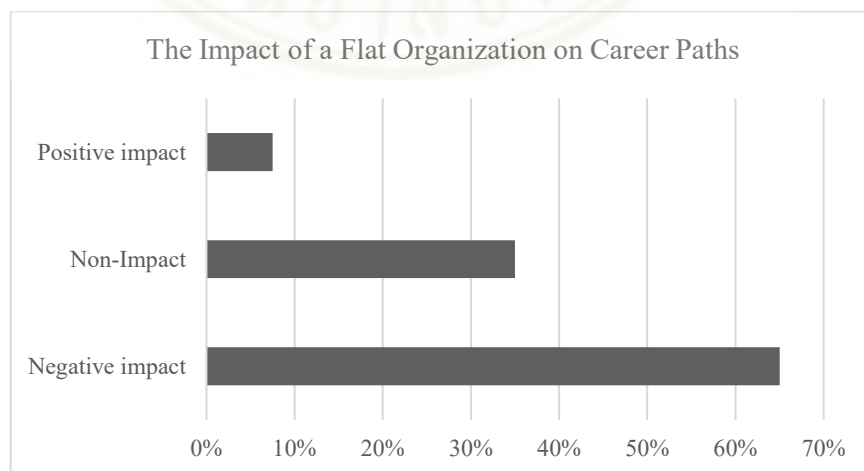
Figure 4.14: The impact of a flat organization on career paths

In terms of negative impact, a significant majority of employees believe that it affects their career advancement, especially when they aspire to progress to higher levels within the organization, as below:

"It has a significant impact on one's mindset. In a flat organization, there are fewer hierarchical layers available for promotion, making the path to career growth relatively challenging. For instance, we have the position of a buyer, and the next step is that of a supervisor. However, intermediary positions like "buyer 1," "buyer 2," etc., are lacking. Without hierarchical promotions, salary adjustments tend to be regular, typically around 3-5%. On the contrary, if a buyer is promoted to a senior buyer, the salary adjustment might be substantial, possibly around 20%."

Female, 34 years old, married, American company, management (P2)

"The career path is unclear in terms of how employees can seize opportunities to advance to higher levels within the organization. Considering our organization's medium size and limited range of business activities, it seems that job rotation could be a key approach to gain broader knowledge and skills."

LGBTQ+, 32 years old, single, European company, non-management (P7)

"Advancing in a flat organization is akin to accumulating skills, much like gathering points from peers with similar expertise. To illustrate, if I excel in raw material 1, I need to acquire in-depth knowledge of raw materials 2 and 3 before progressing to higher levels. While growth may not be vertical, it involves the extensive expansion of knowledge."

LGBTQ+, 31 years old, single, American company, non-management (P11)

This impact affects the career path due to the limited number of positions in a flat organization. Consequently, advancing to higher-level roles becomes more difficult."

Female, 35 years old, single, European company, non-management (P35)

"This impact is felt on the career path due to the organizational structure, where there is a restriction on headcounts. Employees often experience a sense of stagnation, working in the same position for 6-7 years, which becomes routine and devoid of opportunities for growth or challenge. This can eventually lead them to consider leaving the organization."

Female, 27 years old, single, European company, management (P39)

In the case of non-impact, employees' perspectives indicate that it revolves around their personal abilities and the potential for new positions to emerge within the organization, fostering growth on a broader scale, as follow:

"Job promotions are contingent on performance. If I exhaust my potential within my current role, I can still advance by widening my scope, potentially reaching a higher job grade. Consequently, I believe there's potential for upward growth within the organization."

Female, 29 years old, single, European company, non-management (P19)

"There is a chance for me to progress based on my performance, allowing me to demonstrate my potential. For instance, this could involve adjustments to my salary and job scope."

Male, 28 years old, single, Thai company, non-management (P24)

"I don't believe it has an impact, as it relies on our performance."

Male, 30 years old, single, European company, non-management (P5)

"The organization is not stable, leading to the continuous generation of new positions."

Female, 30 years old, single, American company, non-management (P8)

4.5.2 Employees' perspective on their career paths and growth plans

The predominant result concerning employees' career paths and growth is the absence of plans for both career path and growth, constituting 60% of the responses. Additionally, 28% of respondents have indicated the presence of plans for their career paths within a flat organization. These plans encompass opportunities for both career advancement and job rotation.

"My plan is to remain in my current position as I lack confidence in my ability to advance to a higher role. Achieving a higher-level position necessitates a strong skill set, primarily comprising extensive knowledge…In my perspective, I believe

I am proficient in managing my current role effectively, and I am presently content with my income."

Male, 35 years old, married, European company, non-management (P6)

"I don't have career path here. From my understanding, my superior holds the position of Finance Controller, and I am not content with working in that role. I aspire to work in a position where I feel confident. My concerns revolve around maintaining a healthy work-life balance and taking on significant responsibilities that align with my self-assessment."

LGBTQ+, 32 years old, single, European company, non-management (P7)

"I don't have any specific thoughts on the matter; my current state brings me happiness. Within a flat organization, my primary focus is on my family. I'm not interested in advancing to a directorial position, and I personally feel that I lack the necessary potential for such a role. This sentiment is intertwined with my technical knowledge, leading me to evaluate where I should best position myself."

Female, 44 years old, married, European company, middle management (P14)

"I currently don't have any plans leading up to retirement, and I'm not inclined to pursue advancement to higher levels. There's a saying, "The higher you go, the harder you fall." This resonates with me, as higher positions come with greater responsibilities, often without proportional increases in income."

Male, 51 years old, married, European company, non-management (P32)

Based on the results, each position entails significant responsibilities, creating a gap for advancement to higher levels. Higher positions demand a diverse skill set, necessitating employees to accumulate and possess substantial potential.

In conclusion, compensation and benefits play a crucial role in motivating employees to excel within an agile organization, consequently enhancing their job satisfaction. Additionally, an environment conducive to collaboration, effective teamwork, and a shared direction contributes to employees' positive work experience.

The inherent nature of an agile organization brings forth several advantageous aspects in terms of operational efficiency. This includes streamlined decision-

making authority, reduced process approvals, and opportunities to pioneer novel strategies, ultimately leading to increased productivity.

Furthermore, this organizational model places emphasis on nurturing human potential. By offering training and learning courses, employees are empowered to enhance their performance, aligning with their personal goals. This approach fosters sustainable development among the workforces.

Conversely, it's worth noting that certain employees within an agile organization derive satisfaction from their roles, even while being aware of the associated heightened levels of responsibility.

CHAPTER 5
DISCUSSIONS, CONCLUSIONS, AND RECOMMENDATIONS

The purposes of this research were to study the impacts of an agile organization on its employees. Qualitative data were collected through in-depth interviews and analyzed using content analysis (in-text citation). The results of the analysis will be presented and discussed in the following questions:

- How does the agile organization affect employees?
- How do agile organizations manage employees to achieve high productivity and maintain high employee retention?

In addition, this chapter consists of 3 topics which are discussions, conclusions, and recommendations.

5.1 Discussions

The discussions in this research will be divided into two parts. In the first part, the results will be grouped based on the research framework derived from question interviews with research participants. Following that, the results of each factor will be compiled, and a comparison will be made between the research results and the literature review findings to provide an in-depth understanding of the research results in both similar and different ways.

5.1.1 The effects of an agile organization on its employees

The effects of an agile organization are indicated in the research framework, which includes aspects such as motivation, job satisfaction, work performance, and career mobility. These aspects are illustrated in Figure 5.1, **titled "Impact of Agile Organization on Employees", as follow:**
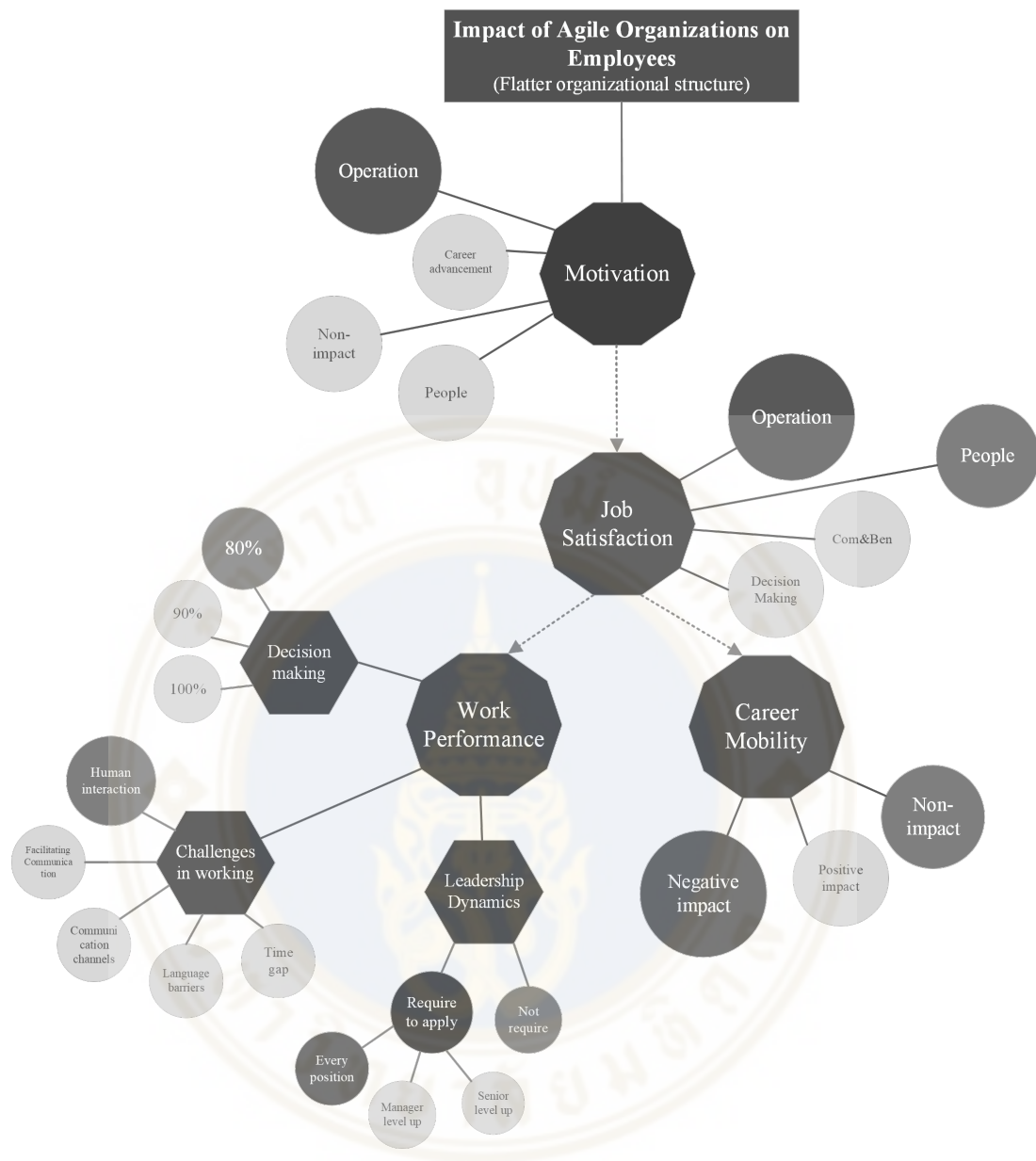
Figure 5.1: Impact of Agile Organization on Employees.

