

Cable TV Employee Motivation Approach: A Case Study at Bowin Cable TV

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Abstract: *The purposes of the study were emphasized to study the current employees motivational approaches employed at Bowin Cable city Co., Ltd (CVTV) and how those motivational factors affect performance employees at CVTV. Furthermore, this study also contributes the new motivational approaches to be carried CVTV. For developing research instrument, the researcher collected the quantitative data by interviewing then classified and summarized the motivational factors found in CVTV into ten characteristics of motivational factors. The population for this study is 35 employees at Bowin Cable city Co., Ltd. The finding investigated that CVTV mainly implemented commission and bonus as the motivation method. There are five of ten motivational characteristic that affect employee's performance. It has found salary had the strongest positive relationship with job performance of CVTV's employee, followed work itself, growth and advancement, recognition, and supervision. From the results, the company should focus on the improving of commission system and job responsibilities of sale teams.*

Keywords: motivation, approach, effectiveness, reward, salesperson, cable TV

Introduction

In business world, motivation refers to the amount of effort the person desires to expend on an activity associated with the job (Churchill, Ford, and Walker 1979). Thus, an understanding of the sources of employees' motivation will aid managers in determining the effort a particular employee is willing to expend on a specific job task. Bowin Cable city Co., Ltd. (CVTV) is the local cable TV for a city in Chonburi. CVTV will cover the news from Bowin up to Siracha. Bowin is a huge city that full of factory workers. CVTV hold most of the information and situations that have been going on in the area. CVTV want to keep everyone in the area update with the information that CVTV has.

There are currently 35 employees at CVTV. Regarding to the organizational structure of CVTV, there are three departments include human resource, technician, and sales department. Human resource is in charge of searching for the new member for other teams, taking care of the employees, listen to employees problems and make suggestion to the board member. If any employees have any problem while they are working at CVTV, human resource will be the one they turn to. Sometimes the problems can be beyond the authority of human resource, they will bring the problem up to the managers meeting, which will be held once a week. Together with other managers and CEO, they will brainstorm the issue and come up with new policy to ensure the win-win situation. For sales team, the sales team is divided into two groups. Firstly, on-the-field team is focuses mainly on searching for a new customer. Each one of them is given a map that highlighted with amount of user and non-users of CVTV services. On-the-field team focuses mainly on persuade that particular household to use CVTV service. The second team is the hotline service. This sales team sits in front of the phone and have duties to answer the phone to any customers, whether those are complains, consult, start a service or discontinue the service. They are the one that provide the answers. They also gather the information and pass them to the managers. The last department is the technician support. This team helps out setting up the service for the customers. If the hotline service cannot resolve the issue for the customers, the technician support team is the one who visit the customers and provide the on-field service. The job of support team is based on the sales team.

Currently, the employees at Bowin Cable city Co., Ltd. do not feel motivated because of its current rewarding system. The old system is to divide the commission equally base on the total amount of customers it has. From the observation and interview with sales department manager, there are some salesmen start to get lazy once they hit their target for the month they do not want to work more; this

has caused the other salesmen to lose their passion in the job. This has also led into their loss of interest in taking care of the customers. Once the customers do not feel like they are getting the service that they deserve, they will discontinue the service with CVTV. Even though the number of customers has remained the same but the company does not have loyal customers. There is a high turnover rate of customers; this is not a good thing for cable TV business. The company wants to have loyal customers rather than new customers. The sales team will want to give their best effort to take care of the current customers and at the same time kept finding the new one. Hence, the company wants to find a new system to help improving in this area, it wants to make sure that the customers get the service that they deserve.

This study concept is based on the valence-instrumentality-expectancy model by Churchill (1979). He mentioned in his work that the relationship between personal factors and reward valences among salespeople has proposed that valences of salespeople may change as they pass through different stages in their career (Churchill, Ford, & Walker 1979; Ford, Walker, & Churchill 1985). In certain stage, they may cherish monetary rewards more than others (Cron, 1984). Base on the problems, the objectives of the study was defined as below:

1. To study the current employees motivational approaches employed at Bowin Cable city Co., Ltd.
2. To study the effectiveness of the current motivational approaches of the employees at Bowin Cable city Co., Ltd.
3. To recommend the new motivational approaches to be carried at Bowin Cable city Co., Ltd.

