EMPLOYEE MOTIVATION TO USE PREFERRED SUPPLIERS: 
A CASE OF AN IT COMPANY

By
NATTANAN BULPITAK

A Final Report of the Six-Credit Course
SCM 2202 Graduate Project
Submitted in Partial Fulfillment of the Requirements for the Degree of
MASTERS OF SCIENCE IN SUPPLY CHAIN MANAGEMENT
Martin de Tours School of Management
Assumption University
Bangkok, Thailand
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August 2014
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Declaration of Authorship Form

I, Nattanan Bulpitak, declare that this thesis/project and the work presented in it are my own and has been generated by me as the result of my own original research.

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A CASE OF AN IT COMPANY

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ADVISOR’S STATEMENT

I confirm that this thesis/project has been carried out under my supervision and it represents the original work of the candidate.

Signed: ____________________________
(Asst. Prof. Dr. Nucharee Supatn)

Date ______September 5, 2014_______
ACKNOWLEDGEMENT

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Nattanan Bulpitak
Assumption University
August 2014
ABSTRACT

IT companies have invested more on new technologies and services to make awareness and give knowledge to the customers because it is currently a changing era from hardware and software to focus on cloud and device services. Supply chain management is emphasized in order to achieve long term competitive advantages from cost reductions and service quality improvements with their stakeholders.

The research purpose is to identify the employee motivation on service quality of preferred and traditional suppliers. Selecting preferred suppliers is challenging for the company since not all suppliers could be kept on the list. As such the clear direction and policy must be established based on the feedback from employees. The information must be obtained from all segments in the organization to ensure that the new direction would be geared since it would affect the company as a whole.

The researcher applied the questionnaire survey method by designing a survey on employee motivation to use preferred suppliers. The research dimensions emphasize two services; quality of work and price factors. All 150 respondents of ABC Company are defined as the target population of the study. The researcher used descriptive statistics to analyze the respondents’ demographic data. Multiple Linear Regression and paired t-test were used as major data analysis methods to test the four hypotheses in this research.

In summary, quality of work and price factors were found to have a relationship to use preferred and traditional suppliers as expected. The proposed conceptual framework was significantly fit by analyzing the multiple regressions and paired t-test analysis. All proposed hypotheses were supported by the data. However, the regression model indicated that the independent variables had a relationship to use preferred and traditional suppliers. In contrast, the results indicated that employee motivation to use preferred supplier is higher than using traditional suppliers.
TABLE OF CONTENTS

Committee Approval Form ........................................................................................................ ii
Declaration of Authorship Form ................................................................................................. iii
Advisor’s Statement .................................................................................................................. iv
Acknowledgement ................................................................................................................... v
Abstract ..................................................................................................................................... vi
Table of Contents ..................................................................................................................... vii
List of Tables ............................................................................................................................ x
List of Figures .......................................................................................................................... xi
Proofreader Form ...................................................................................................................... xii

Chapter I: Generalities of the Study
1.1 Background of the Research ......................................................................................... 1
1.2 Statement of the Problem ............................................................................................... 3
1.3 Research Objectives ...................................................................................................... 4
1.4 Scope of the Research .................................................................................................... 5
1.5 Significance of the Research .......................................................................................... 5
1.6 Limitations of the Research .......................................................................................... 6
1.7 Definition of Terms ......................................................................................................... 7

Chapter II: Review of Related Literature
2.1 Service Quality ............................................................................................................. 9
2.1.1 Service Quality Measurement .................................................................................. 10
2.2 Quality Control ............................................................................................................. 11
2.3 Warranty ....................................................................................................................... 12
2.4 Compatibility with Existing Process ........................................................................... 12
2.5 Price Factor ................................................................................................................... 13
2.5.1 Competitive Price ................................................................................................... 14
2.5.2 Reasonable Price ..................................................................................................... 14
2.5.3 Credit terms ............................................................................................................ 15
# LIST OF TABLES

<table>
<thead>
<tr>
<th>TABLE</th>
<th>Measurement Items for Quality of Work</th>
<th>Measurement Items for Price factors</th>
<th>Measurement Items of Employee Satisfaction</th>
<th>Reliable Analysis Results</th>
<th>Employee Characteristics</th>
<th>Descriptive Statistics of the Quality of Work and Price factors</th>
<th>Relationship between Employees' Motivation to use Preferred Suppliers and its influencing Factors</th>
<th>Relationship between Employees' Motivation to use Traditional Suppliers and its influencing Factors</th>
<th>Comparisons of the Employees' Motivation to Use Preferred and Traditional Suppliers and their Influencing Factors</th>
<th>Summary of Research Hypotheses</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1</td>
<td>Measurement Items for Quality of Work</td>
<td>Measurement Items for Price factors</td>
<td>Measurement Items of Employee Satisfaction</td>
<td>Reliable Analysis Results</td>
<td>Employee Characteristics</td>
<td>Descriptive Statistics of the Quality of Work and Price factors</td>
<td>Relationship between Employees' Motivation to use Preferred Suppliers and its influencing Factors</td>
<td>Relationship between Employees' Motivation to use Traditional Suppliers and its influencing Factors</td>
<td>Comparisons of the Employees' Motivation to Use Preferred and Traditional Suppliers and their Influencing Factors</td>
<td>Summary of Research Hypotheses</td>
</tr>
<tr>
<td>3.2</td>
<td>Measurement Items for Quality of Work</td>
<td>Measurement Items for Price factors</td>
<td>Measurement Items of Employee Satisfaction</td>
<td>Reliable Analysis Results</td>
<td>Employee Characteristics</td>
<td>Descriptive Statistics of the Quality of Work and Price factors</td>
<td>Relationship between Employees' Motivation to use Preferred Suppliers and its influencing Factors</td>
<td>Relationship between Employees' Motivation to use Traditional Suppliers and its influencing Factors</td>
<td>Comparisons of the Employees' Motivation to Use Preferred and Traditional Suppliers and their Influencing Factors</td>
<td>Summary of Research Hypotheses</td>
</tr>
<tr>
<td>3.3</td>
<td>Measurement Items for Quality of Work</td>
<td>Measurement Items for Price factors</td>
<td>Measurement Items of Employee Satisfaction</td>
<td>Reliable Analysis Results</td>
<td>Employee Characteristics</td>
<td>Descriptive Statistics of the Quality of Work and Price factors</td>
<td>Relationship between Employees' Motivation to use Preferred Suppliers and its influencing Factors</td>
<td>Relationship between Employees' Motivation to use Traditional Suppliers and its influencing Factors</td>
<td>Comparisons of the Employees' Motivation to Use Preferred and Traditional Suppliers and their Influencing Factors</td>
<td>Summary of Research Hypotheses</td>
</tr>
<tr>
<td>3.4</td>
<td>Measurement Items for Quality of Work</td>
<td>Measurement Items for Price factors</td>
<td>Measurement Items of Employee Satisfaction</td>
<td>Reliable Analysis Results</td>
<td>Employee Characteristics</td>
<td>Descriptive Statistics of the Quality of Work and Price factors</td>
<td>Relationship between Employees' Motivation to use Preferred Suppliers and its influencing Factors</td>
<td>Relationship between Employees' Motivation to use Traditional Suppliers and its influencing Factors</td>
<td>Comparisons of the Employees' Motivation to Use Preferred and Traditional Suppliers and their Influencing Factors</td>
<td>Summary of Research Hypotheses</td>
</tr>
<tr>
<td>4.1</td>
<td>Employee Characteristics</td>
<td>Descriptive Statistics of the Quality of Work and Price factors</td>
<td>Relationship between Employees' Motivation to use Preferred Suppliers and its influencing Factors</td>
<td>Relationship between Employees' Motivation to use Traditional Suppliers and its influencing Factors</td>
<td>Comparisons of the Employees' Motivation to Use Preferred and Traditional Suppliers and their Influencing Factors</td>
<td>Summary of Research Hypotheses</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.2</td>
<td>Descriptive Statistics of the Quality of Work and Price factors</td>
<td>Relationship between Employees' Motivation to use Preferred Suppliers and its influencing Factors</td>
<td>Relationship between Employees' Motivation to use Traditional Suppliers and its influencing Factors</td>
<td>Comparisons of the Employees' Motivation to Use Preferred and Traditional Suppliers and their Influencing Factors</td>
<td>Summary of Research Hypotheses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.3</td>
<td>Relationship between Employees' Motivation to use Preferred Suppliers and its influencing Factors</td>
<td>Relationship between Employees' Motivation to use Traditional Suppliers and its influencing Factors</td>
<td>Comparisons of the Employees' Motivation to Use Preferred and Traditional Suppliers and their Influencing Factors</td>
<td>Summary of Research Hypotheses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>4.4</td>
<td>Relationship between Employees' Motivation to use Preferred Suppliers and its influencing Factors</td>
<td>Relationship between Employees' Motivation to use Traditional Suppliers and its influencing Factors</td>
<td>Comparisons of the Employees' Motivation to Use Preferred and Traditional Suppliers and their Influencing Factors</td>
<td>Summary of Research Hypotheses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.5</td>
<td>Comparisons of the Employees' Motivation to Use Preferred and Traditional Suppliers and their Influencing Factors</td>
<td>Summary of Research Hypotheses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.6</td>
<td>Summary of Research Hypotheses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
LIST OF FIGURES

FIGURES

<table>
<thead>
<tr>
<th>FIGURE</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Research Framework</td>
<td>17</td>
</tr>
<tr>
<td>2.2</td>
<td>Research Hypothesis</td>
<td>18</td>
</tr>
</tbody>
</table>
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A CASE OF AN IT COMPANY

Mr. Nattanan Bulpitak

and hereby certify that the verbiage, spelling and format is commensurate with the quality
of internationally acceptable writing standards for a master degree in supply chain
management.

Signed Michael L. Welch

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Date: ___________________________
CHAPTER I
GENERALITIES OF THE STUDY

Nowadays, the business environment in each industry is very highly competitive. Most organizations focus on how to increase the profit and margin for their company. Meanwhile, they need to gain more competitive advantage from their competitors in the same industry so as to expand their market share.

1.1 Background of the Study

The IT industry in Thailand is one of the highest competitive industries because it is currently in the changing era from hardware and software focus on cloud and device services. IT companies have invested more on new technologies and services to make awareness and give knowledge to the customers including corporate, SME and end users in Thailand. Supply chain management is emphasized in order to achieve long term competitive advantages from cost reduction and service quality improvements with their stakeholders.

To communicate with the customers effectively, the IT Companies have to use many communication media, especially events and tradeshows. Several media suppliers are commonly used for event organization, exhibition arrangement, and advertisement on several media such as television, radio, website, billboards, etc. to support their marketing activities.

ABC, like most IT companies in Thailand, has the list of several suppliers on hand. The main reason is to make sure that the company has sufficient resources to support their marketing activities needs. However, not all suppliers are specialized in marketing IT products due to the lack of experience and knowledge in IT products and the industry. Moreover, using many agencies can make a company lose its focus on service quality which may affect the company’s reputation in the long run due to customer complaints.
In the past few years, there was a continuous increase of marketing expenditures each year because the IT companies tended to invest more on marketing activities in order to promote awareness and knowledge to customers in the Thai market. Currently, they tend to reduce the number of suppliers to focus on cost reduction, relationship strengthening, increase supplier responsibility and flexibility and improving services quality.

Some IT companies have successfully used strategic supply-base reductions. For example; in 1993, IBM paid 17.1 billion USD, or 85% of the total purchasing expenditures to 50 out of 4,900 suppliers. Commodity councils that leverage IBM purchasing worldwide have resulted in IBM sourcing parts at prices that are 5% - 10% below industry averages and they saved a little over 1.5 billion USD out of 21 billion USD spent by leveraging, negotiating and moving business to the preferred set of suppliers. According to Carbone (1990), considering other things being equal, it is wise to source from the supplier with multiple capabilities.

From 1981 to 1985, Xerox had reduced its supplier base from 5,000 to 400. From 1981 to 1984, net product costs were reduced approximately 10% per annum as well as incoming material rejection was reduced by 93%. Cost and Time spent on new product development were reduced by 50% and production lead time was reduced from 52 weeks to 18 weeks (Burt, 1989).

From the above examples, many well-known IT companies in Thailand have shifted their attention towards using preferred vendor lists because of several advantages. First, the company is able to control the service quality of its suppliers. Second, the company can select the best fit supplier for each requirement. Next, the suppliers would feel familiar with the company’s existing procedures. According to James (2014), the organization should invite the vendors that supplies key products or services in strategic meetings as they are the experts in that area and would give a competitive advantage. Last, suppliers need to ensure the warranty in order to continue to be on the preferred supplier list. In terms of the price aspect, the cost of
service would be reasonable and competitive. The preferred suppliers tend to trust the company and are likely to be more productive.