In term of motivation, it is evident that operating in an agile organization has a significant impact on employees. The operational aspect mostly reflects a positive impact, which can be attributed to the organization's flatter organizational structure. In this structure, the approval process is streamlined, leading to a faster workflow, and there is also greater flexibility in communication with colleagues and upper levels. These results are consistent with the study by Gren, Torkar, and Feldt (2014) on

motivation within agile organizations, as well as with communication patterns as studied by Salman, Jaafar, Malik, Mohammad, & Muhammad (2021).

In this research, it was found that career advancement and people represent a minority of employees' motivation. Some employees have expectations regarding their career paths and aspire to promote to upper levels. Additionally, it is important that colleagues understand their responsibilities and accountability in order to work in the same direction, fostering a shared mindset. These findings align with the research conducted by Holbeche and Mayo (2009).

According to the study by Robbins and Judge (2003), it is claimed that employees' needs must be fulfilled to ensure their satisfaction and motivation. The majority of job satisfaction influenced by an agile organization is related to operational aspects, which encompass the way of working, including fewer approval steps, faster processes, and improved communication. This observation is in line with Vroom's research (1964), which focuses on the roles of employees in the workplace and how they affect their work orientation.

For the minority of the effects on job satisfaction, the people factor is related to the work environment. These findings are consistent with studies conducted by Tripp et al. (2016), and Kristof-Brown, Zimmerman, & Johnson (2005). Moreover, the decision-making in agile organizations that affects job satisfaction aligns with the study by Porter and Lawler in 1964. In contrast, the study by Porter and Lawler suggests inconsistency in the factor of compensation and benefits regarding how agile organizations or flatter organizational structures affect job satisfaction.

Job satisfaction impacts two aspects: work performance and career mobility. Regarding work performance, the results align with the findings related to decision-making in job satisfaction. In an agile organization, empowering employees with the authority to make decisions about their own work contributes to increased work performance. This is consistent with the studies conducted by Tannenbaum (1956) and Zabojnik (2002). The leadership required to apply all position rather than senior and manager which follows the study of Ancona & Backman (2010).

The primary challenges influencing work performance are closely tied to human interaction. Employees often have differing priorities when it comes to tasks and may possess a limited understanding of the scope of their colleagues' work.

Furthermore, variations in mindset among employees can create additional hurdles. Moreover, communication channels pose a secondary obstacle within the organization, particularly in terms of texted or chat-based communication, which can lead to emotional uncertainty for both senders and receivers. Language barriers represent a tertiary challenge, contributing to unclear communication among multinational workers whose mother tongues differ. Additionally, time zone disparities between multinational workers and their respective companies present further complications, contrasting with the findings of Yinan, Tang, and Zang (2014) and Zhang, Zhao, and Qi (2014).

Work performance is closely tied to the decision-making process within an organization. Providing a high level of empowerment to employees in their individual tasks, ranging from 80% to 100%, aligns with the findings of the study by Zabojnik (2002). Furthermore, leadership skills are essential in flatter organizational structures or agile organizations that emphasize roles and responsibilities. The findings in this research show similarities to the approach of agile organizations and the characteristics of flatter organizational structures, which involve empowering employees, decentralization, fast decision-making, and high responsibility. These align with the studies by Holbeche (1994) and Kubheka, Kholopane, & Mbohwa (2013).

Career mobility within an agile organization or flatter organizational structure may experience a negative impact because employees often aim to advance to higher levels within the organization, as evidenced by the findings of Muchnick's study (2015).

The mapped results of the literature review and factor findings are summarized in Table 5.1, titled 'Mapped Results of RQ1 – The Effects of an Agile Organization on Its Employees'.

Table 5.1: Mapped Results of RQ1 – The Effects of an Agile Organization on Its Employees.

Factors Findings		Literature Reviews	
		Conformity	**Non-conformity**
Motivation	Operation	In agile work environments, companies must ensure that their overall organization aligns with agile iterations to motivate employees effectively. (Gren, Torkar, and Feldt, 2014).	
		Inadequate communication or low employee motivation can harm business, affecting revenue and customer relations, leading to enduring negative consequences like unfavorable word-of-mouth effects, which must be considered. (Salman, Jaafar, Malik, Mohammad, & Muhammad, 2021).	
	Career advancement	A flatter organization is better at eliminating demotivating factors. Key motivators, such as love for their work, loyalty to the organization, feeling valued, believing in a positive future, and job security, are crucial. Additionally, reward systems play a vital motivational role. (Holbeche and Mayo, 2009).	

Factors Findings		Literature Reviews	
		Conformity	Non-conformity
Motivation	People	The mindset and work practices differ between employees in flatter and taller organizational structures. A flatter structure significantly impacts employee morale, as it aligns with what motivates many individuals. In a flat organization, well-motivated people are key to achieving outstanding performance because they thrive in the right conditions. (Holbeche and Mayo, 2009).	
	No Impact		Non-conformity
Job satisfaction	Operation	Fulfilling employees' needs is crucial for their satisfaction and motivation, enabling effective and efficient work performance to achieve organizational goals (Robbins & Judge, 2003).	
		To defines job satisfaction focuses on the role of the employee in the workplace that affects their work-oriented presently. (Vroom's research, 1964)	
	People	Agile organizations influence job characteristics and employees' perceptions of their daily work environment. (Tripp et al., 2016).	
Job satisfaction	People	Agile organizations, with their significant changes in team and work organization characteristics, are likely to impact job satisfaction. Previous research, based on the person-job fit theory, suggests that aligning employee preferences with work environments plays a role in influencing job satisfaction. (Kristof-Brown, Zimmerman, & Johnson, 2005).	

Factors Findings			Literature Reviews	
			Conformity	Non-conformity
Job satisfaction		Compensa-tion &Bene-fits		Job satisfaction in a tall organization is bet-ter in fulfilling secu-rity and social needs. (Porter & Lawler, 1964)
		Decision Making	Job satisfaction in flatter or-ganizational structure is bet-ter at fulfilling autonomy and self-actualization needs. (Porter & Lawler, 1964)	
Work performance	Decision making	80-100%	The decentralization charac-terizes the levels of manage-ment and shape related to de-cision- making authority del-egated to the worker with no interference from the man-ager (Zabojnik, 2002)	
	Challenge in working	Huaman Interaction		In a flat organization, coordination and com-munication factors positively impact cross-functional coor-dination, cross-plant coordination, and sup-ply chain coordination. Furthermore, the flat structure enhances mass customization capability through or-ganizational flexibility (Yinan, Tang, & Zhang, 2014; Zhang, Zhao, & Qi, 2014).
		Facilitating Communica-tion		
		Communica-tion Channels		
		Language Barrier		
		Time gap		

Factors Findings			Literature Reviews	
			Conformity	Non-conformity
Work performance	Leadership Dynamics	Require applying every position	The flatter organizational structure's leaders engage proactively and collabora-tively to create change, rather than waiting for direction from above. (Ancona & Backman, 2010)	
			The organization in less hi-erarchy tries to empower their employee for full re-sponsibility and accountabil-ity of their jobs. (Kubheka, Kholopane, & Mbohwa, 2013)	
		Require applying Manager Level up		Non-conformity
	Leadership Dynamics	Require applying Senior Level Up		Non-conformity
		Not Require		Non-conformity
Career Mobility		Negative Impact	An agile organization has problems that may not facili-tate employees' needs. The employee's job satisfaction has been reduced, which may lead to high turnover. There is not only job satisfaction decreasing, but also no room to move up to another higher level in the organization. (Muchnick, 2015)	
		Positive Impact		Non-conformity
		Non-Impact		Non-conformity

5.1.2 Employee Management in an Agile Organization to Achieve High Productivity and Maintain High Employee Retention

In an agile organization, employee management encompasses two key aspects: achieving high productivity and maintaining high employee retention. These aspects are illustrated in Figure 5.2, titled "Employee Management in Agile Organizations" as follows:
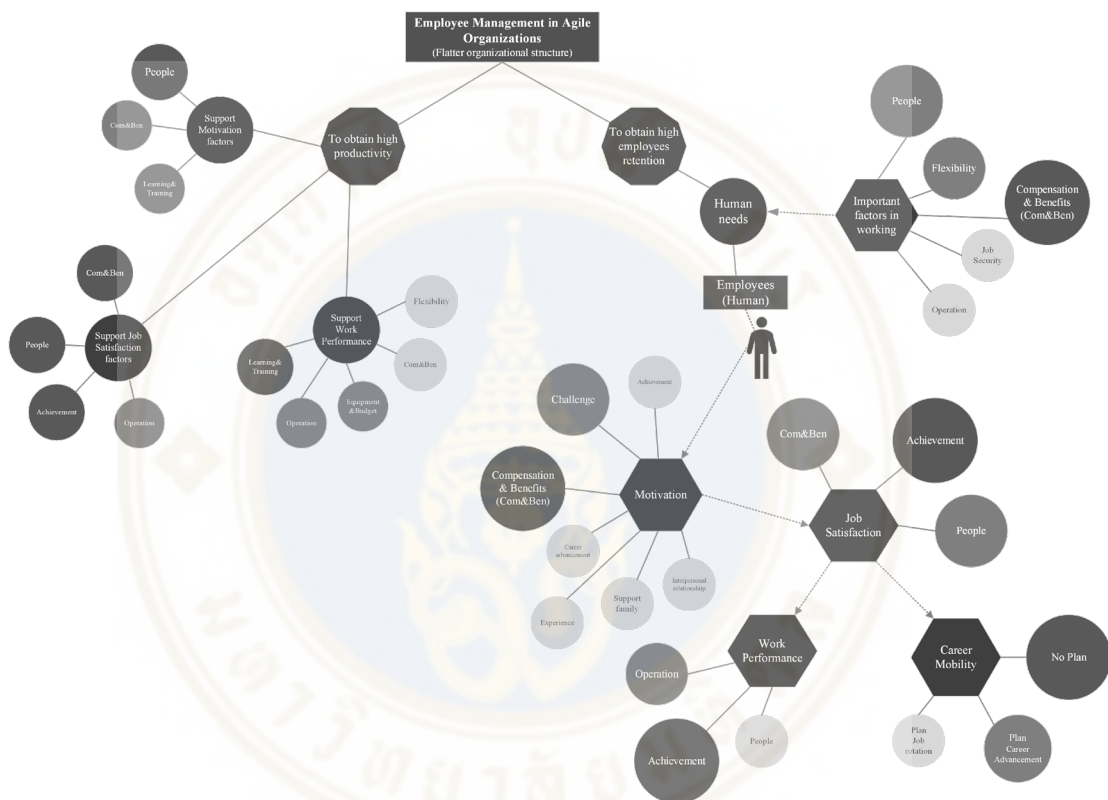
Figure 5.2: Employee Management in Agile Organizations

5.1.2.1 Employee Management and High Productivity Achievement

The agile organization or flatter organizational structures has three aspects to support employees in order to increase productivity. Firstly, support motivation factors, support job satisfaction factors, and support work performance factors.