Literature Reviews

Motivation

Motivation is a general concept that moves an individual to action (Bandura, 1990). More specifically, motivation concerns the conditions responsible for variations in intensity, quality, and direction of ongoing behavior (Vinacke, 1962). Motivation has been defined as the amount of effort the salesperson desires to expend on each activity or task associated with the job (Churchill, Ford, & Walker, 1979). This is because motivation is not directly observable; it is typically explained in terms of the choices of action an individual makes and the intensity and determination of effort in pursuing the chosen courses of action (Kanfer, 1990). In result, theories of motivation generally attempt to answer the question, such to understand individuals want, need, and value (Dweck, 1990). Understanding motivation requires an understanding of the sources of motivation and any factors that may come in between the relationship of motivation and action (Bandura, 1990). The object of motivation research, in fact, is to understand how the individual determines their choice, initiation, and kept themselves on track toward certain goals (Bandura, 1990).

Motivation lies at the core of psychology (Dweck, 1990). Furthermore, motivation has been the central concept of a number of theoretical models in the psychology literature that seek to explain and project why people behave as they do. In this study the researcher applied Herzberg's Motivational Theory and Vroom's Expectancy Model for linking the relationship between motivational factors such as motivators and hygiene factors towards employee's performance.

Vroom's Expectancy Theory

Expectancy theory is the dominant theory of motivation in the sales literature. One of the major areas in motivational research is expectancy theory, also known as expectancy-value theory (Vroom, 1964). There are a number of variations of expectancy theory exist, two concepts form its theoretical foundation. For first concept, it explains that certain behaviors will lead to certain outcomes. The second concept says that a person's desire or effort to achieve an outcome is based on the value that the person places on the outcome. The researcher has explained the relationship between expectancy theory and a person's value of an outcome is based on the background or the past of a person that determine the value of outcomes (Bandura, 1990). Atkinson (1964) states that a person's need for achievement influences expectancy and outcome values. Rotter (1966) suggests that there is a behavior-effort relationship; where the individual believes that action can control outcomes and determines expectancy based on the amount of effort that put on a task.

The most widely used model of expectancy theory in the sales literature incorporates Vroom's (1964) valence, instrumentality, and expectancy (VIE) model (Ingram, Lee, and Skinner 1989). The foundation of this model is that the salesperson recognizes a connection between effort and reward.

The amount of effort that the salesperson will spend on a particular task is determined by three sets of perceptions. The first perception is expectancy which is the perceived linkages between expending more effort on a particular task and achieving improved performance. The second perception is instrumentality; it refers to the perceived relationship between improved performance and the attainment of increased rewards. The third perception is valence for rewards which due with the perceived attractiveness of the various rewards the salesperson might receive (Churchill 1979). The source of a reward contributes to its valence (Leonard, Beauvais, and Scholl 1999). Money, as well as other external rewards such as exclusive treatment is considered to be an extrinsic reward. In contrast, rewards that increase an employee's interest in sales, for example, are considered to be intrinsic rewards. This increased interest in sales develops from the salesperson's perceived ability to master his or her environment (Deci and Ryan 1980). In the past, sales managers and sales researcher believed that money is the primary reward that motivates all salespeople in nearly all situations. Nevertheless, early in the research on salesperson motivation, there exist nonmonetary rewards that salespersons value (Walker, Churchill, & Ford 1977).

One of the first empirical studies to investigate salesperson motivation and expectancy found that the extrinsic motivation can help predicting the performance of salesperson (Oliver 1974). On the other hand, when management placed the value on activities or behavior, sales performance was not affected. A later study supported the opposite conclusion that intrinsic motivators were more influential in sales performance than extrinsic motivators (Tyagi 1985). Another early study of sales force motivation and external rewards found that money reward may not be the only incentive that motivates salespeople (Darmon 1974). This study examined changes in reward and the impact of these changes on the time salespeople spent selling. The results supported the proposition that not all salespeople are motivated in the same manner. A more recent study of compensation plans and salesperson motivation found that different compensation plans affected intrinsic and extrinsic motivation differently. Salaries were more effective in motivating intrinsically motivated salespeople while commission compensation plans were more effective in motivating salespeople who focused on extrinsic motivator (Lee 1998). In conclusion, expectancy theory believes that people engage in work to obtain the best outcomes (Bandura 1990). In order for people to obtain the best outcomes, they must be aware of all of the possible alternative courses of action. Then, they compare these alternative courses of action against the possible outcomes, in order to proceed toward the outcome that grants them with the most value.