1.2 Statement of the Problem

ABC Company is multinational IT Company which was established in Thailand over 20 years ago. The company emphasizes on new technology development such as cloud and devices. In the past few years, ABC invested a lot of money on event organization, exhibition arrangement, advertisement on various media such as television, radio, website, billboards, etc. in order to make consumers aware of the Company and also to provide knowledge on new technology and products to their customers.

ABC Company has increased its marketing expenditure from 10 million USD in year 2012 to 12 million USD in year 2013, along with increasing the number of suppliers from 116 to 150. It is believed that having a higher number of suppliers would give the company more options to select and have a higher chance to obtain the most suitable supplier to support them. Having a long list of suppliers would also generate more options and a pool of manpower. However, having too many choices are not always positive. One of the main drawbacks is an inefficient monitoring of service quality which, in return, affects the company's reputation and trust issues from customers and business partners. Next, it is somewhat time consuming to review their bidding proposals because some of them are new to ABC Company procedures. Moreover, it is harder to negotiate the price and committed timeline with irregular suppliers which sometimes affect job process continuity.

The management of ABC is now considering using preferred supplier lists which are smaller and more specific in order to keep its focus on service quality of the chosen event. Using preferred suppliers would lead the company to closely monitor the suppliers' services quality, gaining high collaboration and attention, establishing long-term relationship, and putting less effort on negotiating the price. With this in
mind, the management would like to know the feedback from internal employees regarding whether or not to go with the preferred suppliers list.

ABC Company has chosen many suppliers to support in event and exhibition arrangement, advertisement, etc. However, after interviewing with some employees in all segments who had experiences with the suppliers, it was found that they are not happy with the low service quality of suppliers. Moreover, they need to closely monitor and control the service quality of suppliers because it influences customer satisfaction directly.

Selecting a preferred supplier list is challenging for ABC Company since not all suppliers could be kept on the list. As such, the clear direction and policy must be established based on the feedback from employees. The information must be obtained from all segments in the organization to ensure that the new direction would be geared correctly since it would affect ABC as a whole. This reason leads to the research problem of “How would quality of the services and price factors of preferred suppliers affect employee motivation?”

The management team would like to consolidate the supplier list and reduce the number of suppliers in order to monitor them in all aspects ranging from price, service quality, warrantee, etc. However, they need to know the feedback from internal employees before making final decisions and set the company’s direction. Therefore, this research aims to examine the internal employee motivation to use preferred suppliers.

1.3 Research Objectives

The research objectives include:

1. To identify the employee motivation on quality of work and price factors of preferred and traditional suppliers.
2. To compare the quality of work and price factors provided by preferred and traditional suppliers.
3. To compare the level of employee motivation to use preferred and traditional suppliers.

1.4 Scope of the Research

This research focused on employee motivation to use preferred suppliers of an IT Company (ABC Company) in Thailand. The research is conducted by distributing the questionnaire to all employees and managers of ABC Company to identify the motivation of employees towards the service quality of preferred suppliers. The questionnaire is designed to collect data from all 150 employees of the ABC Company. The questions are focusing on quality of work and price factors as independent variables and employee motivation to use preferred and traditional suppliers as the dependent factor. The quality of work of suppliers included the 4 following criteria – service quality, quality control, warranty and compatibility with existing process. On the other hand, the price factors included competitive and reasonable price and the length of credit terms. The research focused on employee motivation of IT Company (ABC Company) in Thailand only and excludes the overseas subsidiaries.

1.5 Significance of the Research

Due to the fact that ABC company has many suppliers, the management would like to reduce the number of suppliers with an aim to improve their service quality i.e. service quality, quality control, warranty and compatibility with existing process, including price factors. However, the reducing of the number of suppliers has an effect with employees in all segments because each segment has their preferred suppliers. Therefore, the management team would like to know the feedback and make clear to employees in every segment before reducing the supplier number. Furthermore, the management needs to know the concerned points of the employees in order to prevent the factors that relate to negative customer satisfaction. Meanwhile, ABC Company can encourage suppliers to motivate and develop themselves if they want to be a supplier of the company.
1.6 Limitations of the Research

ABC Company is a multinational company with its Regional Head-Quarters in Singapore and subsidiaries in other countries such as Malaysia, Indonesia, Philippines, Vietnam, etc. The ideal concept is to reduce the number of suppliers in every subsidiary and shift to use preferred suppliers across subsidiaries. However, this research can only apply to ABC Company in Thailand, and cannot refer to any other companies in the IT industry in Thailand or overseas because of different company culture, language, and business practices.

1.7 Definition of Terms

Compatibility with existing suppliers is a critical feature for relationships between suppliers and customers. They need to adapt with each other’s business environment, culture, etc. in order to succeed in business in the future together (Hakansson, 1982; Hallen, Johanson, & Seyed-Mohammed, 1993).

Competitive price is a relationship between market price and consumers’ price knowledge (Urbany & Dickson, 1991).

Credit term is a deferred payment of the company when products or services are provided from suppliers (Gaither & Fraser, 1984; Goyal, 1985; Van Home, 1977).
Employee motivation is an employee's intrinsic enthusiasm about and drive to accomplish activities related to work. Motivation is that internal drive that causes an individual to decide to take action (Thomas, 2000).

Preferred Supplier is a key supplier who have been sourced and completed a thorough review process by the procurement department based on acceptable quality, minimize the effort and cost of supply, and lead-time from the supplier list (Muralidharan, Anantharaman & Deshmukh, 2001).

Price premium is like a bonus for the supplier, not the extra expense or a super-high price (Rao & Monroe, 1996). The premium price is a return on the reputation investment of the supplier (Erdem, Swait & Valenzuela, 2006; Mishra, Heide & Cort, 1998).

Quality control is a method to ensure their service level meets the customers’ requirements by their feedback on product and/or services that they receive in order to improve the service level of the supplier in the future (Amitava, 2008).

Reasonable price is a measurement between service provided by the supplier and the money amount paid-out by the customer. For example, the customer is willing to pay more in order to get better quality of product or service (Brown & Rice, 1998).
Service quality is a measure of how well of the service level delivered matched employee expectations. Delivery quality service means conforming to employees’ expectation on a consistent basis (Lewis & Booms, 1983).

Traditional Supplier is anyone who provides goods or services to a company or individuals. They focus on costing as the main variable and they are not completed a thorough review process by the procurement department (Muralidharan, Anantharaman & Deshmukh, 2001).

Warranty is an agreement between the company and suppliers for products or services procured. It lets the company what to expect from the product or service and what to be compensated for when failure occurs during guarantee periods. Most companies tend to procure products and services with the warranty in order to protect unexpected risk (Prashant & Makarand, 2013).
CHAPTER II
REVIEW OF RELATED LITERATURE AND RESEARCH FRAMEWORK

In this chapter, the content discusses definitions and characteristics of quality of work and price factors. These factors are being considered because they are key measurements in the procurement view, apart from price factors, for every company as Monczka, Trent and Callahan (1993) confirmed, the high-quality of supplier performance is an important factor for a company's success or failure. Related literature and theory of service quality which affects employee motivation are reviewed. The details are presented in the following sections.

2.1 Service Quality

Service Quality is an evaluation of how well suppliers delivered its service compared with the expectation of clients (Patrick, Karl & John, 1996). Service quality is the intangible factor for marketing demand (Rushton & Carson, 1989). If it is judged as the low quality that means the service level does not reach the customers' expectation. In contrast, if the performance is greater than the expectation, it is a high service quality. The important goal for service quality is reaching or exceeding the customers' requirement/expectation (Amitava, 2008).

Customers are the people who measure the service quality from suppliers and the evaluation is an important factor for customers' satisfaction to reuse the same suppliers in the future (Oliver, 1980). The perceived service quality is a term used to compare between expectations and actual service (Asubonteng, McCleary, & Swan, 1996; Parasuraman, Zeithamal, & Berry, 1985).

Service quality is an essential part of today's business success (Dawkins & Reichheld, 1990; Parasuraman et al., 1985; Reichheld & Sasser, 1990; Zeithaml, Parasuraman & Berry, 1990). Johnston (1995) stated that service quality should be a main criterion in
supplier selection for the customers to measure, control and develop its supplier's performance. The customers expect the suppliers to be able to respond to the demands on time in order to generate the satisfying outcomes for both parties. Also, the company success depends on having competitive pricing, world-class service quality and response to the demand on time (Monczka & Trent, 1991).

There is a positive association between customer satisfaction, loyalty (Anderson & Sullivan, 1993; Fornell, 1992; Rust & Zahornik, 1993; Taylor & Baker, 1994), and the likelihood of recommending this supplier to another customer (Hartline & Jones, 1996; Parasuraman, Zeithaml & Berry, 1988; Seines, 1993). Normally, positive word-of-mouth can save the customer’s marketing expenses which results in generating higher revenue (Reichheld & Sasser, 1990). Holmes and Lett (1977) stated that customers are more likely to share their positive experiences with others.

2.1.1 Service Quality Measurement

Service quality measurement includes ten factors which are tangibility, understanding and consumer commitment, safety, credibility, communicability, politeness, accessibility, competitiveness, sensibility, and reliability (Parasuraman et al., 1985). Later, there is a combination for general factors by reducing the number for service quality measurements to five board factors which are Tangibility, Reliability, Responsiveness, Assurance and Empathy.

However, Lehtinen, and Lehtinen (1982) mentioned service quality in terms of physical quality, interactive quality and corporate (image) quality. Physical quality relates to the tangible aspects of the service. Interactive quality involves the interactive nature of services and refers to the two-way flow that occurs between the customer and the service provider, or his/her representative, including both automated and animated interactions. Corporate quality refers to the image attributed to a service provider by its current and potential customers, as well as other publics. They also suggested that when compared with the other two quality dimensions, corporate quality tended to be more stable over time. Another is the similar service quality with
three dimensions of service including technical quality, functional quality, and corporate image (Gronroos, 1984).

2.2 Quality Control

Quality control is a method to ensure their service level meets the customers’ requirements by their feedback on product and/or service that they receive in order to improve the service level of the supplier in the future (Amitava, 2008). According to Mockler (1984), quality control is the most effective way to ensure that suppliers can deliver the service as the commitment between both parties in order to achieve customer’s objectives. Quality control is used to evaluate performance, compare the actual performance with the goal and take action on the difference (Juran, 1989). Moreno-Lonzo and Peris (1998) confirmed that the purpose of control is to ensure that suppliers perform as the customer’s requirements. Plus, well planning and error prevention are essential parts of quality control and management (Garvin, 1988).

Amitava (2008) stated that “the definition of quality involves meeting the requirements of the customer, these requirements need to be documented. A standard, or a specification, refers to a precise statement that formalizes the requirements of the customer; it may relate to a product, a process, or a service.” National Bureau of Standards (NBS, 2005) explained the meaning of a standard and a specification below:

**Standard:** a set of general or broad conditions and requirements where suppliers and customers have to provide an agreement by specifying the product, procedure, convention, performance or confirmation characteristics.

**Specification:** a set of stipulations, requirements and conditions by specifying the details, description of product, procedure, convention, performance or confirmation characteristics and services for originally using between suppliers and customers. Standard may be referenced or included in a specification.
2.3 Warranty

Warranty is an agreement between the customer and supplier for products or services procured. It gives the customer what to expect from the product or service and what to be compensated for when failure occurs during the guarantee period. Most customers tend to procure products and services with the warranty in order to protect unexpected risk (Prashant & Makarand, 2013). Product reliability links with warranty, the customer tends to give importance to products or services with warranties as it lowers the risk of product failures and increases the product life cycle (Blischke & Murthy, 2000).

Warranty is a critical factor in the high competitive businesses. Most suppliers offer the product and warranty for customer confident and loyalty. The warranty of product or service is not impact only customer perception, but also a long-term relationship and trust between suppliers and customers (Cox, 1999; Larson & Kulchisky, 2001; Mucha, 2002). A warranty is normally identified as the assurance policy to the customers when the products and service are as represented and provided, if the product or service does not align with agreements between suppliers and customers during the warranty periods, the suppliers need to replace or repair the product (Vicente, Luis, Juan, Francisco, & Adolfo, 2012).

Suppliers tend to monitor and control their production process or services provided to their customers in order to minimize customer claims and complaints during the warranty periods (Doganaksoy, Hahn & Meeker, 2006). A warranty does not only increase customer satisfaction, but also reduces the service cost (Prashant & Makarand, 2013).

2.4 Compatibility with Existing Process

Compatibility is a critical feature for relationships between suppliers and customers. They need to adapt with each other's business environment, culture, etc. in order to
succeed in business in the future together (Hakansson, 1982; Hallen, Johanson, & Seyed-Mohammed, 1993). Both of them can exchange the activities and a specific transaction in each company, not only denoted as an adaptation (Williamson, 1985) as Canning (1999) said “modifications at the individual, group or corporate level which are carried out by one or both parties in an exchange relationship in order to suit new needs or conditions, and which are designed initially for that specific relationship.”