To bolster motivational factors, an agile organization should give priority to individuals, including co-workers, colleagues, leaders, and supervisors,

as they play a pivotal role in fostering a positive workplace environment closely associated with employee engagement, as evidenced by the study conducted by Gren, Torkar, and Feldt (2014). An agile organization effectively manages its employees by fostering and supporting their learning and training initiatives, thereby achieving sustainable increases in productivity. This aligns with the principles of agile organizational structures, knowledge management systems, and the cultivation of a continuous learning culture, as highlighted in Hamzeh's study (2018). It's important to note that compensation and benefits were not addressed in the context of agile organizations or flatter organizational structures in the aforementioned study. Nevertheless, it's essential to recognize that these factors align with fundamental human needs, as proposed by Maslow's Hierarchy of Needs theory.

In agile organizations, support for job satisfaction factors focuses on people, encompassing considerations related to employee relations, interactions, and the work environment, as substantiated by the findings of Kristof Brown, Zimmerman, and Johnson (2005). Conversely, this factor does not align with the study conducted by Fischer, Heinz, Schlereth, and Rosenkranz in 2023.

Achievement factors, which are rooted in employees' problem-solving abilities and their work performance, are equally crucial. Additionally, operational factors such as flexibility, system efficiency, and autonomy are in harmony with the requirements of agile organizations and flatter organizational structures, as indicated in the research by Tripp et al. (2016) and Tietjen & Myers (1998). Furthermore, agile organizations support employees by establishing operational aspects within the organization that relate to their way of working and job characteristics, as highlighted in the study by Kristof-Brown, Zimmerman, & Johnson (2005).

On the other hand, there is a notable absence of research studies on how agile organizations or flatter organizational structures support job satisfaction through compensation and benefits, which is a crucial factor in achieving high productivity.

Finally, within agile and flat organizations, numerous factors contribute to the support of work performance. A significant element is learning and training, as organizations offer training courses to enhance both soft and hard skills among employees, ultimately resulting in increased productivity, as documented in the

study by Paasivaara & Lassenius (2019). Additionally, organizational flexibility, encompassing company policies and workplace practices as outlined in the studies by Yinan, Tang, and Zhang (2014) and Zhang, Zhao, and Qi (2014), along with the operational approach, including decision-making processes, ownership, working strategies, and employee empowerment, has been found to enhance work performance, in accordance with the research by Masumi (2019).

Moreover, agile organizations also allocate resources, including equipment and budgets, to facilitate higher productivity, as indicated by studies conducted by De Smet, Lurie, and St George (2018) and Kidd (1995). In contrast, there is a notable absence of research studies on how agile organizations or flatter organizational structures support work performance through compensation and benefits to increase high productivity.

The summarized results of the literature review and factor findings are presented in Table 5.1.2.1, titled 'Mapped Results of RQ2.1 – Agile Organization Management to obtain high productivity.'.

5.1.2.2 Employee Management and Employee Retention Maintenance

To achieve high employee retention rates, agile organizations and flatter organizational structures focus on addressing employees' needs. Within the research framework, four key factors emerge: motivation, job satisfaction, work performance, and career mobility. These factors reflect fundamental human needs.

The important factors in the workplace related to people include flexibility in the workplace, job security, job operations, and compensation and benefits. It's worth noting that compensation and benefits factors often intersect with motivational factors. Furthermore, motivational factors encompass aspects such as providing challenging work, fostering a sense of achievement, supporting employees' family needs, nurturing interpersonal relationships, offering valuable experiences, and promoting career advancement. All these factors should be designed to align with and support basic human needs, which are consistent with Maslow's hierarchy of needs theory (Atkinson, 1993).

Furthermore, the strategies organizations employ to manage compensation and benefits are geared towards creating a positive work environment that instills a sense of security in employees' lives, ultimately contributing to employee retention. These practices align with the research findings of Holbeche & Mayo (2009).

In terms of motivating employees, providing challenging work that fosters a sense of pride empowers employees to face the challenges and resource constraints, as indicated in George's study (2016). This ultimately leads to a sense of achievement when employees successfully deliver projects or complete their tasks, as further highlighted in the research by Salman, Jaafar, Malik, Mohammad, & Muhammad (2021).

For some employees, a minor yet significant motivational factor is the desire for career advancement, as they expect promotions to propel their career growth. This aligns with the findings of Muchnick (2015) and is in line with Herzberg's Two-Factor theory (1971).

Additionally, supporting one's family is consistent with Maslow's Hierarchy of Needs theory, addressing physiological and safety needs. Interpersonal relationship factors, where employees desire friendly and close personal connections with others, serve as motivators in the workplace, which is relevant to the study conducted by Robbins and Judge (2003).

The outcomes resulting from human needs within agile or flatter organizational structures include achievement, compensation, benefits, and the influence of interpersonal relationships. These components collectively contribute to employee job satisfaction. This assertion is supported by the research conducted by Tietjen and Myers (1998), Maduenyi, Oke, Fadeyi, & Ajagbe (2015), and is also consistent with the Two-Factor Theory, which emphasizes the significant correlation between achievement and job satisfaction.

Moreover, the significance of positive interpersonal interactions among colleagues, co-workers, leaders, and supervisors in shaping the work environment and influencing job satisfaction, thereby facilitating high retention within the organization, is emphasized in the study conducted by Chmiel (2002) and Ancona & Backman (2010).

In contrast, there exists a notable dearth of research addressing the role of compensation and benefits in contributing to job satisfaction among employees in agile organizations.

In order to enhance work performance, organizations manage employees to achieve high productivity. This involves focusing on three key elements: achievement, operational aspects, and people factors. Achievement pertains to the sense of accomplishment derived from task completion and delivering results on time without errors, as highlighted in the study by Maduenyi, Oke, Fadeyi, and Ajagbe (2015). To facilitate improved work performance, organizations should provide comprehensive guidance, clearly delineate work scope, offer autonomy, and ensure that all employ-ees are aligned in the same direction. This aligns with the findings of Masumi's study in 2019. The effectiveness of individuals within the work environment revolves around a supportive ecosystem that encourages collaboration, promotes mutual encouragement, and upholds positive mindsets. This concept is supported by the re-search conducted by Viswesvaran and Ones in 2000.

From the perspective of employees seeking career mobility, various approaches exist. These include the absence of a formal career plan, the pursuit of a structured career advancement plan, and the inclination towards job rotation. Some employees aspire to career promotions as a means of advancing their professional trajectory, a concept expounded upon in Shankar's research (2005). Conversely, some employees choose job rotations as a means to gather diverse experiences, and this is a factor that agile organizations should focus on to retain their employees. Nevertheless, it's important to note that not all employees plan to advance to higher job levels, often due to their heavy workloads, which is not in line with the findings of Muchnick (2015).

However, it is worth noting that in the context of agile or flatter organizations, a significant portion of employees do not have a formalized career path plan. This intriguing observation highlights a conspicuous gap in research studies concerning career mobility within such organizational structures.

The summarized results of the literature review and factor findings are presented in Table 5.2, titled 'Mapped Results of RQ2.2 – Agile Organization Management to obtain high employees' retention.'.

Table 5.2: Mapped Results of RQ2.1 – Agile Organization Management to obtain high productivity.

Factors Findings		Literature Reviews	
		Conformity	**Non-conformity**
Support Motivation Factors	People	In an agile work environment, motivating employees is crucial. Companies must align the stages and gates of the overarching organization with agile team iterations. Agile teams expect feedback after hard work and positive outcomes. However, if feedback is given at the wrong time, teams may feel their efforts are not recognized. (Gren, Torkar, & Feldt, 2014). Motivation among employees in an agile framework greatly enhances project success and reduces the risk of work-related failures. In situations with poor communication or low employee motivation, there can be detrimental effects on the business, affecting revenue and customer relations. (Salman, Jaafar, Malik, Mohammad, & Muhammad, 2021)	
	Compensation &Benefits	Maslow's Hierarchy of Needs theory.	
Support Motivation Factors	Learning &Training	To establish a successful flat organization, the company should implement a knowledge management system, foster a continuous learning culture, maintain a flexible structure, and streamline the change process (Hamzeh, 2018).	