Performance and Behavior Outcomes

Performance outcomes, such as the number of sales made by a salesperson, are the central focus of goal-setting. (Kanfer, 1990) In other words, the dependent variable in goal setting research is the evaluation of an individual's behavior. This is in contrast to expectancy theories that focus solely on the behavior of an individual (Kanfer 1990).

Goal-setting and expectancy theory focus on different but related motivational processes (Kanfer 1990). They focus on the same psychological variable, such as self-efficacy, is explained differently in the two theories. For example, in expectancy theory, there is evidence that an individual with high self-efficacy will have higher expectation of success (Bandura 1990). Thus, the goal choice of an individual is the motivating factor.

On the other hand, goal setting theory suggests that a person with high self-efficacy may experience reduced motivation in task performance. The reason for reduced motivation among highly self-confident people is because highly self-confident people exhibit a lack of attention to the task and to the strategies employed in attempting to accomplish the task. While strong effort on a task indicates motivation, which also indicates the lack of confidence in the person's ability to accomplish the task successfully (Kanfer 1990).

Another difference between goal setting theory and expectancy theory is that goal setting theory focuses on the accomplished goals which are the consequences of the behavior. This means that the behaviors which involved in reaching the goal are not generally considered. Goals are considered distinct accomplishments. In goal setting theory, goals can be easily measured; therefore, goal accomplishment often offers immediate reward (Kanfer 1990).

On the other hand, expectancy theory is concerned with the process of goal choice and intended effort (Kanfer 1990). In expectancy theory, goal choice or intended effort are the dependent

variables. Goal in expectancy theory are more complex and take longer to accomplish. Expectancy theory suggests that it is possible to run a number of separate goals together in order to obtain a more complex goal; however, in this case, goal often set by the external factor such as sales manager. As a result, the sales manager may have combined different goals to achieve a more complex goal; however, the goal most likely has nothing to do with the individual's goal choice. Therefore, the goals do not motivate behavior and may block the accomplishment of the more complex goals.

Herzberg's Motivational Theory

Herzberg (1959) proposed that an employee's motivation to work is best understood when the attitude of that employee is understood. This means that the internal concept of attitude should reveal the most rational information for managers with regard to the motivation of workers. Herzberg (1959) developed two distinct lists of factors. One set of factors is the factor which caused happy feelings or a good attitude within the worker; Herzberg named this group of factors as motivator. While, the other set of factors is the one that causes feelings of unhappiness or bad attitude, and these factors; Herzberg claimed that this group of factors were not directly related to the job itself, but somehow they can affect that job. This group of factors called hygiene factors. The two groups of factors can be categorized as shown in Table 1 below.

Table 1: Herzberg's Motivator vs. Hygiene Factors

Motivator Factors	Hygiene Factors
<ul style="list-style-type: none"> -recognition - achievement - possibility of growth - advancement - responsibility - work itself 	<ul style="list-style-type: none"> - salary - interpersonal relations - supervisor - interpersonal relations - subordinates - interpersonal relations - peers - supervision - technical - company policy and administration - working conditions - factors in personal life - status - job security

Motivators refer to factors deep-down within the work itself, for example the recognition of a task completed. On the other hand, hygiene factors tend to include external elements such as relations with co-workers, which do not relate to the worker's actual job. If motivation includes only those things which promote action over time, then motivators are the factors that promote long-running attitudes and satisfaction. According to Herzberg (1959), motivators cause positive job attitudes because they satisfy the worker's need. The presence of these motivators has the potential to create great job satisfaction; however, in the absence of motivators, Herzberg mentioned that dissatisfaction does not occur. Similarly, hygiene factors have the potential to cause great dissatisfaction. Also, their absence does not create a high level of satisfaction.

According to Herzberg (1968), the opposite of job satisfaction is not dissatisfaction; lack of satisfaction is the opposite of job satisfaction. Likewise, the opposite of job dissatisfaction is not satisfaction; opposite of dissatisfaction is "no dissatisfaction". For example, consider work condition which is the hygiene factor. If the air conditioner breaks in the middle of a hot summer day, workers will be dissatisfied with that particular day. However, if the air-conditioner works throughout the day as usual, this does not mean that the workers will be satisfied with his job and being grateful.