However, suppliers and customers need to define how activities might be improved in the better way or solve particular problems (Bureth, Wolff, & Zanfei, 1997; Sobrero & Roberts, 2002) such as how to improve the accuracy of documents from each side or how to practice in appropriate ways in order to align with policies and/or compliance in each company.

Familiarizing with the customer's working process can improve supplier performance (Slater & Narver, 1995). Having a close relationship with suppliers is a great advantage for the customer because suppliers are the ones who know how products or services would maximize benefit to the customer (Harland, 1996; Nassimbeni, De Toni & Tonchia, 1993). Chaston (1993) said that partnering with suppliers can develop mutual trust, benefits and satisfaction through common goals. This is common in high technology industries such as computing, communication, etc.

2.5 Price Factor

The price factor is a very important factor for supplier selection for customers. For example, the competitive price, reasonable price and credit terms are looked at. The customers can generate more profits based on strong collaboration from suppliers and overlooked by their competitors (Griffis, Goldsby, Cooper & Closs, 2007; Ambler, 2006; Gunasekaran and Kobu, 2007; Aberdeen-Group, 2006). Doing so is even more critical during tight economic times (NABE, 2009).
2.5.1 Competitive Price

A competitive price is a relationship between market price and consumers’ price knowledge (Urbany & Dickson, 1991). In general, as the customer needs to select a supplier who provides goods or services, they need to select suppliers through the competitive bidding process so as to ensure that they get the competitive price from a selected supplier (Blomback & Axelsson, 2007; Eccles, 1981; Holt, Olomolaiye & Harris, 1995). During the bidding process, suppliers usually offer their best price with good quality as it is possible to gain the customer's preference and get a job (Anderson & Narus, 1999). However, the customers should not focus on the supplier who offers the lowest price; they need to consider the quality of the supplier also in order to identify the best tender (Hatush & Skimore, 1998; Holt, et al., 1995).

To be fair with the supplier who can provide service quality exceeding the customer’s expectation with honesty during all transaction. They should get the price premium for this purpose (Rao, 1993; Klein & Leffler, 1981). The price premium is like a bonus for the supplier, not the extra expense or a super-high price (Rao & Monroe, 1996). The premium price is a return on the reputation investment of the supplier (Erdem, Swait & Valenzuela, 2006; Mishra, Heide & Cort, 1998). In contrast, if the supplier provides the service quality lower than the expectation of customers, the customer should punish the supplier by paying the percentage a supplier earned and stop ordering the products/services with this supplier in the future (Rao, 1993; Klein & Leffler, 1981).

2.5.2 Reasonable Price

Customers always use the price of products and services as an indicator of quality because the marketing prices are defined by forces of competitive supply and demand (Grewal, Grewal, Krishnan, Baker & Borin, 1998). The relation between price and quality is a positive relationship. The customers believe that if they need to get the high quality product and service, they need to pay higher prices than the market price. Reasonable price is a measurement between service provided by a supplier and money
paid-out by a customer. For example, customers are willing to pay more in order to get a better quality of product or service (Brown & Rice, 1998).

Shapiro and Jackson (1978) stated that the reasonable price is a major element to enhance customer satisfaction because the customers need to get the product or service provided greater than or equal to the value of money that they pay-out. In order to meet the customers’ expectations, the suppliers have to understand the value from the customers’ view and use that information to set the price. There is a positive relationship between price and quality. Hence, when comparing similar units of products and services with a higher price, the customers perceive higher quality (Forsythe, 1991).

2.5.3 Credit Terms

A credit term is a deferred payment of a company when a product or service is provided. In practice, most companies need to get the credit terms from their suppliers because the company needs a time to prove the payment evidences of a product or service provided from suppliers (Gaither & Fraser, 1984; Goyal, 1985; Van Home, 1977), so the suppliers need to manage their cash flow as well in order to avoid the performance dropping. Credit terms is an important criterion for companies in competitive businesses as it refers to the supplier’s resources and company’s creditworthiness (Cooper, 1969; Bradley & Jochnik, 1971). Therefore, most suppliers accept the credit terms with the companies, but might be different delay periods of payment in each product or service (James, 1991).

2.6 Employee Motivation

Employee motivation is an employee's intrinsic enthusiasm about and drives to accomplish activities related to work. Motivation is that internal drive that causes an individual to decide to take action. Employee commitment, productivity and retention issues are emerging as the most critical workforce management challenges of the immediate future, driven by employee loyalty concerns, corporate restructuring
efforts and tight competition for key talent (Thomas, 2000). Therefore, the performance of each supplier is an important factor to contribute to the employee's motivation to reuse them for company activities in the future.

2.7 Supplier Base Management

Supplier base management is a key factor in every company. Efficient supplier management can reduce the costs (Christopher, 1997) as much as 60% and 80% of production costs (Asums & John, 1993). Meanwhile, the efficient supplier base management can improve the service quality such as delivery time, flexibility, etc. (Christopher, 1998) and get better results of products and services (Leeender & Harold, 1997).

Supplier base reduction is a key trend in recent years. Most companies have been decreasing the number of suppliers for their company. For example, Sheth and Sharma (1997) reported the major manufactures reduced their supplier numbers such as Motorola and Xerox reduced their supplier numbers by 44% and 90% respectively. However, Sheth and Sharma (1997) did not identify the time-scale over which the change in supplier numbers occurred and the figure might well include double counting, a point raised by Lamming (1993).

2.8 Conceptual Framework

In this research, the employee motivation to use the preferred suppliers in an IT Company is the focal factor of interest. The research focuses on two factors i.e. quality of work and price factors based on the related literatures. Four dimensions for quality of work which are service quality, quality control, warranty and compatibility with existing process were included. Price factors refer to competitive price, reasonable price and credit terms. Finally, the decision to use preferred suppliers is related to employee motivation in each factor. The relation between these factors and the decision to use preferred suppliers are expected as shown in the research framework in Figure 2.1 below:
2.9 Research Hypotheses

According to the research conceptual framework, this research studies the relationship and the effect to using preferred suppliers of ABC Company. The research hypotheses are as below:

**Hypothesis 1**: There is a relationship between quality of work and price factors to the employee motivation to use preferred suppliers.

**H 1a**: There is a relationship between service quality to the employee motivation to use preferred suppliers.

**H 1b**: There is a relationship between quality control to the employee motivation to use preferred suppliers.

**H 1c**: There is a relationship between warranty to the employee motivation to use preferred suppliers.

**H 1d**: There is a relationship between service compatibility with the existing process to the employee motivation to use preferred suppliers.

**H 1e**: There is a relationship between competitive price to the employee motivation to use preferred suppliers.
**Hypothesis 1:** There is a relationship between reasonable price to the employee motivation to use preferred suppliers.

**Hypothesis 1g:** There is a relationship between credit terms to the employee motivation to use preferred suppliers.

**Hypothesis 2:** There is a relationship between quality of work and price factors to the employee motivation to use traditional suppliers.

**Hypothesis 2a:** There is a relationship between service quality to the employee motivation to use traditional suppliers.

**Hypothesis 2b:** There is a relationship between quality control to the employee motivation to use traditional suppliers.

**Hypothesis 2c:** There is a relationship between warranty to the employee motivation to use traditional suppliers.

**Hypothesis 2d:** There is a relationship between service compatibility with the existing process to the employee motivation to use traditional suppliers.

**Hypothesis 2e:** There is a relationship between competitive price to the employee motivation to use traditional suppliers.

**Hypothesis 2f:** There is a relationship between reasonable price to the employee motivation to use traditional suppliers.

**Hypothesis 2g:** There is a relationship between credit terms to the employee motivation to use traditional suppliers.

**Hypothesis 3:** There is a difference in perception on quality of work and price factors of the preferred and traditional suppliers.

**Hypothesis 4:** There is a difference in employee motivation to use preferred and traditional suppliers.
2.10 Summary

Quality of work and price factors were reviewed together with the literature on employee motivation to using preferred suppliers. The relationship between all dimensions and types of quality of work, price factors and employee motivation to using preferred suppliers were proposed. A conceptual framework stated the relationship between quality of work, price factors and employee motivation to using preferred suppliers were proposed together with the four related hypotheses in this chapter.
CHAPTER III
RESEARCH METHODOLOGY

This chapter describes the research methodology. It includes research design, sampling procedure, questionnaire development, pre-test, data collection plan and the data analysis procedures. The details are following as below:

3.1 Research Design

The research design to survey the employee motivation to use preferred suppliers. Employee motivation to use preferred suppliers is designed as the dependent variable of this study. The research dimensions empathy of two services: quality of work and price factors.

The research technique used in this study is the questionnaire survey method as the main primary data for IT Company (ABC). Zikmund (2000) stated that the survey technique provides quick, inexpensive efficient and accurate means of assessing information about a population. The data will be collected from employees of ABC Company.

3.2 Target Population Method

This research focuses on the employee motivation to use the preferred suppliers at ABC Company and its influencing factors. The target population is ABC Company’s employees who have experience with service provided by suppliers. The target population is only 150 employees who have experience working with and receiving the service from the suppliers. The employees, who have no experiences with the suppliers are excluded from the target population as they cannot evaluate any service quality of the suppliers i.e. admin department, service team, R&D department, etc.
The questionnaires were distributed to all employees who have experience working with the suppliers in ABC Company. They were distributed by hand to the employees. Only employees who have experience with services provided from suppliers many times are selected because they understand and can give the useful feedback to the researcher as they work with suppliers several times.

3.3 Questionnaire Development

The questionnaire is implemented to receive the essential information to reach the prospect of the goals (Parasuraman, 1991) from employees of ABC Company. This questionnaire is separated into 2 parts i.e. Part I measures quality of work and price factors and employee motivation to use preferred and traditional suppliers. Part II is about the personal data.

The five-point linker scale varying from strongly disagree (1) to strongly agree (5) is designed. Details of each measurement are discussed in the following section:

Part I: Measurement of Quality of Work and Price factors

Quality of work i.e. service quality, quality control, warranty, compatibility with the existing and price factors i.e. competitive price, reasonable price and credit terms are important factors to measure the employee motivation on supplier performance and intend to use preferred suppliers. This part is concerned about employee motivation to use preferred suppliers.
### Table 3.1: Measurement Items for Quality of work

<table>
<thead>
<tr>
<th>Constructs and Sources</th>
<th>Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Quality</td>
<td>- Supplier provided the high service level.</td>
</tr>
<tr>
<td>Parasuraman et al., (1985)</td>
<td>- You have more trust in service of suppliers.</td>
</tr>
<tr>
<td></td>
<td>- Suppliers give more priority on your benefits.</td>
</tr>
<tr>
<td></td>
<td>- Suppliers are more pleased to service you both in working time and overtime.</td>
</tr>
<tr>
<td>Quality Control</td>
<td>- You get the service provided over commitment from the suppliers.</td>
</tr>
<tr>
<td>Mockler, (1984)</td>
<td>- You get the service on time.</td>
</tr>
<tr>
<td></td>
<td>- Suppliers maintain the high service level to you continuously.</td>
</tr>
<tr>
<td></td>
<td>- Suppliers keep focus on their service to you.</td>
</tr>
<tr>
<td>Warranty</td>
<td>- Suppliers give guarantees on their services.</td>
</tr>
<tr>
<td>Vicente, et al, (2012)</td>
<td>- Suppliers give longer warranty periods to you if necessary.</td>
</tr>
<tr>
<td>Compatibility with the Existing Process</td>
<td>You trust the services of the suppliers.</td>
</tr>
</tbody>
</table>

### Table 3.2: Measurement Items for Price factors

<table>
<thead>
<tr>
<th>Constructs and Sources</th>
<th>Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competitive Price</td>
<td>- Suppliers offer the competitive price.</td>
</tr>
<tr>
<td>Hatush &amp; Skimore, (1998)</td>
<td>- Suppliers can maintain the price offer while providing better service quality.</td>
</tr>
<tr>
<td></td>
<td>- With the same service level of market, suppliers provide the lower price than others.</td>
</tr>
<tr>
<td>Reasonable Price</td>
<td>- The price offered of suppliers are reasonable.</td>
</tr>
<tr>
<td>Shapiro &amp; Jackson, (1978)</td>
<td>- You accept the price offer from suppliers.</td>
</tr>
<tr>
<td></td>
<td>- You get sufficient savings from the suppliers.</td>
</tr>
<tr>
<td>Credit Term</td>
<td>- You get the credit terms from the suppliers as your request.</td>
</tr>
<tr>
<td>Bradley &amp; Joehnk, (1971)</td>
<td>- You get the longer credit terms from the suppliers.</td>
</tr>
<tr>
<td></td>
<td>- Supplier can be flexible for a longer credit term than usual if you request.</td>
</tr>
</tbody>
</table>
Table 3.3: Measurement Items of Employee Motivation

<table>
<thead>
<tr>
<th>Constructs and Sources</th>
<th>Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Motivation</td>
<td>- Your experience on the supplier's service which is as good as it</td>
</tr>
<tr>
<td>Thomas, (2000)</td>
<td>is supposed to be.</td>
</tr>
<tr>
<td></td>
<td>- You have never been disappointed with service provided from</td>
</tr>
<tr>
<td></td>
<td>the suppliers.</td>
</tr>
<tr>
<td></td>
<td>- You feel satisfied with service quality from the suppliers.</td>
</tr>
<tr>
<td></td>
<td>- You will use this supplier to support you in the future.</td>
</tr>
<tr>
<td></td>
<td>- You will use this supplier in the coming project.</td>
</tr>
</tbody>
</table>

Part II: Personal data of Respondents

This part consisted of customer background such as gender, age, working experience in ABC Company and the department.