Factors Findings		Literature Reviews	
		Conformity	**Non-conformity**
Support Job satisfaction Factors	Compensation &Benefits		Non-conformity
	People	The person-job fit indicates that aligning employee preferences with work environments influences job satisfaction. (Kristof-Brown, Zimmerman, & Johnson, 2005)	The study discovered a negative correlation between job satisfaction and the misalignment between employee preferences for team and work organization (Fischer, Heinz, Schlereth, & Rosenkranz, 2023).
	Achievement	Agile transformations exert an influence on job characteristics, leading to notable shifts in how employees perceive their day-to-day work environment. (Tripp et al., 2016) The importance of work achievement and its relationship with job satisfaction is emphasized by various theories. Additionally, these theories highlight that the work itself holds the greatest potential for generating satisfaction (Tietjen & Myers, 1998).	
Support Job satisfaction Factors	Operation	The agile organization lead to substantial changes in team and work organization characteristics, it is likely to affect job satisfaction. (Kristof-Brown, Zimmerman, & Johnson, 2005)	

Factors Findings		Literature Reviews	
		Conformity	Non-conformity
Support Work performance Factors	Learning &Training	The agile organizations have adopted a mindset where errors are seen as learning opportunities rather than as situations requiring blame assignment. (Paasivaara & Lassenius, 2019).	
	Operation	Successful agile organizations prioritize work performance during goal setting and performance evaluations. This often entails empowering teams to define their objectives, fostering a sense of ownership that acts as a motivation catalyst. (Masumi, 2019).	
	Equipment &Budget	Agile organizations combine stability and dynamism through disciplined practices. They focus on creating value, operate within a small network with empowered teams, make rapid decisions, engage in learning cycles, prioritize people, and leverage technology support (De Smet, Lurie, & St George, 2018).	
	Compensation &Benefits		Non-conformity
	Flexibility	Flatter organizational structure positively impact cross-functional coordination, cross-plant coordination, and supply chain coordination. Additionally, the flat structure enhances mass customization capability because of the organization's flexibility (Yinan, Tang, & Zhang, 2014; Zhang, Zhao, & Qi, 2014).	

Table 5.3: Mapped Results of RQ2.2 – Agile Organization Management to obtain high employees' retention.

Factors Findings		Literature Reviews	
		Conformity	**Non-conformity**
Important Factors in Working	Compensation &Benefits	Maslow's Hierarchy of Needs theory.	
	People	In a flat organization, well-motivated individuals are the key to outstanding performance because they thrive when provided with the right conditions. (Holbeche & Mayo, 2009).	
	Flexibility	A motivational perspective among employees engaged in agile work environments. It becomes paramount for companies to ensure that the stages and gates within the overarching organization are synchronized with the iterations of the agile teams. (Gren, Torkar, & Feldt, 2014)	
	Operation		
Important Factors in Working	Job Security	The motivation factors that are the most important sources of motivation, which include loved for their work, felt loyal to the organization, valued by their employer, believed about a positive future, and felt secure. Furthermore, rewards systems are important sources of motivation. (Holbeche & Mayo, 2009)	
Employees Need: Motivation	Compensation &Benefits	Rewards systems are important sources of motivation. (Holbeche & Mayo, 2009)	

Factors Findings		Literature Reviews	
		Conformity	**Non-conformity**
	Challenge	The leadership in a flatter organizational structure pushes a staff through a challenging project. That means leadership may face hardships and the burden of limited business resources. The influence that the structure type has on business will significantly impact the dynamics of each business function (George, 2016).	
	Achievement	Motivation among employees within an agile framework can significantly contribute to the success of a project and concurrently reduce the likelihood of work-related failures. (Salman, Jaafar, Malik, Mohammad, & Muhammad, 2021)	
	Career Advancement	The workers expect promotion, which recognizes task accomplishment. (Muchnick, 2015) **Two-Factor Theory:** To motivate employees, prioritize intrinsic factors such as achievement, recognition, meaningful work, career advancement, and growth, as they strongly contribute to satisfaction. (F. Herzberg, 1971)	
	Experience		Non-conformity
Employees Need: Motivation	Support Family	**Hierarchy of needs theory**: The first need is physiological, encompassing hunger, thirst, shelter, sex, and other bodily requirements. The second is the safety need, which involves security and protection from both physical and emotional threats. (Atkinson, 1993).	
	Interpersonal Relationship	An affiliation need refers to the desire for friendly and close personal relationships with others. (Robbins & Judge, 2003).	

Factors Findings		Literature Reviews	
		Conformity	**Non-conformity**
Employees Need: Job Satisfaction	Compensation &Benefits		Non-conformity
	Achievement	The value and its significance in achieving work-related goals and subsequent job satisfaction are emphasized by various theories. Moreover, these theories highlight that the work itself holds the greatest potential for generating satisfaction. (Tietjen & Myers, 1998) **Two-Factor Theory:** The motivation-hygiene theory connects employee satisfaction and motivation to a mix of extrinsic and intrinsic factors like company policies, supervision, relationships with subordinates, salary, the sense of achievement, and increased responsibilities. These factors are crucial for motivating employees to assist the organization in achieving its business objectives. (F. Herzberg, 1971) It's the one that satisfies both business requirements and aligns with various aspects of human nature to ensure long-term success. (Maduenyi, Oke, Fadeyi, & Ajagbe, 2015)	

Factors Findings		Literature Reviews	
		Conformity	Non-conformity
Employees Need: Job Satisfaction	People	Organizational leaders are responsible for overseeing economic resources and their subordinate employees' work. Effective management requires accurately anticipating subordinates' behavior, capabilities, competences, and limitations (Chmiel, 2002). In flat organizations, leaders proactively collaborate to drive change instead of waiting for directives from above. Research identifies five common elements of distributed leadership systems in such contexts: natural collaboration, multidirectional influence, a global purpose mindset, and peer risk mitigation (Ancona & Backman, 2010).	
Employees Need: Work Performance	Achievement	In a flat organizational structure, clear task assignments lead to improved performance and higher productivity. Companies should choose an organization structure that aligns with both business needs and human nature for long-term success, considering the pros and cons of each type (Maduenyi, Oke, Fadeyi, & Ajagbe, 2015).	
	Operation	Successful agile organizations prioritize work performance during goal setting and performance evaluations. This often involves empowering teams to set their own objectives, fostering a sense of ownership that serves as a motivational driver. (Masumi, 2019).	

Factors Findings		Literature Reviews	
		Conformity	**Non-conformity**
Employees Need: Work Performance	People	The job performance model encompasses individual dimensions that apply across various jobs. It consists of three broad dimensions: task performance, organizational citizenship behavior, and counterproductive behaviors. Job performance is a central construct in work psychology that can be applied to many functions. (Viswesvaran & Ones, 2000).	
Employees Need: Career Mobility	No Plan		An agile organization has problems that may not facilitate employees' needs. The employee's job satisfaction has been reduced, which may lead to high turnover. There is not only job satisfaction decreasing, but also no room to move up to another higher level in the organization. (Muchnick, 2015)
	Plan: Career Advancement	career mobility, an agile organization has a limited management position level to promote. Therefore, unapproved promotion may impact employees that they may quit or stay the current job. (Shankar, 2005)	
	Plan: Job Rotation		flat organizational structure may not facilitate the needs of the millennial worker due to the flat organization reduces employee job satisfaction and turnover. The workers expect promotion, which recognizes task accomplishment. (Muchnick, 2015)

5.2 Conclusions

The summary of the study is presented under one research objective that leads to two research questions which are how agile organization effects on its employees and how agile organization manage employees to obtain high productivity and employees' retention by using four factors as research framework which are motivation factors, job satisfaction factors, work performance factors, and career mobility factor, as follow:

5.2.1 The Impact of Agile Organizations on Their Employees

In the context of agile organizations, an exploration of their influence on employees can be structured through four distinct dimensions, each symbolizing a critical facet within the research framework. These dimensions are illustrated in Figure 5.1, titled "Impact of Agile Organization on Employees."

5.2.1.1 Motivation Aspects

The impact of agile or flat organizational structures on employee motivation can be analyzed from various angles. Primarily, the operational aspect demonstrates positive effects, emphasizing the streamlined nature of work within these organizations. This entails reduced approval processes, seamless communication fostering cross-functional coordination, and ultimately expediting task completion.

Conversely, there are minor negative impacts, particularly in terms of career advancement, associated with flatter organizational structures. The very nature of such structures often constrains employees' career paths, as each position necessitates a broad skill set due to wider spans of control. Additionally, the impact on interpersonal relationships (people) tends to be negative, influenced by personal characteristics, diverse mindsets, and generational differences, often referred to as a generational gap.

However, it's worth noting that a minority of employees assert that agile organizations have an insignificant impact on their motivation.

5.2.1.2 Job Satisfaction Aspects

The influence of agile organizations on employee job satisfaction is notably significant, particularly in terms of their operational aspects. This influence is predominantly positive and encompasses several supportive elements, including swift decision-making processes, reduced layers of approval, effective communication styles, financial support, and workload balance. Additionally, a substantial portion of this positivity stems from interpersonal interactions within the organization, with approximately two-third of the impact being attributed to factors such as aligning working mindsets, ease of communication and discussion, fostering positive vibes, and creating a conducive work environment.

However, it's important to note that there are also some negative impacts stemming from employee mindsets and personalities within the realm of job satisfaction. In terms of how organizations affect employee satisfaction, compensation and benefits are generally viewed positively. Similarly, decision-making aspects, which grant authorization to individuals in their respective positions and empower employees with the ability to make rapid decisions within their purview, are also positively perceived.

5.2.1.3 Work Performance Aspects

The impact of work performance in the context of agile or flat organizations is closely aligned with the fundamental principles of these structures. In such organizations, employees typically enjoy a high degree of autonomy and decision-making authority, often ranging from 80 to 100 percent on tasks within their individual purview, without requiring constant approval from their superiors. This autonomy empowers employees and fosters a sense of ownership.

Furthermore, the characteristics of agile organizations necessitate that all positions, from the employees' perspective, incorporate leadership skills. This expectation stems from the organization's emphasis on flexibility and adaptability.

In terms of communication, agile organizations typically promote flexible communication channels, offering various avenues such as company applications and email. This approach encourages collaboration across functions,

including multinational and cross-regional interactions, accommodating diverse working styles.

However, it's essential to acknowledge that there are both positive and negative impacts associated with these aspects. On the positive side, the ability to quickly adapt and catch up with changes is a significant advantage. Conversely, challenges such as language barriers and time zone differences can negatively affect work performance within agile organizations.

5.2.1.4 Career Mobility Aspects

In the context of agile organizations or flatter organizational structures, the impact on career mobility is influenced by the reduced hierarchy and fewer distinct positions. From the perspective of most employees, this impact is generally perceived as negative, particularly in terms of hindering their career advancement, especially when aiming to climb to higher levels within the organization.

These dimensions provide a structured framework for analyzing the influence of agile organizational structures on employee motivation, job satisfaction, work performance, and career mobility.

5.2.2 Employee Management within Agile Organizations

In managing employees within agile organizations, the focus is on achieving high productivity and employee retention. This management approach encompasses several sub-dimensions as illustrated in Figure 5.2, titled "Employee Management in Agile Organizations."