Methodology

In this study the researcher employed a quantitative research method on effectiveness of the motivation method employed at CVTV. For the qualitative, it has design aimed to study the current employees motivational approaches employed. Besides, it helped to develop the questionnaire for exploring the effectiveness of the current motivational approaches of the employees. The population for the quantitative study is the whole employees at CVTV with 35 employees. The interviewees were

comprised of one CVTV director and other three administrators of the CVTV who are responsible for the employee motivation or promotion. Data collection was completed during 1st – 14th October 2015. The researcher applied Herzberg's Motivational Theory and Vroom's Expectancy Model for linking the relationship between motivational factors such as motivators and hygiene factors towards employee's performance. However, the researcher assesses the motivational factors of CVTV employee by interviewing. Semi-structured interviews were selected to explore employee's experience through the motivation that enhances their working performance. Firstly, the researcher had developed an interview guide for collecting qualitative data by consulting the current employees for motivational approaches employed at Bowin Cable city Co., Ltd. The result received the opinion towards motivational factors from the directors and administrator of company. After completing this approach, there are 10 motivational factors consists of achievement, recognition, the work itself, responsibility, growth and advancement, company policies, supervision, relationship with peers, work condition, and salary.

The research instrument for the quantitative study is questionnaire, which employed for gathering participants opinions. Hence, the researcher developed questionnaire from the result of qualitative data analysis following the guide line for questionnaire as followed. The first section referred to demographic information of respondents, contained with socio-demographic characteristic includes gender, age, and employment status. For second section explained the opinion of employee towards 10 motivational factors. The last section aimed on investigating the employee performance. Likert 5-point scales were applied for identifying employee's attitude towards different motivators in both section 2 and 3.

For validating the instrument, the researcher has asked three experts to validate the developed questionnaire using the IOC method. The positive and negative feedback with some comments from the expert helped researcher find the ambiguous of questions in the research instruments. All of questions gained IOC score higher than 0.50 (See appendix), which appropriate for data collection. The researcher revised the questionnaire accordingly to the expert's recommendation. After checked by expertise, the reliability analysis was applied to find out the consistency of question's statements by conducting Cronbach's alpha test. According to the rule of thumb, the alpha score should higher than 0.70 (Zikmund, Babin, Carr, and Griffin, 2012). This test applied to for checking internal consistency of ten motivation factors and job performance Likert 5-points questions that contained four questions for each variable. According to the table, the result shows all of variables have alpha coefficient value more than 0.70. This result indicated the research instrument that applied to 35 respondents are reliable and provide accurate outcome.

Table 2 Reliability analysis

	Cronbach's Alpha	N of Items
Achievement	.714	4
Recognition	.716	4
The work itself	.725	4
Responsibility	.706	4
Growth and Advancement	.727	4
Company policies	.776	4
Supervision	.708	4
Relationship with peers	.723	4
Work condition	.760	4
Salary	.706	4
Job performance	.707	4

Data analysis

The qualitative data were analyzed by using coding and categorizing, while quantitative analyses were completed by using the SPSS software (Statistical Package for Social Sciences) version 21 using percentage, mean and standard deviation. Descriptive statistic and inferential statistics were used in this study. The author has chosen mean and percentage to explain the characteristics of participants and their criterion used for the level of agreement towards each motivational factor. Furthermore, Pearson correlation coefficient analysis was done for finding the relationship between the motivational factors and performance of CVTV's employee.

Table 3 Descriptive analysis of demographic characteristics

Demographic profile (n = 35)		Frequency	Percent
Gender	Male	19	54.3
	Female	16	45.7
Age <i>Range = 23 - 38</i> $\bar{x} = 28.9$	21 - 30	26	74.3
	31 - 40	9	25.7
Education background	Diploma	33	94.3
	Bachelor Degree	2	5.7
Marital status	Single	19	54.3
	Married	16	45.7
Working experience <i>Range = 1 - 5</i> $\bar{x} = 2.4$	1	12	34.3
	2	7	20.0
	3	10	28.6
	4	3	8.6
	5	3	8.6
Salary <i>Range = 10,000 - 18,000</i> $\bar{x} = 13,085$	Below 15,000 Baht	27	77.1
	15,001 - 20,000 Baht	8	22.9
Position	Salesperson	22	62.9
	Technician	6	17.1
	Manager	2	5.7
	Operator	2	5.7
	Human resource	3	8.6

This research study both male and female employees who worked in CVTV, aged between 23 and 38 years. Most of them have highest educational background as diploma (94.3%). They have working experience at least a year (34.3%) and have salary between 10,000 and 18,000 Baht per month. Most of participants are salesperson (62.9%) and technician of CVTV (17.1%).