3.4 Questionnaire Pre-test

The pre-test is conducted in order to test the reliability of the questionnaire by using thirty questionnaires. The pre-test refers to a trial basis of 30 employees to decide if the questionnaire content before being distributed to respondents is understandable. If the Cronbach’s alpha is more than 0.7, it can conclude that the questionnaire is reliable and the researcher can continue to distribute the questionnaire. If the Cronbach’s alpha is less than 0.7, it can be concluded that the questionnaire is not reliable and it is not useful. Therefore, this research was necessary to do a pre-test to prove the questionnaire’s sufficiency before it will be used in the real study. After completing the pre-test, the researcher had to adjust or revise some question’s content, wording, sequencing, form and layout to correct wrong information.

Pre-test samples of thirty questionnaires are distributed in order to test the reliability of the questionnaire. The study will make use of Cronbach’s alpha coefficient to describe the reliability of the instrument. The Cronbach’s alpha level must be equal or greater than 0.7 in order to be considered reliable (Nunnaly, 1978).
Table 3.4 Reliable Analysis Results

<table>
<thead>
<tr>
<th>Construct</th>
<th>Cronbach's Alpha Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality of Work</td>
<td></td>
</tr>
<tr>
<td>Service quality</td>
<td>0.868</td>
</tr>
<tr>
<td>Quality control</td>
<td>0.805</td>
</tr>
<tr>
<td>Warranty</td>
<td>0.745</td>
</tr>
<tr>
<td>Compatibility with the existing process</td>
<td>0.805</td>
</tr>
<tr>
<td>Price factors</td>
<td></td>
</tr>
<tr>
<td>Competitive price</td>
<td>0.874</td>
</tr>
<tr>
<td>Reasonable price</td>
<td>0.894</td>
</tr>
<tr>
<td>Credit term</td>
<td>0.714</td>
</tr>
<tr>
<td>Employee Motivation</td>
<td>0.891</td>
</tr>
</tbody>
</table>

3.5 Data Collection Plan

The researcher distributed 120 questionnaires to employees, who have experience with service of suppliers, of ABC Company after the pre-test completion in order to collect the data by separating to two versions i.e. Thai and English. The questionnaire, in the Thai version was distributed to Thai employees, meanwhile, questionnaire in the English version was distributed to foreign employees so as to prevent language problems.

3.6 Data of Analysis Procedure

All company and respondent data is analyzed descriptively while Multiple Linear Regression is used to test the relationship between all explanatory constructs and employee motivation to use preferred and traditional suppliers. As such, Hypothesis 1 and Hypothesis 2 are tested by the multiple regression analysis. Moreover, to test Hypothesis 3 and Hypothesis 4, the paired t-test analysis is performed. The employee motivation on service quality, and financial stability of preferred and traditional suppliers as well as employee motivation in both groups of suppliers is compared.
3.6.1 Descriptive Data Analysis

Descriptive data analysis is explained as the transformation of raw data into a form that will make them easy to understand and interpret, rearranging, ordering, and manipulating data to provide descriptive information (James & David, 2003). In this research, it is applied to summarize the demographic characteristic data of the respondents. The calculation of averages, frequency distribution and percentage distribution is used for summarizing the data.

3.6.2 Regression Analysis

There are many techniques to measure the correlation, in order to do the hypothesis testing, multiple linear regression analysis is focused. As an enlargement of a simple linear regression model is named the multiple linear regression models. It was used when two or more independent variable affect the dependent variable (Zigmund, 2000). Furthermore, Barbara and Linda (2007) defined that regression analysis are the set of statistical techniques that allow accessing the relationship between one dependent variable and several independents variable. Barbara and Linda (2007) also explained that the multiple linear regression analysis is a popular technique in many fields such as to study the satisfaction acquired from many causes. Thus, the researcher explained that multiple regression analysis is a way to determine the relationship between a dependent variable and several independent variables. The factors of service quality are quantitative. So, the method for testing associated products is through multiple linear regressions. The equation can be described as:

\[
Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \ldots + \beta_n X_n
\]

Where:
- \(Y\) = the predicted value of the dependent variable
- \(\beta_0\) = the constant, where the regression line intercept the y axis
- \(\beta_i\) = the regression coefficients
- \(X\) = the independent variables
In this research, multiple linear regression is chosen as a tool to test the hypotheses which are mentioned above. The independent variables are quality of work and price factors. In contrast, employee motivation to use the preferred suppliers is defined as the dependent variable.

3.6.3 Paired t-test

Paired t-test is used to compare the mean of two different groups of people or conditions which measure the likely differences between the mean of independent groups. Typically, the confidence interval estimated 95% of the confidence level which is used for analysis. In addition, hypothesis testing procedures use to separate two individual groups, i.e. employee motivation to use the preferred suppliers and traditional purchasing, to determine if there is a difference in the mean. In order to evaluate the sample means, the null hypothesis stated that the two samples are derived from the same population. In contrast, there is statistically significant differences in the mean between the two groups. The hypothesis will be represented as H0: $\mu_1 = \mu_2$ and H1: $\mu_1 \neq \mu_2$. The formula to compute the t-test when the variances from two population sizes are unequal is demonstrated below:

\[
\frac{d}{S_d/\sqrt{n}}
\]

Where:

- $t =$ the predicted value of paired t-test
- $d =$ the difference between paired values from two data sets.
- $S_d =$ the sample standard deviation of the differences
- $n =$ sample size

For decision making to reject the null hypothesis when computed: t-value > critical t-value. The critical t-value can be found from the t distribution table at the selected confidence level to decide whether to reject or accept the null hypothesis. The critical
value in this study specifies the alpha level at 0.05. However, the data will be analyzed by using the SPSS program. To analyze the output and the assumption of equal variances, the null hypothesis will be rejected if the p-value less than or equal to \( \alpha \) level (\( \alpha = 0.05 \)).

### 3.7 Summary

This chapter explains all related research methodology and plans which is used in the research propose. It includes the research design, population, sampling and data collection, questionnaire development, pre-test and data collection plan. The respondents is one hundred and fifty person as the target group for this research.
CHAPTER IV
PRESENTATION AND CRITICAL DISCUSSION OF RESULTS

This chapter shows the results of the data analysis. The 150 data sets were collected from employees of the ABC Company who have working experience with suppliers. The multiple linear regression technique was applied to test Hypothesis 1 and Hypothesis 2 which proposed the relationship between the quality of work and price factors and the employee motivation to use the preferred suppliers and traditional suppliers respectively. In addition, the researcher applied the paired t-test to test Hypothesis 3 and Hypothesis 4 in which the difference in perception on quality of work and price factors by using preferred and traditional suppliers and the difference in employee motivation to use the preferred and traditional suppliers are proposed. The details are categorized into four sections which are; 1) Population Profiles 2) Descriptive Analysis of the major constructs 3) Hypothesis testing for the relationship among all proposed constructs and employees' motivation and 4) Hypothesis testing for the differences of the perception of employees' motivation and its influential factors towards the preferred and traditional suppliers.

4.1 Population Profiles and Descriptive Analysis

The employee profile included gender, age, department, work tenures with the ABC Company, working experiences with supplier in the latest 6 months and dissatisfaction with the suppliers' service in the last six months are presented. The sample profile used frequency and percentage to analyze the data. The results are shown as below table.
Table 4.1: Employee Characteristics

<table>
<thead>
<tr>
<th>Employee Characteristics</th>
<th>n</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>60</td>
<td>40.0</td>
</tr>
<tr>
<td>Female</td>
<td>90</td>
<td>60.0</td>
</tr>
<tr>
<td>Age</td>
<td></td>
<td></td>
</tr>
<tr>
<td>25 – 30</td>
<td>8</td>
<td>5.3</td>
</tr>
<tr>
<td>31 – 35</td>
<td>60</td>
<td>40.0</td>
</tr>
<tr>
<td>36 – 40</td>
<td>52</td>
<td>34.7</td>
</tr>
<tr>
<td>41 – 45</td>
<td>30</td>
<td>20.0</td>
</tr>
<tr>
<td>Department</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finance &amp; HR</td>
<td>10</td>
<td>6.6</td>
</tr>
<tr>
<td>SMS&amp;P</td>
<td>55</td>
<td>36.7</td>
</tr>
<tr>
<td>CCG</td>
<td>49</td>
<td>32.7</td>
</tr>
<tr>
<td>PS &amp; EPG</td>
<td>36</td>
<td>24.0</td>
</tr>
<tr>
<td>Work tenures with the ABC Company</td>
<td></td>
<td></td>
</tr>
<tr>
<td>&lt;1 year</td>
<td>49</td>
<td>32.7</td>
</tr>
<tr>
<td>1 – 3 years</td>
<td>72</td>
<td>48.0</td>
</tr>
<tr>
<td>3 – 5 years</td>
<td>29</td>
<td>19.3</td>
</tr>
<tr>
<td>Working experiences with supplier in the latest 6 months</td>
<td></td>
<td></td>
</tr>
<tr>
<td>0 – 10 times</td>
<td>42</td>
<td>28.0</td>
</tr>
<tr>
<td>11 – 20 times</td>
<td>54</td>
<td>36.0</td>
</tr>
<tr>
<td>21 – 30 times</td>
<td>54</td>
<td>36.0</td>
</tr>
<tr>
<td>Dissatisfaction on the Suppliers' service in the latest 6 months</td>
<td></td>
<td></td>
</tr>
<tr>
<td>None</td>
<td>74</td>
<td>49.3</td>
</tr>
<tr>
<td>1 – 5 times</td>
<td>53</td>
<td>35.4</td>
</tr>
<tr>
<td>5 – 10 times</td>
<td>23</td>
<td>15.3</td>
</tr>
</tbody>
</table>

Table 4.1 shows the profiles of respondents i.e. gender, age, department, work tenure with the ABC Company, working experiences with supplier in the latest 6 months and dissatisfaction with the suppliers' service in the latest 6 months. First, from the information in Table 4.1, the respondents were 60 percent female, while the remaining respondents were 40 percent male.
Second, the largest group of respondents’ were 40 percent 31 to 35 years olds followed by 36 to 40 years olds, 41 to 45 years olds and 25 to 30 years olds which were 34.7, 20, and 5.3 percent, respectively.

Third, most of the respondents were in the Small Medium Business & Partners segment followed by the Consumer Channel Group segment, the Public Sector & Enterprise Partner and Government segment and the Finance & HR segment which were 36.7 percent, 32.7 percent, 24 percent and 6.6 percent respectively.

Fourth, the work tenures with the ABC Company showed that most of the population has worked with ABC Company for 1 – 3 years followed by less than 1 year and less than 3 – 5 years which were 48 percent, 32.7 percent and 19.3 percent respectively.

Fifth, most respondents had working experience with suppliers in the latest 6 months 11 – 20 times and 21 – 30 times which were both 36 percent followed by 0 – 10 times which was 26 percent.

Last, the dissatisfaction on the suppliers’ services in the past 6 months, most respondents did not have dissatisfaction with the suppliers’ services followed by 1 – 5 times and 5 – 10 times which were 49.3 percent, 35.4 percent and 15.3 percent respectively.