5.2.2.1 To Obtain High Productivity

Employee management within agile organizations is geared toward supporting three critical factors among employees to achieve high productivity. These factors included supporting motivational factors, supporting job satisfaction factors, supporting work performance factors.

Efforts in these areas aim to create an environment that enhances employee motivation, job satisfaction, and work performance, ultimately leading to increased productivity within the agile organization.

5.2.2.1.1 Supporting Motivational Factors

The organization actively supports and motivates its employees by fostering positive human interactions in the workplace. These interactions encompass relationships with co-workers, colleagues, leaders, and supervisors. The support takes various forms, including offering advice, promoting open-mindedness, practicing active listening, and sharing knowledge. These interactions serve the purpose of improving cross-functional understanding, cultivating a motivating work environment, nurturing a friendly atmosphere, and highlighting the significance of robust teamwork.

Furthermore, agile organizations or flatter organizational structures also provide attractive compensation and benefits packages, which may include competitive salaries, rewards, allowances, provident funds, and other enticing perks. These incentives contribute to overall employee satisfaction and motivation.

In addition to compensation and benefits, organizations often invest in employee development through learning and training programs. These programs encompass in-house training, external educational opportunities, and e-learning resources. Such initiatives are minor but effective approaches to enhancing employees' skills and knowledge, ultimately contributing to increased productivity within the organization.

5.2.2.1.2 Supporting Job Satisfaction Factors

Within the context of employee satisfaction, certain factors emerge as particularly paramount for organizations to provide support. These pivotal factors encompass compensation and benefits, interpersonal relationships, achievement, and operational approaches.

Compensation and Benefits: Compensation packages and associated benefits hold substantial sway over employees' overall job satisfaction. Competitive compensation and comprehensive benefits serve to bolster employees' sense of worth and well-being within the organization.

Interpersonal Relationships: Fostering positive relationships among employees cultivates a work environment devoid of undue pressure. Such an environment encourages seamless collaboration, offers guidance, and nurtures a culture of mutual support. These relationships constitute a vital component of a harmonious workplace.

Achievement: Employees derive job satisfaction from their sense of accomplishment. The establishment of SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) goals enables employees to complete tasks and meet objectives within specified deadlines while minimizing errors. Regular feedback, encompassing both positive reinforcement and constructive critique, proves pivotal in enhancing employees' skills and bolstering their sense of achievement.

Operational Approaches: Operational efficiency closely correlates with employee satisfaction. It entails the implementation of judicious working practices through the utilization of tools, equipment, and systems, ensuring employees can operate seamlessly and align their efforts with the organization's overarching goals.

By actively supporting and nurturing these factors, organizations can establish an environment wherein employees not only experience satisfaction but also find motivation and engagement in their work. This, in turn, contributes significantly to the organization's overall success.

5.2.2.1.3 Supporting Work Performance Factors

From the perspective of employees, organizations enhance employee performance through a comprehensive learning and training approach. This includes both in-house and external training programs aimed at developing employees' soft and hard skills with the goal of improving their performance.

Operational aspects, such as decision-making authority, responsibility, ownership, work strategy, and systematic processes, are pivotal in supporting employees' work effectiveness. The organization's characteristics, including its investment in equipment and budget, play a significant role in promoting employees' work and initiatives.

Moreover, organizational policies should exhibit flexibility to accommodate different working arrangements, allowing employees the option to balance their professional and personal lives, such as through remote work policies. This flexibility can yield several benefits, including reduced commute times.

The positive synergy between these various approaches serves to bolster employee work performance, ultimately contributing to achieving high levels of productivity. Additionally, compensation and benefits packages are designed to incentivize employees to strive for better performance and increased productivity.

The objective here is to align management practices with these factors in order to enhance overall productivity.

5.2.2.2 To Obtain High Employee Retention

The focus is on achieving high employee retention within agile organizations, with each subsection providing a deeper understanding of key factors influencing employee commitment, motivation, job satisfaction, work performance, and career mobility in the workplace. These factors encompass elements such as compensation and benefits, interpersonal relationships, flexibility in work arrangements, job security, and the organization's culture. Understanding these factors is essential for creating an environment that fosters employee loyalty and commitment in agile organizations.

5.2.2.2.1 Understanding the Key Factors Influencing Employee Commitment

The crucial factors in employees' working lives primarily include compensation and benefits, which are essential for meeting the cost of living and providing for their families. These factors address the fundamental human needs.

Additionally, the interactions with people in the workplace significantly impact employees. This includes co-workers, colleagues, and supervisors. These interactions revolve around teamwork, mutual support, shared goals,

and mutual respect. They encompass activities such as advising, guiding, and supporting one another.

Other equally important elements for employees in their work include flexibility, which relates to decision-making authority, manageable working hours, the organizational culture, empowerment, and result-oriented approaches. These elements align with the concept of agile organizations, as well as operational approaches that focus on correct processes, effective management, and the opportunity to establish new connections.

Furthermore, job security is a vital factor for employees' motivation to work. It ensures that companies can operate continuously, even during challenging times such as pandemics or other crises.

5.2.2.2.2 Understanding Employee Motivation Factors in the Workplace

The results

Employee motivation factors within the workplace primarily revolve around compensation and benefits, which serve as primary incentives. These encompass monetary rewards and benefits provided to employees to acknowledge and reward their work efforts.

Additionally, there are secondary factors that contribute to motivating employees. These include challenges that pique employees' interests and can often be self-generated or initiated by the employees themselves. Achievement and Key Performance Indicators (KPIs) play a role in instilling a sense of pride among employees. Therefore, setting clear goals, defining individual roles and responsibilities, and the potential for salary adjustments all align with these primary motivating factors.

Furthermore, the desire to support one's family is another potent motivator for employees. It inspires them to work diligently to ensure the well-being and happiness of their family members.

Human relationships also emerge as a significant motivating factor. This encompasses interactions with both internal and external parties, including supervisors, leaders, team leads, colleagues, co-workers, customers, suppliers,

and stakeholders. These relationships contribute to a positive and motivating work environment, encouraging employees to excel in their roles.

Accumulating work experience is indeed a significant factor for employees, as it contributes to enhancing their career path and opens up future opportunities. This aligns closely with the factor of career advancement, as employees recognize that the experiences, they gain in their current roles will prepare them for greater responsibilities and progression in their careers.

Recognizing and addressing these employee motivation factors can help organizations create a work environment that fosters motivation, engagement, and high performance among their workforces.

5.2.2.2.3 Understanding Employee Job Satisfaction Factors in the Workplace

Employee job satisfaction hinges on three primary factors that encourage them to remain within the organization: achievement, compensation and benefits, and interpersonal relationships.

Achievement, a sense of accomplishment and fulfillment in their work is a key driver of job satisfaction for employees. When they perceive that their efforts lead to meaningful achievements, it contributes significantly to their job satisfaction.

Compensation and Benefits, compensation packages and associated benefits, such as welfare, allowances, and other perks, play a vital role in job satisfaction. These factors are further enhanced when they extend to cover employees' families and align with market standards.

Interpersonal Relationships, the quality of interpersonal relationships within the organization is crucial. Positive workplace relationships foster an environment where employees feel valued and supported, which, in turn, enhances their job satisfaction.

By recognizing and nurturing these factors, organizations can cultivate a work environment that promotes job satisfaction and encourages employees to remain committed to the organization.

5.2.2.2.4 Understanding Employee Work Performance Factors in the Workplace

Employees' perspective on outstanding work performance is influenced by three key factors: achievement, operational aspects, and interpersonal relationships.

Achievement, outstanding work performance is closely tied to a sense of accomplishment. This includes successfully achieving goals and tasks, as well as the emotional satisfaction that comes with reaching objectives. It also involves delivering results on time and consistently working without errors.

The operational aspects of work performance are crucial. The organization should provide comprehensive guidance and precise work scope. Additionally, empowering employees to explore innovative approaches and strategies is essential for achieving outstanding results.

Interpersonal relationships, people within the organization play a significant role in supporting outstanding work performance. Positive interpersonal relationships create an ecosystem of support and encourage active collaboration. Effective communication and a positive attitude contribute to better work harmony, ultimately enhancing performance.

By addressing and optimizing these factors, organizations can foster an environment conducive to outstanding work performance among their employees.

5.2.2.2.5 Understanding Employee Career Mobility Factors in the Workplace

The perspective of employees regarding their career paths and growth plans reveals some notable insights. Within a flatter organizational structure, where positions are limited, employees often find themselves working without clear career paths and growth opportunities. Additionally, there is a recognized gap in the qualifications and skills required for higher roles within the organization, which can be challenging to fulfill.

Constrained career progression in flatter organizational Structures, many employees perceive limited possibilities for career advancement

and growth within flatter organizational structures. These structures typically feature fewer hierarchical tiers, resulting in fewer available positions for upward mobility.

Skill gap for upper-level roles of employees also acknowledge a disparity in the skill sets required for more senior roles within the organization. These higher-level positions often demand a broader skill set and a higher level of expertise, making it challenging for individuals to transition into such roles.

Aspirations for career advancement despite the hurdles, a significant segment of employees, approximately one-third, remains motivated to pursue opportunities for career advancement. They seek avenues for job rotation and growth, both vertically and horizontally, as a means to accumulate valuable experience for their career trajectories.

In summary, employees operating within flatter organizational structures often face constraints in their career progression due to limited positions and skill gaps required for higher roles. Nevertheless, a significant portion of employees remains determined to achieve career advancement by seeking opportunities for job rotation and accumulating diverse experiences to enrich their career paths.

5.3 Research Contribution

5.3.1 Academic contribution

The discussion section of this research paper underscores its academic research contribution by introducing innovative perspectives and advancing our understanding of "The Effects of an Agile Organization on Its Employees" through an exploration of motivation, job satisfaction, work performance, and career mobility. The following key aspects of novelty have emerged from our study.

Our research takes a comprehensive approach to understanding the multifaceted relationship between agile organizations and their employees. We investigate not only the effects but also the mechanisms and strategies involved. By addressing motivation, job satisfaction, work performance, and career mobility collectively, we provide a holistic understanding of the multifaceted effects of agile organizations on their employees and their management.

5.3.1.1 Agile Organizations' Effects on Employees

We corroborate our findings with existing research, noting that these four aspects of organization support align with insights drawn from a significant portion of the literature, including 9 out of the 21 reviewed studies. This alignment with the literature lends credibility to our study and reinforces the relevance of these impact factors within agile organizational contexts.