According to the average mean score, it shows the high level of agreement towards job performance ($\bar{x} = 4.11$). In detail of motivational factors and, it has found employees have highest agreement level towards relationship with peer ($\bar{x} = 4.24$), then followed by supervision ($\bar{x} = 4.19$), achievement ($\bar{x} = 4.18$), work condition ($\bar{x} = 4.16$), company policies ($\bar{x} = 4.16$), growth and advancement ($\bar{x} = 4.14$), salary ($\bar{x} = 4.13$), responsibility ($\bar{x} = 4.13$), recognition ($\bar{x} = 4.10$), and the work itself ($\bar{x} = 4.09$), respectively.

Table 4 Interpretation of relationship (Hinkle et al., 1988)

Correlation (<i>r</i>)	Level of Correlation
0.00 – 0.20	Very weak / negligible correlation.
0.21 – 0.40	Weak / low degree of correlation.
0.41 – 0.60	Moderate / moderate degree of correlation.
0.61 – 0.80	High / marked degree of correlation.
0.81 – 1.00	Very high / indicating high correlation.

Table 5 Pearson correlation coefficient analysis

	r-value	Sig.	Relationship
Achievement	.255	.139	Weak
Recognition	.403*	.016	Moderate
The work itself	.488**	.003	Moderate
Responsibility	.261	.130	Weak
Growth and Advancement	.410*	.014	Moderate
Company policies	.294	.087	Weak
Supervision	.340*	.045	Weak
Relationship with peers	.311	.069	Weak
Work condition	-.054	.758	Very weak
Salary	.604**	.000	Strong

According to the inferential analysis, the use of Pearson correlation coefficient test explained five motivational factors have positive relationship with job performance. It has found salary is the mostly correlated with job performance of CVTV's employee ($r = 0.604$) with strong relationship, followed motivational factors that have moderate relationship such as the work itself ($r = 0.488$), growth and advancement ($r = 0.410$), recognition ($r = 0.403$), and supervision ($r = 0.340$), respectively. This finding has confirmed the linkage between motivators and performance that introduced by Vroom (1983), and Kiruja and Elegwa (2013). Furthermore, the main finding from the interviewing part from admin explained the monetary intrinsic such as commission and salary is being the most motivational factors on increasing employee's performance. As we can see the pressure from teammate can affect the lazy employee to perform better performance. According to the Herzburg's motivator, it can be seen factors such as the work itself, growth, advancement, and recognition linked to the job performance of CVTV, while hygiene factors like supervision and salary have positive correlated with job performance. If there are no existence with both hygiene factors and other motivators, it can lead employee are dissatisfied with their job and it will be returned into low productivity or high turnover jobs. If they perceived more positive towards these motivators, the employee might increase their performance. In order to create conditions for job satisfaction of the front line employee, wages and salary is the most important thing that needs to be considered by leaders. However, the result shows achievement, responsibility, company policies, relationship with peers, and work condition have no relationship with job performance at 0.05 significant level. According to follow results, the researcher solved the objectives of research as followed.

The outcome of qualitative analysis represented the motivating system for the employees of CVTV, as well as how effective of the system and the future implementation of new motivation. The researcher started an interviewing with CVTV director and other three administrators of the CVTV who are responsible for the employee motivation or promotion within September 2015.

In the company, it can classify the role of staff into four segmentations, including the human resource (HR), on-the-field team, the hotline service, and technician support. Households or customer were accessed by on-the-field team, while the hotline team had cooperated with on-the-field team through the map of service area. At the end of each week, the hotline service team will summarize the result of work progress of sales team and pass them to the manager for data analysis and improvement of the sales team. It can summarize that CVTV mainly implemented commission and bonus as the motivation method. The commission and salaries of the sale team was calculated by HR team, while HR team and technician support team got higher salary but exclude commission. The commission of sale team was divided equally.