4.2 Descriptive Analysis of the Key Constructs

Employee motivation on service quality, and price factors by using preferred and traditional suppliers as well as the employee motivation of ABC company were rated with a 5-point scale i.e. 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree. The mean and standard deviation of each construct were computed and the interpretation of the mean score could be done based on the formulation below:
The width of each level = highest score – lowest score / no. of level

= 5-1/5

= 0.8

Therefore;

The value of 1.00 – 1.79 represents a very low level of agreement
The value of 1.80 – 2.59 represents a low level of agreement
The value of 2.60 – 3.39 represents a moderate level of agreement
The value of 3.40 – 4.19 represents a high level of agreement
The value of 4.20 – 5.00 represents a very high level of agreement

Table 4.2: Descriptive Statistics of the Quality of Work and Price factors

<table>
<thead>
<tr>
<th>Description</th>
<th>Preferred Suppliers</th>
<th>Traditional Suppliers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Mean</td>
<td>Standard Deviation</td>
</tr>
<tr>
<td>Quality of Work</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service quality</td>
<td>3.957</td>
<td>0.607</td>
</tr>
<tr>
<td>Quality control</td>
<td>3.952</td>
<td>0.597</td>
</tr>
<tr>
<td>Warranty</td>
<td>4.020</td>
<td>0.813</td>
</tr>
<tr>
<td>Compatibility with the existing process</td>
<td>4.013</td>
<td>0.825</td>
</tr>
<tr>
<td>Price factors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Competitive price</td>
<td>4.373</td>
<td>0.484</td>
</tr>
<tr>
<td>Reasonable price</td>
<td>4.282</td>
<td>0.532</td>
</tr>
<tr>
<td>Credit term</td>
<td>3.958</td>
<td>0.823</td>
</tr>
<tr>
<td>Employee Motivation</td>
<td>4.157</td>
<td>0.589</td>
</tr>
</tbody>
</table>

From Table 4.2, the employee motivation to use preferred suppliers is considered at a high level while the employee motivation to use traditional suppliers is considered at a low level since the mean score is 4.020 and 2.048 respectively. It means employees
of ABC Company had the perception at high and very high level when using preferred suppliers while the employees had the perception at low and very low level when using traditional suppliers. Furthermore, information was shown that employees of ABC Company gave the higher score in each influencing factor by comparing between using preferred and traditional suppliers. The mean score of all influencing factors for using preferred suppliers was under 3.40 – 4.19 which represents a high agreement level on perception in each influencing factor when employees used preferred suppliers, while mean scores of all influencing factors for using traditional suppliers were under 1.80 – 2.59 which represents a low agreement level on perception in each influencing factor when employees used traditional suppliers.

4.3 Test of Relationship between Employees' Motivation and Its Influencing Factors

To test the first two hypotheses i.e., H1: There is a relationship between quality of work and price factors to use preferred suppliers and H2: There is a relationship between quality of work and price factors to use traditional suppliers, the two regression models were performed. The first model tests the relationship between employees' motivation to use the preferred suppliers and its influencing factors. The details are shown in Table 4.3. The second regression model tests the relationship between employees' motivation to use the traditional suppliers and its influencing factors. The details are shown in Table 4.4.
Table 4.3: Relationship between Employees' Motivation to use Preferred Suppliers and its influencing Factors

<table>
<thead>
<tr>
<th>Variables</th>
<th>Unstandardized Coefficients (B)</th>
<th>Standardized Coefficients (Beta)</th>
<th>t</th>
<th>p-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>0.589</td>
<td>0.950</td>
<td>0.344</td>
<td></td>
</tr>
<tr>
<td>Service Quality</td>
<td>0.185</td>
<td>0.174</td>
<td>2.203</td>
<td>0.029</td>
</tr>
<tr>
<td>Quality Control</td>
<td>0.243</td>
<td>0.233</td>
<td>2.970</td>
<td>0.003</td>
</tr>
<tr>
<td>Warranty</td>
<td>-0.050</td>
<td>-0.047</td>
<td>-0.693</td>
<td>0.490</td>
</tr>
<tr>
<td>Compatibility with the existing process</td>
<td>0.041</td>
<td>0.041</td>
<td>0.609</td>
<td>0.543</td>
</tr>
<tr>
<td>Competitive price</td>
<td>0.289</td>
<td>0.249</td>
<td>3.106</td>
<td>0.002</td>
</tr>
<tr>
<td>Reasonable price</td>
<td>0.196</td>
<td>0.185</td>
<td>2.498</td>
<td>0.014</td>
</tr>
<tr>
<td>Credit term</td>
<td>-0.048</td>
<td>-0.046</td>
<td>0.684</td>
<td>0.495</td>
</tr>
</tbody>
</table>

Remark:  
a. Dependent Variable: Employee Motivation  
b. F = 12.694; p < 0.05  
c. Adjusted R<sup>2</sup> = 0.355

According to Table 4.3, the F-score was 12.694 with the p-value of less than 0.05 indicating that the quality of work and price factors could influence employee motivation to using preferred suppliers. As the adjusted R-square was 0.355, it meant that 35.5 percent of the variability on employee motivation to use preferred suppliers was being explained by quality of work and price factors. The remaining of 64.5 percent can be explained by other influencing factors which were discussed in Chapter Five.

Furthermore, as the p-value of service quality, quality control, competitive price and reasonable price were less than 0.05, while p-value of the others i.e. warranty, compatibility with the existing process, credit terms, and financial stability were more than 0.05. Thus, the service quality, quality control, competitive price and reasonable price were found to have significant relationships with employee motivation to use preferred suppliers. (β = 0.185, 0.243, 0.289, and 0.196, p < 0.05). It means that...
service quality, quality control, competitive price and reasonable price could influence employee motivation to use preferred suppliers, while other factors were not found ($\beta = -0.050$, 0.041 and -0.048, $p > 0.05$). Hence, the results of Hypothesis 1 was:

For H1a, there is a relationship between service quality and employee motivation to use preferred suppliers was supported by the data.

For H1b, there is a relationship between service control and employee motivation to use preferred suppliers was supported by the data.

For H1c, there is a relationship between warranty and employee motivation to use preferred suppliers was not supported by the data.

For H1d, there is a relationship between compatibility with the existing process and employee motivation to use preferred suppliers was not supported by the data.

For H1e, there is a relationship between competitive price and employee motivation to use preferred suppliers was supported by the data.

For H1f, there is a relationship between reasonable price and employee motivation to use preferred suppliers was supported by the data.

For H1g, there is a relationship between credit term and employee motivation to use preferred suppliers was not supported by the data.

The significant factors i.e. service quality, quality control, competitive price and reasonable price could influence the employee motivation to use preferred suppliers as they were the important factor for employees' consideration before they selected the suppliers to support them in each job. The competitive price was found to have the highest influence in the employee motivation to use preferred suppliers with a Standardized $\beta = 0.249$ and $p < 0.05$. The following factors were quality control, reasonable price and service quality (Standardized $\beta = 0.233$, 0.185 and 0.174; $p < 0.05$).

The competitive price is the strongest variable to influence employee motivation to use preferred suppliers because the employees had more alternative suppliers in the market. If the price of the preferred supplier was not competitive, the employees might select the other suppliers to support them. The competitive price was found to
have a positive relation with employee motivation to use preferred suppliers because if the price was at a more competitive level, the results moved in the positive direction towards employee motivation to use preferred suppliers.

The quality control is the second influential variable in employee motivation to use preferred suppliers because the employees need to get the quality at the acceptable level continuously as the events and every activities related to the reputation of the company and also the relationship with the partners, resellers, distributors and end-consumers. If the preferred suppliers could not control the quality of work at an acceptable level, the employees might change to use other suppliers as they had more alternatives in the market. The quality control found a positive relation with employee motivation to use preferred suppliers because if the level of quality control increases, the results move in a positive direction towards employee motivation to use preferred suppliers.

The reasonable price is the third influential variable in employee motivation to use the preferred suppliers as the employees felt that the preferred suppliers should offer the price which aligned with the limited budget of each activity and the preferred suppliers should be the partners who generate many returns i.e. sales revenues, relationship improvement, awareness in the market, etc. in each activity at an acceptable level in the employees' view. The reasonable price was found to have a positive relation with employee motivation to use preferred suppliers because if the price was more reasonable, results move in a positive direction towards employee motivation to use preferred suppliers.

The service quality is the fourth influential variable in employee motivation to use the preferred suppliers because the preferred suppliers need to deliver the work with acceptable quality in each activity continuously, otherwise the employees might find and select the substituted suppliers to support them instead. In the meanwhile, the service quality was a top criteria with competitive price, quality control and reasonable price in the supplier selection process. Hence, the preferred suppliers should improve their service level continuously while maintaining the competitive
price because of the highly competitive business environment. The service quality was found to have a positive relation with employee motivation to use preferred suppliers because if the level of service quality increases, results move in a positive direction towards employee motivation to use preferred suppliers.

However, there were some variables i.e. warranty, compatibility with the existing process and credit terms were found to have an insignificant relationship with employee motivation to use preferred suppliers as their p > 0.05. The warranty was found to have an insignificant relationship with the employee motivation to use preferred suppliers because most activities were events and roadshows, so the employees were focusing on performance and delivery at an acceptable level until the events or roadshows were completed which means the employees were focused on short-term delivery more than long-term. In the meanwhile, the warranty was found to have a negative relation with employee motivation to use the preferred suppliers. The reason may come from many employees being focused on the short-term, not the long-term and the preferred suppliers provided the very low warranty level with the employee motivation.

The compatibility with the existing process was found to have an insignificant relationship with the employee motivation to use preferred suppliers as the employees focused more on the service quality and quality control. In addition, the adaptation of the existing process of the company should be the responsibility of the preferred supplier, so the compatibility with the existing process was not an influence to employee motivation to use preferred suppliers. The compatibility with the existing process was found to have a positive relation with employee motivation to use the preferred suppliers as if the compatibility with the existing process increases, results move in a positive direction towards employee motivation to use preferred suppliers.

The credit terms were found to have an insignificant relationship with employee motivation to use preferred suppliers as it was a policy of the company that fixed the credit terms for the company at credit 30 days only and no one could change the terms. In contrast, the credit terms had a negative relation with employee motivation
to use preferred suppliers, the reason may come from the aforementioned reason and there were a few problem issues from the preferred suppliers in the employees’ view. Thus, the multiple linear regression equation of employee motivation which uses preferred suppliers can be defined in the equation which is as follows:

\[
Y = 0.589 + 0.185 (X_1) + 0.243 (X_2) - 0.050 (X_3) + 0.041 (X_4) + 0.289 (X_5) + 0.196 (X_6) - 0.048 (X_7) + \varepsilon
\]

Where:

- \( Y \) = Employee Motivation to use preferred suppliers
- \( X_1 \) = Service Quality
- \( X_2 \) = Quality Control
- \( X_3 \) = Service Warranty
- \( X_4 \) = Compatibility with the existing process
- \( X_5 \) = Competitive price
- \( X_6 \) = Reasonable price
- \( X_7 \) = Credit term
- \( \varepsilon \) = the error term
Table 4.4: Relationship between Employees’ Motivation to use Traditional Suppliers and its influencing Factors

<table>
<thead>
<tr>
<th>Variables</th>
<th>Unstandardized Coefficients (B)</th>
<th>Standardized Coefficients (Beta)</th>
<th>T</th>
<th>p-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>0.189</td>
<td>0.591</td>
<td>0.591</td>
<td>0.556</td>
</tr>
<tr>
<td>Service Quality</td>
<td>0.194</td>
<td>0.138</td>
<td>2.049</td>
<td>0.042</td>
</tr>
<tr>
<td>Quality Control</td>
<td>0.281</td>
<td>0.280</td>
<td>3.806</td>
<td>0.000</td>
</tr>
<tr>
<td>Warranty</td>
<td>-0.054</td>
<td>-0.053</td>
<td>-0.779</td>
<td>0.437</td>
</tr>
<tr>
<td>Compatibility with the existing process</td>
<td>0.011</td>
<td>0.012</td>
<td>0.172</td>
<td>0.864</td>
</tr>
<tr>
<td>Competitive price</td>
<td>0.272</td>
<td>0.245</td>
<td>2.930</td>
<td>0.004</td>
</tr>
<tr>
<td>Reasonable price</td>
<td>0.304</td>
<td>0.246</td>
<td>3.106</td>
<td>0.002</td>
</tr>
<tr>
<td>Credit term</td>
<td>-0.078</td>
<td>-0.079</td>
<td>-1.164</td>
<td>0.246</td>
</tr>
</tbody>
</table>

Remark:
- a. Dependent Variable: Employee Motivation
- b. F = 12.960; p < 0.05
- c. Adjusted R² = 0.360

According to Table 4.4, the F-score was 12.960 with the p-value of less than 0.05 indicating that the quality of work and price factors could influence the employee motivation to use traditional suppliers. As the adjusted R square was 0.360, it meant that there was 36 percent of the variability on employee motivation to use traditional suppliers was being explained by quality of work and price factors. The remaining of 64 percent can be explained by other influential factors which were discussed in Chapter Five.

The p-value of service quality, quality control, competitive price and reasonable price were less than 0.05, while p-value of the others i.e. warranty, compatibility with the existing process, credit term and financial stability were more than 0.05. Thus, the service quality, quality control, competitive price and reasonable were found to have a significant relationship with employee motivation to use traditional suppliers. (β = 0.194, 0.281, 0.272 and 0.304, p < 0.05). It means that service quality, quality
control, competitive price and reasonable price could influence employee motivation to use traditional suppliers, while other factors were not found to be influential ($\beta = -0.054, 0.011, \text{ and } -0.078, p > 0.05$). Hence, the result of Hypothesis 2 was:

For H2a, there is a relationship between service quality and employee motivation to use traditional suppliers was supported by the data.

For H2b, there is a relationship between service control and employee motivation to use traditional suppliers was supported by the data.

For H2c, there is a relationship between warranty and employee motivation to use traditional suppliers was not supported by the data.

For H2d, there is a relationship between compatibility with the existing process and employee motivation to use traditional suppliers was not supported by the data.