However, in some of the inconsistently reviewed studies, certain aspects of motivation indicate that agile organizations or flatter organizational structures do not significantly impact employees' motivation. Additionally, our review of the literature reveals that a 'negative impact' is often cited as a factor in motivating people in the workplace, attributed to extensive collaboration with colleagues or co-workers, which can sometimes lead to conflicts in the work environment.

In the context of job satisfaction aspects, we observed that compensation and benefits do not align with our literature review findings. Consequently, we recommend that agile organizations consider adopting a more balanced workforce approach that allows for enhanced compensation and supplementary benefits in line with increased responsibilities.

In the context of work performance aspects, we identified non-conformity in two key areas: 'challenge in working' and 'leadership dynamics.' Specifically, within the 'challenge in working' aspect, we observed non-alignment with our literature review findings in five factors: 'people,' 'facilitating communication,' 'communication channels,' 'language barriers,' and 'time gap.' While one positive impact was identified in terms of the organization providing various communication and coordination methods, aligning with the literature review, other factors did not align.

For instance, in the 'people' or human interaction factor, we found a lack of alignment with the literature review. To address this, the organization could consider enhancing employees' understanding of each other's roles and responsibilities, promoting knowledge sharing, and fostering better cross-functional collaboration.

Additionally, the organization has implemented several communication channels, including text-based and chat-based communication within the organization as primary means of communication. While this aligns with contemporary

practices, it can sometimes lead to communication issues, such as difficulties in understanding each other's emotions and delayed responses. Therefore, we recommend that agile organizations be aware of these challenges and consider strategies to mitigate them.

Furthermore, considering that most agile organizations work with multinational workforces spanning different regions, language barriers and time gaps can become significant challenges. Understanding a language that is not one's mother tongue may sometimes lead to difficulties in communication and collaboration. Additionally, time zone differences between regions may result in work delays. To address these challenges, we recommend that organizations develop strategies to raise awareness of these issues and implement measures to mitigate their impact.

Moreover, the factors of non-conformity in the literature review for leadership dynamics, such as some employees believing that leadership skills may be required only for senior or managerial positions, do not align with the majority of results indicating that leadership skills should apply to every position. We recommend that the organization raise awareness of leadership skills among all employees, regardless of their position, to foster a balanced understanding and avoid potential issues.

In the context of career mobility aspects, we identified a lack of conformity in agile organizations or flatter organizational structures regarding their 'positive impact' and 'non-impact' on employees' career mobility. Consequently, employees hold the belief that the organization can provide opportunities for their career growth.

In summary, all factors and relationships related to this research question will be summarized in Figure 5.3 titled 'The Relationship of Research Aspects and Factors of Agile Organizations' Effects on Employees'.
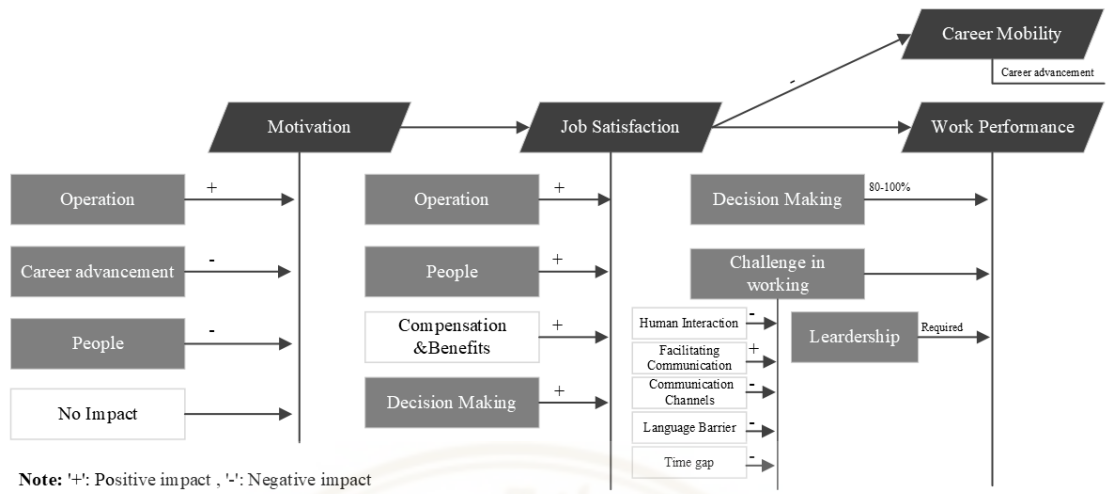
Figure 5.3: The Relationship of Research Aspects and Factors of Agile Organizations' Effects on Employees

5.3.1.2 Agile Organization Employee Management

In this segment of our research, our primary emphasis is on management strategies designed to achieve high productivity and retention within agile organizations. We have meticulously compared our research findings to the existing literature.

5.3.1.2.1 To Obtain High Productivity

We corroborate our findings with existing research, noting that these three aspects of impact are consistent with insights drawn from 9 out of 12 reviewed studies in the literature. However, some factors, such as 'people' in job satisfaction, exhibit both conformity and non-conformity.

This alignment with a substantial portion of the literature lends credibility to our study and reinforces the relevance of these impact factors within agile organizational contexts.

In some of the inconsistently reviewed studies, certain aspects of motivation, job satisfaction, and work performance received support from our literature review. The compensation and benefits factor stands out as a key area where organizations can enhance employees' motivation, job satisfaction, and work performance to increase high productivity.

Furthermore, the 'people' factor does not conform to some literature, indicating a negative correlation between job satisfaction and employees. However, employees' perspectives highlight that their relationships with colleagues, co-workers, and supervisors can significantly influence the work environment and support job satisfaction.

In summary, all factors and relationships related to this research question will be summarized in Figure 5.4 titled 'The Interrelationship Between Supporting Aspects and Factors in Agile Organizations for Enhancing Employee Productivity'.
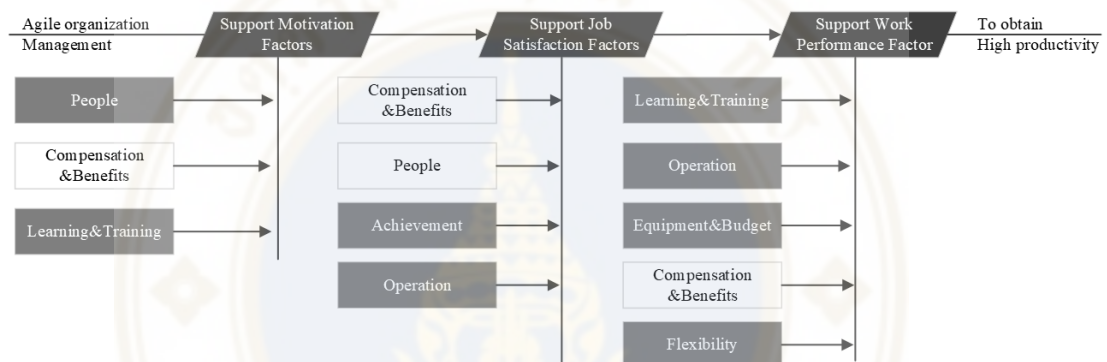
Figure 5.4: The Interrelationship Between Supporting Aspects and Factors in Agile Organizations for Enhancing Employee Productivity

5.3.1.2.2 To Obtain High Employees Retention

We corroborate our findings with existing research, noting that these three aspects of employee needs, along with one important factor related to employees' working conditions, align with insights drawn from 16 out of 21 reviewed studies in the literature. This alignment with a substantial portion of the literature lends credibility to our study and reinforces the relevance of these impact factors within agile organizational contexts. Notably, while compensation and benefits align with Maslow's hierarchy of needs as an important factor in the workplace, it is interesting to observe that this alignment was not consistently found in the literature review.

However, in some of the inconsistently reviewed studies, the experience factor in motivation aspects of employees' needs has revealed that employees aspire to enhance their skills and adapt them to alternative career paths.

Furthermore, the compensation and benefits factor are a crucial component of employees' job satisfaction needs, and organizations should strategize to retain their employees effectively.

Additionally, there are two factors related to career mobility within employees' needs: 'lack of a clear plan' and 'job rotation.' Our research has found that many employees no need career growth plan, often due to gaps in responsibilities within each position. However, job rotation presents an intriguing opportunity, suggesting that organizations may consider implementing strategies to support employees' career mobility needs. Overall, all factors have summarized in Figure 5.5 titled 'The Interrelationship Between Management Aspects and Factors in Agile Organizations for Enhancing Employee Retention'.
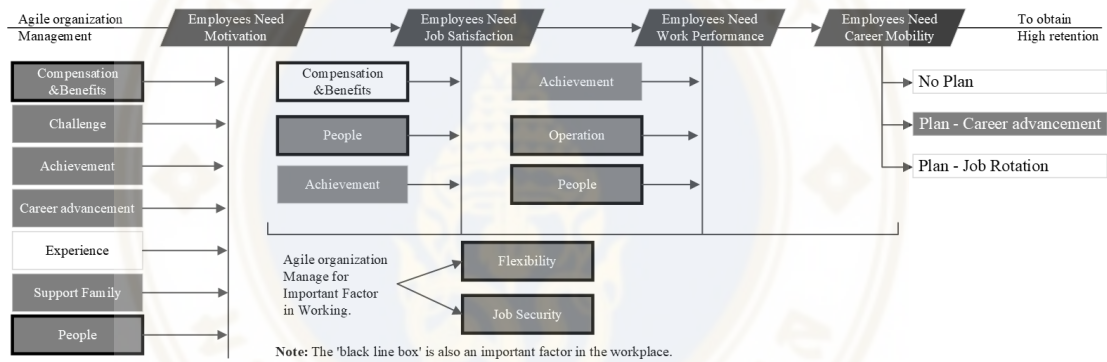
Figure 5.5: The Interrelationship Between Management Aspects and Factors in Agile Organizations for Enhancing Employee Retention

In conclusion, this research study sheds light on the multifaceted relationship between agile organizations and their employees, delving into motivation, job satisfaction, work performance, and career mobility. By taking a comprehensive approach, we have contributed valuable insights to the field of management studies, providing a holistic understanding of the impact of agile organizations on their employees. This knowledge can serve as a foundation for further research and practical applications in management studies, helping organizations enhance their strategies for employee management in agile contexts.