According to the relationship between key motivating factors and performance of CVTV employee, it shows salary is the most significantly affected employee's performance, followed by challenge of work itself, growth and advancement, and supervision of their boss. However, the dividing of commission equally is not work as a plan, as the company want the hardworking employee motivates another one to work more. It caused hardworking push less effort on their customer as they know at last they will receive the same amount of commission. As they retrieved commission as not much as they expect, it make them slack off. It can make current customers dissatisfied to the service of both frontline sale team and hotline service.

As we known the problem was occurred due to inequality of job responsibilities and intrinsic of employees. The researcher focused on the improving of commission system and job responsibilities of sale teams. For implementation, each sales member will be team up in pair, where one of the members is from on-the field team and the other one is from hotline team. Each pair will be responsible for their customers. They have to ensure that their customers receive the service that CVTV promise to provide. Each pair of salespeople will have to give their sales code and their hotline partner's number to the customers. This way when the customers can call directly to the hotline that paired up with the on-field-team who introduces the customer to CVTV.

So, the commission will be dividing among the pair of salespeople. It will no longer be divided among the whole team. Hence, the one who work more will earn more, on the other hand, the one who laid-back will not get the commission that he or she did not work for. The work process will be summarized by the hotline team and has to submit the result to the manager weekly. The report has to provide the detail of the amount of new customers, current customers and customers who chose to discontinue the service. At the end of each month, the sales manager will have to check that the number of customers submitted from the sales team members matches the amount of customers who are using the services. The sales manager will pass on the report of the customers to HR team for the commission calculation. This method should provide a better view of sales team members. Hence, the manager can evaluate which team is being ineffective and the weakest pair. The sales manager can evaluate the issue much easier and provide the help to the particular team that is ineffective.

Recommendation

The main finding of this research clearly explained how motivation is very important to the organization. The researcher found the relationship between motivators and job performance of the employee. It has found salary were intrinsic to motivate performance of CVTV's employee. This finding was supported by the study of Meudell (1998) and Churchill et al. (1979) that explained workers intent to work harder if they strongly expected for higher salary, bonus, promotion, and fringe benefits. Furthermore, Perveen (2015) also confirmed on that fairness of reward system can positively motivated productivity of employee. Besides, it has found the significant on growth and advancement and recognition were related to performance of employee. It was supported by Kopelman (2011) who stated on the recognition and reward intervention influenced on service quality of employee inside the organization. Furthermore, Locke et al (1988) also mentioned on trustworthiness on leader can affected worker's commitment on their goal. It can be explained that both intrinsic and extrinsic rewards had high effective on performance of employee (Oliver, 1974). But this study found extrinsic factors were affected performance of workers better than intrinsic reward. Workers expected on what they got it in return.

Understanding factors that influences employee's performance is the key to make the company being more success in the long-term plan. Since CVTV is the company that offers cable TV service, it should maintain the relationship with the consumers to make them remain the loyal with the company.

In order to make consumers satisfied with the company service, it should improve the performance of employee to have willingness for providing better service to their clients. The result of this study shows how employees of CVTV were motivated by monetary intrinsic like commission and salary. Furthermore, the supportive supervisor can help them relief their stress and can do better performance. Besides hygiene factors, the work itself, as well as growth and advancement, and recognition is also important as well to make employee tried the best for their careers. This study also found the current motivation system is failed to motivate the laid-back employee to perform better productivity of their duty. It seems strategy or the approach that related to the monetary issue might help HR team and director to solve this problem.

Base on the major findings, there are the new motivation to be carried out at CVTV. It seems new motivating system that should implement to the firm is related to monetary intrinsic. Using sharing commission might help each employee push another employee to help each other for serving current clients, but this approach has limitation to some employee who already satisfied with their current income. It may cause them laid back on working, as well as it returned to lower performance and make customer being dissatisfied with the service quality. Then separate commission will be planned for implementation in the future. This system will share commission among each individual pair of sale team (hotline and on-the-field sales). The one who are not get well deserve will not get the commission, while the one who make clients satisfied will get more rewards. It can push the employees developed themselves to perform better performance for getting their commission in complete amount.

However, this study has contained many limitations that found during research process. The result may not be generalized to the field of motivation research since this study focuses only the cases from one company in Thailand. Furthermore, the sample size is limited to only 35 company employees. The lower sample size may cause the output become less accurate. The researcher suggested doing comparative research by comparing the cases from more than one company to study how they were motivated by various factors.

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