For H2e, there is a relationship between competitive price and employee motivation to use traditional suppliers was supported by the data.

For H2f, there is a relationship between reasonable price and employee motivation to use traditional suppliers was supported by the data.

For H2g, there is a relationship between credit term and employee motivation to use traditional suppliers was not supported by the data.

The significant factors i.e. service quality, quality control, competitive price and reasonable price could influence the employee motivation to use traditional suppliers as they were the important factors for the employees’ consideration before they selected the suppliers to support them in each job. The quality control was found to have the highest influence on the employee motivation to use traditional suppliers as shown in the Standardized $\beta = 0.280$ and $p < 0.05$. The following factors were competitive price, reasonable price and service quality (Standardized $\beta = 0.246, 0.245$ and $0.138; p < 0.05$).

The quality control is the strongest influential variable in employee motivation to use traditional suppliers because the employees need to get the quality at an acceptable level at the events and every activity related to the reputation of the company and also the relationship with partners, resellers, distributors and end-consumers, but the
traditional suppliers were new suppliers or the suppliers who had few working experiences with the employees, so the employees could not fully trust their quality control. Meanwhile, quality control was found to have a positive relation with employee motivation to use traditional suppliers because if the level of quality control increases, results move in a positive direction towards employee motivation to use traditional suppliers.

The competitive price is the second variable to influence employee motivation to use traditional suppliers because the employees had more alternative suppliers in the market. If the price of the traditional suppliers was not competitive, the employees might select the other suppliers to support them. The competitive price was found to have a positive relation with employee motivation to use traditional suppliers because if the price was at a more competitive level, results move in a positive direction towards employee motivation to use traditional suppliers.

The reasonable price is the third influential variable in employee motivation to use the traditional suppliers as the employees felt that the traditional suppliers should offer the price which aligned with the budget in each activity. If the traditional suppliers need to compete with the preferred suppliers the traditional suppliers should generate many returns i.e. sales revenues, relationship improvement, awareness in the market, etc. in each activity at the acceptable level in the employees’ view, similar to preferred suppliers. The reasonable price was found to have a positive relation with employee motivation to use traditional suppliers because if the price was more reasonable, results move in a positive direction towards employees using traditional suppliers.

The service quality is the fourth influential variable in employee motivation to use the traditional suppliers because the traditional suppliers need to deliver the work at an acceptable quality in each activity, otherwise the employees might find and select the substitute suppliers to support them instead. Meanwhile, the service quality was a top criteria with competitive price, quality control and reasonable price in the supplier selection process. Therefore, the traditional suppliers should improve their service
level continuously while maintaining the competitive price because of the highly competitive business environment. The service quality was found to have a positive relation with employee motivation to use traditional suppliers because if the service quality increases, results move in a positive direction towards employee motivation to use traditional suppliers.

However, there were some variables i.e. warranty, compatibility with the existing process and credit terms which were found to have an insignificant relationship in employee motivation to use traditional suppliers as their p > 0.05. The warranty was found to have an insignificant relationship in employee motivation to use traditional suppliers because most activities were the events and roadshows, so the employees were focusing on performance and delivery at an acceptable level until the events or roadshows were completed which means the employees were focused on short-term delivery more than long-term. Meanwhile, the warranty was found to have a negative relation with employee motivation to use the traditional suppliers. The reason may come from many employees being focused on the short-term, not the long-term and the traditional suppliers provided the very low warranty level with the employee motivation.

The compatibility with the existing process was found to have an insignificant relationship with the employee motivation to use traditional suppliers as the employees focused more on the service quality and quality control. In addition, the adaptation with the existing process of the company should be the responsibility of the traditional supplier, so the compatibility with the existing process did not influence employee motivation to use traditional suppliers. The compatibility with the existing process was found to have a positive relation with employee motivation to use the traditional suppliers as if the compatibility with the existing process increases, results move in the positive direction towards employee motivation to use traditional suppliers.

The credit terms were found to have an insignificant relationship with employee motivation to use traditional suppliers as it was a policy of the company that fixed the
credit terms for the company at credit 30 days only and no one could change the
terms. In contrast, the credit terms had a negative relation with employee motivation
to use traditional suppliers, the reason may come from the aforementioned reason and
there were few problem issues from the traditional suppliers in the employees’ view.
Thus, the multiple linear regression equation of employee motivation to use
traditional suppliers can be defined in the equation which is as follows:

\[ Y = 0.189 + 0.194 (X_1) + 0.281 (X_2) - 0.054 (X_3) + 0.011 (X_4) + 0.272 (X_5) \\
+ 0.304 (X_6) - 0.078 (X_7) + \varepsilon \]

Where:

- \( Y \) = Employee Motivation to use traditional suppliers
- \( X_1 \) = Service Quality
- \( X_2 \) = Quality Control
- \( X_3 \) = Service Warranty
- \( X_4 \) = Compatibility with the existing process
- \( X_5 \) = Competitive price
- \( X_6 \) = Reasonable price
- \( X_7 \) = Credit terms
- \( \varepsilon \) = the error term
Table 4.5: Comparisons of the Employees’ Motivation to Use Preferred and Traditional Suppliers and their Influencing Factors

<table>
<thead>
<tr>
<th>Comparisons on</th>
<th>Mean</th>
<th>t-value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Preferred Suppliers</td>
<td>Traditional Suppliers</td>
</tr>
<tr>
<td>Service Quality</td>
<td>3.957</td>
<td>1.840</td>
</tr>
<tr>
<td>Quality Control</td>
<td>3.952</td>
<td>2.048</td>
</tr>
<tr>
<td>Warranty</td>
<td>4.020</td>
<td>1.980</td>
</tr>
<tr>
<td>Compatibili ty with the existing process</td>
<td>4.010</td>
<td>1.990</td>
</tr>
<tr>
<td>Competitive price</td>
<td>4.370</td>
<td>1.630</td>
</tr>
<tr>
<td>Reasonable price</td>
<td>4.280</td>
<td>1.690</td>
</tr>
<tr>
<td>Credit term</td>
<td>3.958</td>
<td>2.042</td>
</tr>
<tr>
<td>Employees’ Motivation</td>
<td>4.160</td>
<td>1.830</td>
</tr>
</tbody>
</table>

Remark: Note: *p-value<.05; ** p-value<.01; *** p-value<.001

From Table 4.5, the comparison the employees’ motivation to use preferred and traditional suppliers and their influencing factors that impacted the difference in perception by using preferred and traditional suppliers. The data analysis was performed to test the significance of the mean differences. All variables including service quality, quality control, warranty, compatibility with the existing process, competitive price, reasonable price, credit term and employees’ motivation to use preferred suppliers were all perceived as highly significant and higher than employees’ motivation to use traditional suppliers (t = 43.941, 24.971, 27.220, 25.740, 39.939, 40.775, 24.943 and 29.892, p < 0.001).

As the p-value of all factors were less than 0.001, it could be summarized that the perceived quality of work and price factors of using preferred and traditional suppliers are different and highly significant. As such, Hypothesis 3 which shows the difference in perception on quality of work and price factors by using preferred and traditional suppliers was supported by the data.
In contrast, the p-value of employee motivation was less than 0.001 and it could be summarized that there is a difference in employee motivation to use preferred and traditional suppliers with highly significant. As such Hypothesis 4 was supported by the data.

4.4 Conclusion of the Hypotheses Testing

In conclusion, the results of the four hypotheses tests were explained as follows

Hypotheses 1: There is a relationship between quality of work and price factors to use preferred suppliers, the researcher found that service quality, quality control, competitive price and reasonable were found to have a significant relationship with employee motivation to use preferred suppliers as their p-value was less than 0.05, while the other factors i.e. warranty, compatibility with the existing process and credit term were found to have an insignificant relationship as their p-value was more than 0.05. Therefore, Hypothesis 1 was concluded to be two parts. The first part of Hypothesis 1 was there is a relationship between service quality, quality control, competitive price and reasonable price to use preferred suppliers was supported by the data. In the meanwhile, the second part of Hypothesis 1 was there is a relationship between warranty, compatibility with the existing process and credit terms to use preferred suppliers was not supported by the data.

The significant factors i.e. service quality, quality control, competitive price and reasonable price could influence the employee motivation to use preferred suppliers as they were important factors for the employees’ consideration before they selected the suppliers to support them in each job. All of them were found to have a positive relation with employee motivation to use preferred suppliers which means if service quality, quality control, competitive price and reasonable price increase, results move in a positive direction towards employee motivation to use preferred suppliers.

However, there were some variables i.e. warranty, compatibility with the existing process and credit terms which were found to have an insignificant relationship with employee motivation to use preferred suppliers as their p > 0.05. Most of them i.e.
warranty and credit terms were found to have a negative relation with employee motivation to use the preferred suppliers. The reason may come from many employees being focused on the quality of work in the short-term, not the long-term and the company’s policy. On the other hand, the compatibility with the existing process was found to have a positive relation with employee motivation to use the preferred suppliers as if the compatibility with the existing process increases, results move in a positive direction towards employee motivation to use preferred suppliers.

Hypothesis 2: There is a relationship between quality of work and price factors to use traditional suppliers, the researcher found that service quality, quality control, competitive price and reasonable price had a significant relationship with employee motivation to use traditional suppliers as their p-value was less than 0.05, while the other factors i.e. warranty, compatibility with the existing process and credit terms were more than 0.05. Therefore, Hypothesis 2 was concluded to be two parts. The first part of Hypothesis 2 was there is a relationship between service quality, quality control, competitive price and reasonable price to use traditional suppliers was supported by the data. In the meanwhile, the second part of Hypothesis 2 was there is a relationship between warranty, compatibility with the existing process and credit terms to use traditional suppliers was not supported by the data.

In contrast, most of the independent variables i.e. service quality, quality control, compatibility with the existing process, competitive price and reasonable price were found to have a positive relation with the employee motivation to use traditional suppliers while warranty and credit terms were found to have a negative relation with employee motivation to use traditional suppliers which means if the warranty and credit terms increased, results move in a negative direction towards employee motivation to use traditional suppliers.

Hypotheses 3: There is a difference in perception on quality of work and price factors by using preferred and traditional suppliers. The comparison of quality of work and price factors impacted on the difference in perception by using preferred and traditional suppliers. The data analysis was performed to test the significance of the
mean differences. All factors including service quality, quality control, warranty, compatibility with the existing process, competitive price, reasonable price and credit terms of using preferred suppliers were all perceived as highly significant and higher than using traditional suppliers because the employees got the better service quality and pricing from the preferred suppliers. The preferred suppliers understood the requirements of the employees as they worked together many times. Meanwhile, the p-value of all comparisons were less than 0.001, it could be summarized that the perceived on quality of work and price factors by using preferred and traditional suppliers are different. As such, Hypothesis 3 which looked at the difference in perception on quality of work and price factors by using preferred and traditional suppliers, was supported by the data.

Hypotheses 4: There is a difference in employee motivation to use preferred and traditional suppliers. The comparison of influencing factor that affected the comparison of the difference in employee motivation to use preferred and traditional suppliers. The data analysis was performed to test the significance of the mean differences. The employee motivation of using preferred suppliers were all perceived as highly significantly higher than using traditional suppliers because the employees felt comfortable when working with the preferred suppliers who understood the requirements of the employees as they have worked together many times. Meanwhile, the p-value of employee motivation was less than 0.001, it could be summarized that there is a difference in employee motivation to use preferred and traditional suppliers. As such Hypothesis 4 was supported by the data. All hypotheses testing results are concluded in Table 4.6 as follows:
### Table 4.6: Summary of Research Hypotheses

<table>
<thead>
<tr>
<th>Hypotheses</th>
<th>Statement</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td>There is a relationship between quality of work and price factors to use preferred suppliers.</td>
<td></td>
</tr>
<tr>
<td>Part A</td>
<td>Between service quality and employee motivation</td>
<td>Supported</td>
</tr>
<tr>
<td>Part B</td>
<td>Between service control and employee motivation</td>
<td>Supported</td>
</tr>
<tr>
<td>Part C</td>
<td>Between warranty and employee motivation</td>
<td>Not Supported</td>
</tr>
<tr>
<td>Part D</td>
<td>Between compatibility with the existing process and employee motivation</td>
<td>Not Supported</td>
</tr>
<tr>
<td>Part E</td>
<td>Between competitive price and employee motivation</td>
<td>Supported</td>
</tr>
<tr>
<td>Part F</td>
<td>Between reasonable price and employee motivation</td>
<td>Supported</td>
</tr>
<tr>
<td>Part G</td>
<td>Between credit term and employee motivation</td>
<td>Not Supported</td>
</tr>
<tr>
<td>H2</td>
<td>There is a relationship between quality of work and price factors to use traditional suppliers.</td>
<td></td>
</tr>
<tr>
<td>Part A</td>
<td>Between service quality and employee motivation</td>
<td>Supported</td>
</tr>
<tr>
<td>Part B</td>
<td>Between service control and employee motivation</td>
<td>Supported</td>
</tr>
<tr>
<td>Part C</td>
<td>Between warranty and employee motivation</td>
<td>Not Supported</td>
</tr>
<tr>
<td>Part D</td>
<td>Between compatibility with the existing process and employee motivation</td>
<td>Not Supported</td>
</tr>
<tr>
<td>Part E</td>
<td>Between competitive price and employee motivation</td>
<td>Supported</td>
</tr>
<tr>
<td>Part F</td>
<td>Between reasonable price and employee motivation</td>
<td>Supported</td>
</tr>
<tr>
<td>Part G</td>
<td>Between credit term and employee motivation</td>
<td>Not Supported</td>
</tr>
<tr>
<td>H3</td>
<td>There is a difference in perception on quality of work and price factors by using preferred and traditional suppliers.</td>
<td>Supported</td>
</tr>
<tr>
<td>H4</td>
<td>There is a difference in employee motivation to use preferred and traditional suppliers.</td>
<td>Supported</td>
</tr>
</tbody>
</table>
4.5 Summary

In summary, quality of work and price factors were found to have a relationship with using preferred and traditional suppliers as expected. The proposed conceptual framework was significantly fit by analyzing the multiple regression and paired t-test analysis. All four proposed hypotheses were supported by the data. However, the regression model indicated that the quality of work and price factors have a relationship to use preferred and traditional suppliers. In contrast, the SPSS results indicated that employee motivation to use preferred suppliers is higher than using traditional suppliers.
CHAPTER V

SUMMARY FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the results of this research. There are four sections in this chapter which are conclusions and a summary of the findings, managerial implications and recommendations and suggestions for further studies. The conclusions and summary of the findings present the analysis results from the hypotheses testing. The managerial implications clarify the support reasons for employee motivation to use preferred suppliers. Finally, all of the results from this study figure out the limitations and generate the ideas for recommendation of other research findings which should be investigated in the future.