5.3.2 Practical contribution

In addition to advancing theoretical understanding in management studies, this research study offers valuable practical insights and recommendations for organizations aiming to enhance their practices in agile environments. Our findings hold significant implications for practitioners and decision-makers in the field, and the following practical contributions emerge from our study:

5.3.2.1 Improving Employee Management in Agile Organizations

Our research underscores the importance of effectively managing employees in agile organizations to maximize productivity and retention. Practical recommendations for organizations include:

- **Enhancing Leadership Skills:** Organizations should invest in leadership development programs for employees at all levels, fostering a culture of leadership that transcends traditional hierarchies.

- **Balancing Communication Channels:** While text-based and chat-based communication tools offer agility, organizations must also encourage face-to-face interactions or video conferencing to bridge emotional gaps and promote effective communication.

- **Addressing Language Barriers and Time Zones:** Strategies for overcoming language barriers and time zone differences among multinational teams include language training programs and implementing flexible working hours.

5.3.2.2 Nurturing Employee Needs and Well-being

Understanding and catering to employee needs is critical for fostering job satisfaction and career mobility. Practical recommendations include:

- **Balancing Compensation and Benefits:** Organizations should review and adjust compensation and benefits structures to align with employee needs, considering Maslow's hierarchy of needs as a guiding framework.

- **Supporting Skill Development:** Encourage employees to adapt their skills to alternative career paths within the organization through training and mentorship programs, providing a sense of career mobility.

- **Implementing Job Rotation:** Job rotation programs can be introduced to provide employees with diverse experiences and career growth opportunities within the organization.

5.3.2.3 Promoting a Collaborative Work Environment

To mitigate challenges arising from extensive collaboration in agile settings, organizations can consider the following practical strategies:

- **Fostering Understanding:** Promote better understanding among employees by encouraging knowledge sharing, cross-functional collaboration, and clear role definitions.

- **Diverse Communication Modes:** Implement a mix of communication modes, including face-to-face meetings, to facilitate emotional connections and reduce misunderstandings in text-based communication.

5.3.2.4 Developing Clear Career Paths

Addressing the 'lack of a clear plan' in career mobility, organizations can take practical steps to clarify and support career progression:

- **Career Path Planning:** Create and communicate clear career paths for employees, highlighting the skills and experiences needed to advance within the organization.

- **Job Rotation Opportunities:** Actively offer job rotation opportunities to employees, enabling them to explore different roles and develop versatile skill sets.

These practical recommendations provide actionable insights for organizations especially top management level and the Human Resource department seeking to navigate the challenges and leverage the benefits of agility in the workplace. By implementing these strategies, organizations can enhance employee motivation, job

satisfaction, work performance, and career mobility, ultimately achieving higher productivity and retention rates in the dynamic landscape of agile organizations.

5.4 Recommendations

Based on the research findings, recommendations were made for adopting an agile organizational structure or a flatter organizational structure.

5.4.1 Key Factors Recommendations for Achieving High Productivity and Retention

Based on the research findings, it is crucial for agile organizations to prioritize three key factors: people, compensation and benefits, and operational approach, as indicated in Table 5.3 'Summary Factors for Achieving High Productivity and Retention.' These factors are paramount in maintaining both high productivity and employee retention. By strategically focusing on the well-being and motivation of their personnel, ensuring competitive compensation and benefits packages, and optimizing their operational approach, agile organizations can create an environment conducive to achieving and sustaining high levels of productivity while retaining valuable employees. Implementing a comprehensive strategy that addresses these factors is essential for organizational success and long-term viability.

Additionally, the study unveiled an intriguing issue related to career advancement, particularly in the context of Human Resource systems within the companies investigated. It became evident that organizations can significantly benefit from the implementation of a job promotion system with job grades. Such a system would provide employees with a more transparent career path, even within the constraints of a flatter organizational structure where the number of available positions may be limited. This noteworthy finding underscores the potential for improving HR practices within agile and flatter organizations. However, it's crucial to acknowledge that this study did not delve deeply into the specifics of implementing such a system. Further research and exploration of the practicalities involved in implementing this recommendation would be valuable for organizations seeking to enhance their career advancement processes.

5.4.2 Recommendations for Future Studies

5.4.2.1 Recommendations for Different Countries

This study primarily focuses on employees and companies in Thailand. The findings reveal that a significant motivating factor for people to work is the compensation and benefits they expect to receive from their employers. This phenomenon may be attributed to the state welfare system in Thailand, which differs from that of other countries. It's important to note that if a similar research framework were applied to study agile organizations in other countries, the results might vary. Local factors, cultural differences, and distinct employment practices can all contribute to differing outcomes. Therefore, while the compensation and benefits aspect are a key motivator in the Thai context, it's essential to consider the unique dynamics of each region when assessing the factors that drive employee motivation and organizational performance.

Therefore, it is recommended to extend this study's scope to encompass various countries beyond Thailand. Comparative studies across diverse cultural and economic backgrounds can offer valuable insights into the universality or uniqueness of the factors affecting employee motivation and organizational performance. By conducting similar investigations in other countries, researchers can contribute to a broader understanding of how cultural, socioeconomic, and regulatory differences influence these dynamic.

Table 5.4: Summary factors for Achieving High Productivity and Retention

Research framework	Aspect	Operation	Career Ad.	People	Com&Ben	Decision Making	Achievement	Learning & Training	Equipment & Budget	Flexibility	Challenge	Experience
Motivation	Impact	X	X	X								
	Support			X	X			X				
	Human Needs		X	X	X		X				X	X
Job satisfaction	Impact	X		X	X	X						
	Support	X		X	X		X					
	Human Needs			X	X		X					
Work performance	Impact	X		X				X				
	Support	X			X			X	X	X		
	Human Needs	X		X			X					

Definitions:

'**x**': Appeared as results of the study, '**Com&Ben**': Compensation and benefits, '**Career Ad.**': Career advancement

5.4.2.2 ecommendations for Different Industries

To deepen our understanding of the dynamics between agile organizational structures, employee motivation, and organizational performance, future studies should explore different industries. Each industry may present distinct challenges and opportunities, and comprehending how agile principles apply across various sectors can yield industry-specific insights. Conducting research in sectors such as technology, healthcare, finance, and manufacturing will allow us to tailor recommendations and strategies to meet the specific needs and demands of each industry. It's important to note that the results may or may not differ significantly, but the insights gained from these diverse settings can provide a richer perspective on the applicability of agile principles.

5.4.3 Limitations of the Research

This research encountered several notable limitations. Firstly, individuals working within agile organizations or flatter organizational structures are known for their strong focus on work value and often have demanding workloads. Consequently, finding available time for interviews proved to be a significant challenge.

Secondly, corporate culture within many companies emphasizes the importance of confidentiality as part of company policy. This culture has made employees highly cautious about providing responses, especially when questions may relate to company-sensitive matters. This cautiousness constrained the depth of information that could be gathered.

Furthermore, it's worth noting that employees working in agile organizations, particularly those in international companies, exhibited a reluctance to participate as interviewees in this research. This reluctance further limited the diversity of perspectives and experiences that could be included in the study.

These inherent limitations underscore the complexity of researching within such organizational contexts. Researchers should consider these limitations when interpreting the findings and exploring potential avenues for future research.

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Appendix A

Content Validity Index: CVI

This appendix provides detailed information about the assessment of content validity using the Content Validity Index (CVI) by three expert committees. The purpose of this section is to present the results of the CVI assessment, demonstrating the rigor and reliability of the content validity process.

Participants

Six expert committees were involved in the assessment of content validity. The composition of each committee is outlined below:

Committee A: Miss Siriwan Waisayakunkit

Miss Siriwan Waisayakunkit brings extensive experience as the Finance Controller for an International company in the Agro-Chemistry industry, specializing in agile organizational structures.

Committee B: Mr. Pongsin Thepruangchai

Mr. Pongsin Thepruangchai serves as the Government Relations & Public Affairs Manager for an international company in the Agro-Chemistry industry, with expertise in both agile organizations and flatter organizational structures.

Committee C: Miss Pamika Arthitjawong

Miss Pamika Arthitjawong, in her capacity as Performance and Organization Manager in a Thai company within the Cement industry, provides valuable perspectives from a flatter organizational structure.

Committee D: Mr. Nat Kessuwan

Mr. Nat Kessuwan, serving as HR Manager in a Thai company specializing in Learning Solutions Providers, offers insights from the context of an agile organizational environment.

Committee E: Miss Yee Kuan Tham

Miss Yee Kuan Tham, functioning as Logistics and Indirect Procurement Manager in a European company within the Agro-Chemistry industry, brings valuable perspectives from the realm of agile organizations or flatter organizational structures.

Results

The results of the CVI assessment by each committee are presented in the table below. The CVI values were calculated based on the ratings provided by each committee member for each item.

The success of our research is indebted to the invaluable contributions of the expert committees who diligently participated in the assessment processes. We extend our heartfelt gratitude to each committee member for their expertise, time, and commitment to ensuring the rigor and validity of our study.

The Content Validity Index (CVI) analysis was enriched by the thoughtful evaluations of the following esteemed committee members:

        Committee A: Miss Siriwan Waisayakunkit

        Committee B: Mr. Pongsin Thepruangchai

        Committee C: Miss Pamika Arthitjawong

        Committee D: Mr. Nat Kessuwan

        Committee E: Miss Yee Kuan Tham

We express our sincere appreciation for their expertise in the field, which significantly enhanced the content validity of our research instrument.

The CVI analysis was conducted with the participation of six expert committees, each comprising professionals with diverse backgrounds and expertise in the fields relevant to the study. The composition of these committees and their respective members was detailed in the provided information.

In conclusion, the CVI values were calculated based on the ratings provided by each committee member for the assessment items, as presented in the tables. The results

demonstrate a high level of agreement among the committee members regarding the content validity of the assessment items, with an average CVI of 0.97 and an average agreement of 0.99. Therefore, it clearly states that the average CVI score exceeds the standard criterion of 0.80, indicating a satisfactory level of alignment between the assessment items and the predetermined educational objectives.