5.1 Conclusions and Summary of the Findings

In conclusion, the results of the four hypotheses tested were explained as follows; there is a relationship between quality of work and price factors to use preferred suppliers. The researcher found that service quality, quality control, competitive price and reasonable price were found to have a significant relationship with employee motivation to use preferred suppliers, while the other factors i.e. warranty, compatibility with the existing process and credit terms were found to have an insignificant relationship.

The significant variables i.e. service quality, quality control, competitive price and reasonable price could influence the employee motivation to use preferred suppliers as they were the important factors for the employees’ consideration before they selected the suppliers to support them in each job. The competitive price was found to have the highest influence in employee motivation to use preferred suppliers followed by quality control, reasonable price and service quality.

In quality of work, the service quality and quality control were the influential variables because the employees needed to get the quality at an acceptable level
continuously at the events and every activity related to the reputation of the company and also the relationship with partners, resellers, distributors and end-consumers, so the preferred suppliers needed to deliver the work with acceptable quality in each activity continuously. If the preferred suppliers could not control the quality of work at an acceptable level, the employees might change to use substitute suppliers as they had more alternatives in the market.

In price factors, the competitive price and reasonable price were the influencing variables because of the highly competitive business environment that means the employees had more alternative suppliers in the market. If the price of preferred supplier was not competitive and reasonable, the employees might select the other suppliers to support them. In contrast, the preferred suppliers should offer the price which aligned with the limited budget in each activity and should be the partners who generate many returns i.e. sales revenues, relationship improvement, awareness in the market, etc. in each activity at the acceptable level in the employees’ view.

The service quality, quality control, competitive price and reasonable price were the top criteria of employees in the supplier selection process. Hence, the preferred suppliers should improve their service level continuously while maintaining or reducing their price because of the highly competitive business environment. Meanwhile, all of them were found to have a positive relation with employee motivation to use preferred suppliers which means any variable of service quality, quality control, competitive price and reasonable price increases, results in a move in a positive direction towards employee motivation to use preferred suppliers.

However, there were some variables i.e. warranty, compatibility with the existing process and credit terms which were found to have an insignificant relationship with employee motivation to use preferred suppliers. The warranty was found to have an insignificant relationship with employee motivation to use preferred suppliers because most activities were the events and roadshows, so the employees were focusing on performance and delivery at the acceptable level until the events or roadshows were completed which means the employees focused on short-term delivery more than
long-term. The compatibility with the existing process was found to have an insignificant relationship with the employee motivation to use preferred suppliers because the adaptation with the existing process of the company should be the responsibility of the preferred supplier in the employees’ view. The credit terms were found to have an insignificant relationship with employee motivation to use preferred suppliers as it was a policy of the company that fixed the credit terms for the company at credit 30 days only and no one could change them.

From results, the warranty and credit terms were found to have a negative relation with employee motivation to use the preferred suppliers which means if any variable of warranty and credit terms increases, it results in a move in a negative direction towards employee motivation to use preferred suppliers. The reason may come from many employees being focused on the short-term, not the long-term and the preferred suppliers provided the very low warranty level with the employee motivation, few problem issues from the preferred suppliers and the company’s policy. On the other hand, the compatibility with the existing process was found to have a positive relation with employee motivation to use the preferred suppliers because if the preferred suppliers could adapt themselves with the company process, the preferred suppliers could respond the employees quicker.

There is a relationship between quality of work and price factors to using the traditional suppliers. The researcher found that service quality, quality control, competitive price and reasonable price had a significant relationship with employee motivation to using traditional suppliers, while the other factors i.e. warranty, compatibility with the existing process and credit terms were insignificant.

The significant factors i.e. service quality, quality control, competitive price and reasonable price could influence the employee motivation to use traditional suppliers as they were the important factors for the employees’ consideration before they selected the suppliers to support them in each job. The quality control was found to have the highest influence in the employee motivation to using traditional suppliers followed by competitive price, reasonable price and service quality.
In addition, the employees felt that the traditional suppliers should offer the competitive and reasonable prices which aligned with the budget of each activity, if the traditional suppliers need to compete with the preferred suppliers and the traditional suppliers should generate many returns i.e. sales revenues, relationship improvement, awareness in the market, etc. in each activity at the acceptable level in the employees’ view similar to the preferred suppliers, otherwise the employees might select the preferred or substitute suppliers to support them instead. From these reasons, the service quality, quality control, competitive price and reasonable price were significant variables and were found to have a positive relation with employee motivation to use the traditional suppliers.

However, there were some variables i.e. warranty, compatibility with the existing process and credit terms which were found to have an insignificant relationship with employee motivation to use traditional suppliers. The warranty was found to have an insignificant relationship with employee motivation to use traditional suppliers because most activities were the events and roadshows, so the employees were focusing on performance and delivery at the acceptable level until the events or roadshows were be completed which means the employees focused on short-term delivery more than long-term. The compatibility with the existing process was found to have an insignificant relationship with the employee motivation to use traditional suppliers because the adaptation with the existing process of the company should be the responsibility of the preferred supplier in the employees’ view. The credit terms were found to have an insignificant relationship with employee motivation to use traditional suppliers as it was a policy of the company that fixed the credit terms for the company at credit 30 days only and no one could change them.

From the results, the warranty and credit terms found to have a negative relation with employee motivation to use the traditional suppliers that means if the any variable of warranty and credit terms increases, the results move in the negative direction towards employee motivation to use traditional suppliers. The reason may come from many employees being focused on the short-term, not the long-term and the traditional
suppliers provided the very low warranty levels with the employee motivation, few problem issues from the traditional suppliers and the company’s policy. On the other hand, the compatibility with the existing process was found to have a positive relation in employee motivation to use the traditional suppliers because if the traditional suppliers could adapt themselves with the company process, the traditional suppliers could get more opportunity to get the job.

The comparison of quality of work and price factors impacted the difference in perception by using preferred and traditional suppliers and the comparison of influencing factor that affected the comparison of the difference in employee motivation to use preferred and traditional suppliers. The data analysis was performed to test the significance of the mean differences. All influential variables including service quality, quality control, warranty, compatibility with the existing process, competitive price, reasonable price, credit term and employee motivation to use preferred suppliers were perceived as significant as and higher than using traditional suppliers because the employees got the better service quality and pricing from the preferred suppliers. The preferred suppliers understood the requirements of the employees as they worked together many times and the employees could control and trust the quality of work and price factors of the preferred suppliers.

5.2 Theoretical Implications

This research was developed for studying the employee motivation to use preferred suppliers which is related influential variables i.e. quality of work and price factors that were analyzed including service quality, quality control, warranty, compatibility with the existing process, competitive price, reasonable price and credit terms. This research could be applied or illustrated when other researchers would like to study other companies – IT companies in Thailand or IT companies overseas – or other businesses such as FMCG, logistics, electronic products, and accessories. However, the influential variables that were applied in this conceptual framework might not fully explain the topic. Thus, the additional study of variables should be reviewed and
analyzed for the relationship of employee motivation to using preferred suppliers and the attribution of each specific business factors related to benefit criteria as quality of work and price factors related to environmental influence as management decision, employee motivation, trust, marketing, business associates, advertising, sales representatives and past experience.

5.3 Managerial Implications

For the employee motivation to using preferred suppliers, the findings of the research found that service quality, quality control, competitive price and reasonable price were significant variables and influenced employee motivation to use preferred suppliers. Service quality, quality control, competitive price and reasonable discussed how employees would be motivated and confident to use the service from preferred suppliers. Thus, the employee motivation to use preferred suppliers should emphasize on these factors in order to implement the business performance. The increase of service quality, quality control, competitive price and reasonable price to reach over the perception of employees of ABC Company were important variables to encourage the employees to use the preferred suppliers. Furthermore, the performance checking for service provided by preferred suppliers with employees, customers, resellers, distributors and partners is another improving methodology to increase the employee motivation to use preferred suppliers. The preferred suppliers should develop themselves continuously in order to motivate the employees to use their service in the future.

5.4 Limitations and Recommendations for Future Research

This research aims to study about the employee motivation to use preferred suppliers. The research study was only measured at the IT Company (ABC) in Thailand, so in the future research of other companies or businesses such as FMCG, logistics, electronic products, and accessories should be conducted in order to study the attributes that impact the employee motivation to use preferred suppliers.
The quality of work and price factors are applied to construct the conceptual framework. Furthermore, the researcher proposes seven influencing independent variables including service quality, quality control, warranty, compatibility with the existing process, competitive price, reasonable price, and credit terms and one dependent variable which is employee motivation to use preferred suppliers. Anyway, these independent variables may be insufficient to fully explain and test the relationship when its business operation is changing or expanding.

In the future, it is likely that using preferred suppliers may be increased and expanded to other companies and businesses. In the future research, some other independent variables may be able to measure and analyze the relationship with dependent variables. Company loyalty, brand evaluation, marketing and after sales service are the illustrations of likely independent variables. In addition, further research about the employee motivation to use preferred suppliers should be conducted in order to compare the results with other companies in the same industry or across business industries to develop and improve business performance.
BIBLIOGRAPHY


APPENDIX A

Questionnaire
EMPLOYEE MOTIVATION SURVEY

Dear respondents,

This questionnaire is designed for a graduate master’s project in the Master of Science Supply Chain Management Program at Assumption University. All information provided will be confidential and will be used for academic research purpose only. Your valuable time and answer are much appreciated. Thank you for your cooperation.

Part I: Quality of work, price factors, and employee motivation to use the preferred suppliers and traditional suppliers.

Please mark a ✓ in the boxes of both columns to evaluate the said factors of the preferred suppliers who is reviewed by the working team and following the policy and compliance of company and traditional suppliers who is not reviewed by the working team yet. In the first column is for the preferred suppliers and the second is for the traditional suppliers.