Questions	Score from committees					No. of Committees Agreeing	Content Validity Index (I-CVI)
	A	B	D	E	F		
RQ1: The Effects of an Agile Organization on Its Employees.							
[Motivation] Do you think a flat organization impact on your motivation? How?	4	4	3	2	4	4	0.80
[Job satisfaction] Do you think a flat organization impacts your job satisfaction? How?	4	4	3	2	4	4	0.80
[Work performance] Do you have authority in your work? How?	3	4	4	4	4	5	1.00
[Work performance] How much do you involve to make the decision on your work?	3	4	4	4	4	5	1.00
[Career Mobility] Does organizational impact on a career path?	4	3	4	4	4	5	1.00
RQ2: 2.1 Agile Organization Management to obtain high productivity.							
[Motivation] How does the organization support or motivate you to work?]	4	4	4	4	4	5	1.00
[Job satisfaction] Which factors make you satisfied at work?	3	4	4	3	4	5	1.00
[Work performance] In your opinion, what is an excellent work performance?	3	3	4	4	3	5	1.00
[Work performance] Do you have authority in your work? How?	3	4	4	4	4	5	1.00

[Work performance] How much do you involve to make the decision on your work?	3	4	4	4	4	5	1.00
[Work performance] Who do you usually coordinate with?	4	3	4	3	3	5	1.00
[Work performance] Do you think your organization's communication style and type of equipment suitable to perform the work?	4	4	4	3	4	5	1.00
[Work performance] What types of communication obstacles do you face with?	4	4	4	3	3	5	1.00
[Work performance] Do you need to take a leadership role in your work?	3	4	4	4	4	5	1.00
[Work performance] Which position in your organization needs leadership skills?	3	3	4	4	3	5	1.00
RQ2: 2.2 Agile Organization Management to obtain high employees retention							
[Human Needs] What is the most important factor in working?	4	3	4	4	4	5	1.00
[Motivation] What motivated you to work?	4	4	3	2	4	4	0.80
[Job satisfaction] Could you describe the meaning of job satisfaction?	3	3	4	4	4	5	1.00
[Work performance] How does your organization support you in having better performance?	4	4	4	4	4	5	1.00
[Career Mobility] What is your plan for a career path in this company?	3	4	4	4	4	5	1.00
[Career Mobility] What is your growth plan in your organization?	3	4	4	4	4	5	1.00
[Career Mobility] Did your organization have employees resign recently?	3	3	4	3	4	5	1.00

Proportion of Agreement	1.00	1.00	1.00	0.95	1.00
Average of I-CVI	0.97				
Average of Agreement	0.99				
Proportion of Responses	=107/110 = 0.97				

Appendix B

Index of Item Objective Congruence: IOC

The Index of Item Objective Congruence (IOC) serves as a critical tool in our research, providing a quantitative assessment of the alignment between test items and predetermined educational objectives. This appendix presents detailed information on the application of the IOC in our study.

Participants

Six expert committees played a vital role in the content validity assessment, and each committee member brought unique expertise while sharing a common background of working within an agile organization:

Committee A: Miss Siriwan Waisayakunkit

Miss Siriwan Waisayakunkit brings extensive experience as the Finance Controller for an International company in the Agro-Chemistry industry, specializing in agile organizational structures.

Committee B: Mr. Pongsin Thepruangchai

Mr. Pongsin Thepruangchai serves as the Government Relations & Public Affairs Manager for an international company in the Agro-Chemistry industry, with expertise in both agile organizations and flatter organizational structures.

Committee C: Miss Pamika Arthitjawong

Miss Pamika Arthitjawong, in her capacity as Performance and Organization Manager in a Thai company within the Cement industry, provides valuable perspectives from a flatter organizational structure.

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Committee E: Miss Yee Kuan Tham

Miss Yee Kuan Tham, functioning as Logistics and Indirect Procurement Manager in a European company within the Agro-Chemistry industry, brings valuable perspectives from the realm of agile organizations or flatter organizational structures.

Results

The IOC values, calculated based on the ratings provided by each committee member for every item, are presented in the table below.

The dedicated efforts of the committees, united by their experience in working within agile organizations, were instrumental in achieving alignment between our assessments and predetermined educational objectives. Special thanks to:

Committee A: Miss Siriwan Waisayakunkit

Committee B: Mr. Pongsin Thepruangchai

Committee C: Miss Pamika Arthitjawong

Committee D: Mr. Nat Kessuwan

Committee E: Miss Yee Kuan Tham

To each committee member, we extend our deepest appreciation for their invaluable contributions, which played a pivotal role in ensuring the excellence of this research.

Questions	Score from committees					IOC
	A	B	C	D	E	
RQ1: The Effects of an Agile Organization on Its Employees.						
[Motivation] Do you think a flat organization impact on your motivation? How?	1	1	0	1	1	0.80
[Job satisfaction] Do you think a flat organization impacts your job satisfaction? How?	1	1	0	0	1	0.60
[Work performance] Do you have authority in your work? How?	1	1	1	1	1	1.00
[Work performance] How much do you involve to make the decision on your work?	1	1	1	1	1	1.00

[Career Mobility] Does organizational impact on a career path?	1	1	1	1	1	1.00
RQ2: 2.1 Agile Organization Management to obtain high productivity.						
[Motivation] How does the organization support or motivate you to work?]	1	1	1	1	1	1.00
[Job satisfaction] Which factors make you satisfied at work?	0	1	1	1	1	0.80
[Work performance] In your opinion, what is an excellent work performance?	0	0	1	1	1	0.60
[Work performance] Do you have authority in your work? How?	1	1	1	1	1	1.00
[Work performance] How much do you involve to make the decision on your work?	1	1	1	1	1	1.00
[Work performance] Who do you usually coordinate with?	0	1	0	1	0	0.40
[Work performance] Do you think your organization's communication style and type of equipment suitable to perform the work?	1	1	1	1	1	1.00
[Work performance] What types of communication obstacles do you face with?	1	1	0	1	0	0.60
[Work performance] Do you need to take a leadership role in your work?	1	1	1	1	1	1.00
[Work performance] Which position in your organization needs leadership skills?	0	1	1	1	0	0.60
RQ2: 2.2 Agile Organization Management to obtain high employees retention						
[Human Needs] What is the most important factor in working?	1	1	1	1	1	1.00
[Motivation] What motivated you to work?	1	1	0	1	1	0.80
[Job satisfaction] Could you describe the meaning of job satisfaction?	0	1	0	1	1	0.60

[Work performance] How does your organization support you in having better performance?	1	1	1	1	1	1.00
[Career Mobility] What is your plan for a career path in this company?	0	0	1	1	1	0.60
[Career Mobility] What is your growth plan in your organization?	1	0	1	1	1	0.80
[Career Mobility] Did your organization have employees resign recently?	0	1	1	0	1	0.60
Average of IOC	0.81					
Passed Criteria	IOC > 0.5					

The average IOC of 0.81 exceeds the standard criterion of 0.50, indicating that, on average, the assessment items demonstrate a satisfactory level of alignment with the predetermined educational objectives. This suggests that the assessment instrument used in the study effectively measures the intended educational objectives across the evaluated criteria.

In conclusion, based on the comparison with the standard criteria, the assessment items evaluated through the IOC analysis meet the criteria for item-objective congruence. The average IOC score of 0.81 indicates a strong alignment between the assessment items and the educational objectives, supporting the validity and reliability of the research instrument used in the study. Therefore, it can be concluded that the assessment items demonstrate satisfactory item-objective congruence, contributing to the credibility and trustworthiness of the research findings.

Appendix C

Summary of respondents

No.	Gender	Age	Status	Education	Company Nationality	Average working years	Position Level	Average interview length (Minutes)
P01	Female	26	Single	Bachelor	European	1 Year 5 months	Non-management	61
P02	Female	34	Married	Master	American	3 Years	Management	111
P03	Female	29	Single	Bachelor	European	2 years	Non-management	45
P04	Female	32	Single	Master	American	3 years	Non-management	49
P05	Male	30	Single	Bachelor	European	7 years	Non-management	53
P06	Male	35	Married	Bachelor	European	6 Years	Non-management	54
P07	LGBTQ+	32	Single	Bachelor	European	1 Year 6 months	Non-management	65
P08	Female	30	Single	Master	American	1 year 11 months	Non-management	73
P09	Male	38	Married	Master	European	5 Years	Management	88
P10	Male	46	Married	Master	European	7 Years	Management	59
P11	LGBTQ+	31	Single	Master	American	4 months	Non-management	53
P12	Female	34	Married	Bachelor	European	10 months	Non-management	39
P13	LGBTQ+	29	Single	Bachelor	Thai	2 Years 11 months	Non-management	33
P14	Female	44	Married	Master	European	16 Years	Middle management	30
P15	LGBTQ+	30	Single	Bachelor	European	6 Years	Non-management	56
P16	Female	34	Single	Bachelor	European	2 Years 1 Month	Non-management	35
P17	Female	42	Single	Associate	European	11 Months	Non-management	35

No.	Gender	Age	Status	Education	Company Nationality	Average working years	Position Level	Average interview length (Minutes)
P18	Female	33	Married	Bachelor	American	2 Years 6 months	Non-management	34
P19	Female	29	Single	Master	European	3 Years	Non-management	38
P20	Male	28	Single	Bachelor	Thai	4 Years	Management	80
P21	Female	30	Single	Bachelor	European	10 months	Management	36
P22	Male	39	Married	Bachelor	European	5 years 3 months	Non-management	46
P23	Male	41	Married	Bachelor	European	6 Years	Non-management	58
P24	Male	28	Single	Bachelor	Thai	3 Years 6 months	Non-management	32
P25	Male	32	Single	Bachelor	Thai	2 Years 4 months	Non-management	30
P26	Male	31	Married	Bachelor	Thai	2 Years	Non-management	47
P27	Male	28	Single	Bachelor	Thai	6 Months	Non-management	30
P28	Female	43	Married	Bachelor	European	10 Years	Non-management	41
P29	Male	57	Married	Bachelor	European	23 Years	Middle management	44
P30	Male	53	Married	Bachelor	European	25 Years	Management	39
P31	Male	46	Married	Bachelor	European	23 Years	Management	38
P32	Male	51	Married	Bachelor	European	18 Years	Non-management	32
P33	Female	36	Married	Master	European	7 months	Management	38
P34	Female	29	Single	Bachelor	European	1 Year	Non-management	38
P35	Female	35	Single	Bachelor	European	6 Years	Non-management	38
P36	Female	36	Single	Bachelor	European	7 Years	Non-management	46

No.	Gender	Age	Status	Education	Company Nationality	Average working years	Position Level	Average interview length (Minutes)
P37	Female	30	Single	Master	European	3 Years	Non-management	44
P38	Female	51	Single	Bachelor	European	10 Years	Middle management	40
P39	Female	27	Single	Bachelor	European	3 Years	Non-management	56
P40	Female	35	Single	Bachelor	European	9 months	Non-management	35