<table>
<thead>
<tr>
<th>Your opinion on.....</th>
<th>Level of Your Opinion When using</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Preferred Suppliers</td>
</tr>
<tr>
<td></td>
<td>Strongly ↔ Strongly Agree</td>
</tr>
<tr>
<td></td>
<td>Disagree</td>
</tr>
</tbody>
</table>

| Service Quality | |
|-----------------|-----------------|-----------------|
| 1 Suppliers provide the high service level | 5 4 3 2 1 | 5 4 3 2 1 |
| 2 You are more trust in service of suppliers | 5 4 3 2 1 | 5 4 3 2 1 |
| 3 Suppliers give more priority on your benefits | 5 4 3 2 1 | 5 4 3 2 1 |
| 4 Suppliers are more pleased to service you both in working time and overtime | 5 4 3 2 1 | 5 4 3 2 1 |

| Quality Control | |
|-----------------|-----------------|-----------------|
| 1 You get the service provided over commitment from the suppliers. | 5 4 3 2 1 | 5 4 3 2 1 |
| 2 You get the service on time | 5 4 3 2 1 | 5 4 3 2 1 |
| 3 Suppliers maintain the high service level to you continuously | 5 4 3 2 1 | 5 4 3 2 1 |
| 4 Suppliers keep focus on their service to you | 5 4 3 2 1 | 5 4 3 2 1 |

| Warranty | |
|-----------------|-----------------|-----------------|
| 1 Suppliers give guarantee on their services | 5 4 3 2 1 | 5 4 3 2 1 |
| 2 Suppliers give longer warranty periods to you if necessary | 5 4 3 2 1 | 5 4 3 2 1 |
| 3 You trust the services of the suppliers | 5 4 3 2 1 | 5 4 3 2 1 |

| Compatibility with Existing Process | |
|-----------------|-----------------|-----------------|
| 1 Suppliers are aware the policy and compliance of your company | 5 4 3 2 1 | 5 4 3 2 1 |
| 2 Suppliers have quick response with your request | 5 4 3 2 1 | 5 4 3 2 1 |
| 3 Suppliers understand and quick adapt themselves when the company changes the policy and compliance | 5 4 3 2 1 | 5 4 3 2 1 |

65
<table>
<thead>
<tr>
<th>Your opinion on.....</th>
<th>Competitive Price</th>
<th>Reasonable Price</th>
<th>Credit term</th>
<th>Employee motivation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Preferred Suppliers</td>
<td>Traditional Suppliers</td>
<td>Strongly Agree</td>
<td>Strongly Disagree</td>
</tr>
<tr>
<td>Suppliers offer the competitive price</td>
<td>5 4 3 2 1</td>
<td>5 4 3 2 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Suppliers can maintain the price offer while provide the better service quality</td>
<td>5 4 3 2 1</td>
<td>5 4 3 2 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>With the same service level of market, suppliers provide the lower price than others</td>
<td>5 4 3 2 1</td>
<td>5 4 3 2 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The price offered of suppliers are reasonable</td>
<td>5 4 3 2 1</td>
<td>5 4 3 2 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>You accept the price offer from suppliers</td>
<td>5 4 3 2 1</td>
<td>5 4 3 2 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>You get sufficient saving from the suppliers</td>
<td>5 4 3 2 1</td>
<td>5 4 3 2 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>You can get the credit term from the suppliers as your request</td>
<td>5 4 3 2 1</td>
<td>5 4 3 2 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>You get the longer credit term from the suppliers</td>
<td>5 4 3 2 1</td>
<td>5 4 3 2 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Suppliers can flexible for longer credit term than usual if you request</td>
<td>5 4 3 2 1</td>
<td>5 4 3 2 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Your experience on the supplier's service which is as good as it is supposed to be</td>
<td>5 4 3 2 1</td>
<td>5 4 3 2 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>You have never been disappointed with service provided from the suppliers</td>
<td>5 4 3 2 1</td>
<td>5 4 3 2 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>You feel satisfied with service quality from the suppliers</td>
<td>5 4 3 2 1</td>
<td>5 4 3 2 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>You will use this supplier to support you in the future</td>
<td>5 4 3 2 1</td>
<td>5 4 3 2 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>You will use this supplier in the coming project</td>
<td>5 4 3 2 1</td>
<td>5 4 3 2 1</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Part II: General Information** (Please mark ✓ your answer)

1. Gender
   - ( ) Male
   - ( ) Female

2. Age
   - ( ) 24-29
   - ( ) 30-35
   - ( ) 36-41
   - ( ) 42 and up years old

3. Department
   - ( ) Finance
   - ( ) SMS&P
   - ( ) CCG
   - ( ) PS & EPG
4. How long you are working with ABC Company?
( ) 0 – 1 year
( ) 3 – 5 years
( ) 1 – 3 years
( ) More than 5 years

5. How many times did you work with suppliers in last 6 months?
( ) 0 – 10 times
( ) 21 – 30 times
( ) 11 – 20 times
( ) More than 30 times

6. How long times did you dissatisfied with the service provided from suppliers in the last 6 months?
( ) None
( ) 5 – 10 times
( ) 10 – 15 times
( ) More than 15 times

--------Thank you for your kind cooperation--------
แบบสอบถามเกี่ยวกับการจ้างงานของพนักงานต่อการบริการของช่างแพทย์เวร

เรียน ท่านผู้ตอบแบบสอบถาม

แบบสอบถามนี้จัดทำขึ้นสำหรับการวิจัยเกี่ยวกับการจ้างงานของพนักงานต่อการบริการของช่างแพทย์เวรเป็นส่วนหนึ่งของการศึกษาวิจัยโดยเรา ขอให้รับสิทธิ์ในการตอบแบบสอบถามข้อความของท่าน จะถูกเก็บเป็นความลับและไม่ใช่เพื่อการวิจัยเท่านั้น โดยไม่มีการเปิดเผยหรือส่งต่อไปยังบุคคลภายนอก
ขอขอบพระคุณในความร่วมมือของท่านมา

นายวิศิษฐ์ บุญทิพย์

ผู้วิจัย

ส่วนที่ 1: คุณภาพของงาน การบริการ เป็นต่อทางการเงินและช่างแพทย์เวรของพนักงาน ต่อการบริการของช่างแพทย์เวรที่

ผ่านการตัดสินแล้ว และ ช่างแพทย์เวรที่ประจำ

กรุณาแสดงความคิดเห็นของท่านที่มีต่อการบริการของช่างแพทย์เวรที่ดีดังกล่าว โดยชีพแพทย์เวรที่ผ่านการตัดสินแล้ว หมายถึง ช่างแพทย์เวรที่ผ่านการคัดเลือกตรวจสอบ และปฏิบัติตามกฎระเบียบข้อกำหนดของบริษัท ใน

ท่านทำและกรับประโยชน์ด้านงานบริการ และ ช่างแพทย์เวรที่ประจำ หมายถึง ช่างแพทย์เวรที่ผ่านการคัดเลือกตรวจสอบโดยเจ้าหน้าที่ โดยท่านเห็นชอบ ที่จะรับผิดชอบในการตัดสินช่วงเวลาที่สำหรับผู้มี

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คุณภาพบริการ

1. ท่านได้รับบริการจากการช่างแพทย์เวรเป็นอย่างดี 5 4 3 2 1 5 4 3 2 1
2. ท่านเข้าใจในบริการของช่างแพทย์เวร 5 4 3 2 1 5 4 3 2 1
3. ช่างแพทย์เวรให้ความคุ้มค่าแก่ทุกประชุมของท่านเป็นอย่างดี 5 4 3 2 1 5 4 3 2 1
4. ท่านได้รับบริการอย่างเต็มใจ จากช่างแพทย์เวร ทั่วไปและ นอกจากมากที่มี

ปัญหาในการคุณภาพ

1. ท่านได้รับบริการจากช่างแพทย์เวรเกินกว่าข้อคุณที่กำหนดไว้ 5 4 3 2 1 5 4 3 2 1
2. ท่านได้รับบริการที่ครอบคลุมจากช่างแพทย์เวร 5 4 3 2 1 5 4 3 2 1

68
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<th>ที่พนักงานเลือกสรรแล้ว</th>
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<td>4 ช่างพยาบาล์ มุ่งมั่นที่จะให้บริการที่ดีต่อท่านเสมอ</td>
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**การบริการแพทย์**

| 1 ช่างพยาบาล์รับผิดชอบประกำและบริการ | 5 4 3 2 1 | 5 4 3 2 1 |
| 2 ช่างพยาบาล์มีการตระหนักถึงความประสงค์การบริการที่ดีต่อท่าน | 5 4 3 2 1 | 5 4 3 2 1 |
| 3 ท่านมีความเชื่อมั่นในการให้บริการของช่างพยาบาล์ | 5 4 3 2 1 | 5 4 3 2 1 |

**ความสำเร็จในการปฏิบัติงาน**

| 1 ช่างพยาบาล์มีความมุ่งมั่นในการปฏิบัติงาน | 5 4 3 2 1 | 5 4 3 2 1 |
| 2 ช่างพยาบาล์มีการตอบแทนที่เหมาะสมต่อการปฏิบัติงาน | 5 4 3 2 1 | 5 4 3 2 1 |
| 3 ท่านมีความมั่นใจที่จะรับบริการ | 5 4 3 2 1 | 5 4 3 2 1 |

**การแก้ไขข้อคิดค้น**

| 1 ท่านได้รับการแก้ไขข้อคิดค้นจากช่างพยาบาล์ | 5 4 3 2 1 | 5 4 3 2 1 |
| 2 ช่างพยาบาล์สามารถแก้ไขข้อคิดค้นโดยให้บริการที่ดี | 5 4 3 2 1 | 5 4 3 2 1 |
| 3 ท่านมีความสุขในที่ที่ท่านรู้สึกว่าผู้ช่วยใจที่ดี | 5 4 3 2 1 | 5 4 3 2 1 |

**ราคาที่เหมาะสม**

| 1 ท่านได้รับการเสนอราคาที่เหมาะสมจากช่างพยาบาล์ | 5 4 3 2 1 | 5 4 3 2 1 |
| 2 ราคาที่ช่างพยาบาล์เสนอ อยู่ในระดับที่ท่านพอใจ | 5 4 3 2 1 | 5 4 3 2 1 |
| 3 ท่านมีความสุขในราคาที่ช่างพยาบาล์เสนอ | 5 4 3 2 1 | 5 4 3 2 1 |

**ระยะเวลาการช่างรัง**

| 1 ท่านสามารถคาดการณ์ระยะเวลาการช่างเรื่องจาช่างพยาบาล์ | 5 4 3 2 1 | 5 4 3 2 1 |
| 2 ท่านสามารถคาดการณ์ระยะเวลาการช่างเรื่องจากช่างพยาบาล์ | 5 4 3 2 1 | 5 4 3 2 1 |
| 3 ช่างพยาบาล์สามารถอัคเกอร์ระยะเวลาการช่างเรื่องได้ หากท่านมีการขอ | 5 4 3 2 1 | 5 4 3 2 1 |
ตารางที่ 2 ข้อมูลทั่วไป

<table>
<thead>
<tr>
<th>ความคิดเห็น.....</th>
<th>ระดับความต้องห้องคือการจัดหาพนักงานอย่างไร อย่างที่ควรจะเป็น</th>
<th>ที่ผ่านการเลือกสรรแล้ว</th>
<th>ทั่วไป</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 จัดหาพนักงาน ให้บริการแก่พนักงานอย่างดี</td>
<td>5 4 3 2 1</td>
<td>5 4 3 2 1</td>
<td></td>
</tr>
<tr>
<td>2 ท่านไม่เคยติดบัญชีบริการที่ได้รับจากจัดหาพนักงาน</td>
<td>5 4 3 2 1</td>
<td>5 4 3 2 1</td>
<td></td>
</tr>
<tr>
<td>3 ได้ภาพรวมท่านพัฒนาการจัดหาพนักงาน</td>
<td>5 4 3 2 1</td>
<td>5 4 3 2 1</td>
<td></td>
</tr>
<tr>
<td>4 ท่านจะใช้บริการจากจัดหาพนักงานในอนาคตอันใกล้</td>
<td>5 4 3 2 1</td>
<td>5 4 3 2 1</td>
<td></td>
</tr>
<tr>
<td>5 ท่านจะเลือกจัดหาพนักงานเมื่อต้องการใช้บริการในกรอบระยะเวลา</td>
<td>5 4 3 2 1</td>
<td>5 4 3 2 1</td>
<td></td>
</tr>
</tbody>
</table>

กรุณาทำเครื่องหมาย (☑) ลงในช่องที่ตรงกับคำตอบของท่าน

1. เพศ
   ( ) ชาย
   ( ) หญิง

2. อายุ
   ( ) น้อยกว่า 25 ปี
   ( ) 25 – 30 ปี
   ( ) 31 – 35 ปี
   ( ) 36 – 40 ปี
   ( ) 40 – 45 ปี
   ( ) มากกว่า 45 ปี

3. แผนก
   ( ) Finance
   ( ) SMS&P
   ( ) CC&G
   ( ) PS & EPG

4. ประสบการณ์การทำงานในบริษัท ABC
   ( ) 0 – 1 ปี
   ( ) 1 – 5 ปี
   ( ) 6 – 10 ปี
   ( ) 11 – 20 ปี
   ( ) 21 – 30 ปี
   ( ) มากกว่า 30 ปี

5. ท่านมีประสบการณ์ในการทำงานร่วมกับพนักงานอื่น ที่บริษัท ABC หรือบริษัทอื่นในระยะเวลา 6 เดือนที่ผ่านมา
   ( ) 0 – 10 ครั้ง
   ( ) 11 – 20 ครั้ง
   ( ) 21 – 30 ครั้ง
   ( ) มากกว่า 30 ครั้ง

6. ท่านมีประสบการณ์การทำงานประชาสัมพันธ์กับพนักงานอื่นที่บริษัท ABC หรือบริษัทอื่นในระยะเวลา 6 เดือนที่ผ่านมา
   ( ) ไม่มี
   ( ) 1 – 5 ครั้ง
   ( ) 5 – 10 ครั้ง
   ( ) มากกว่า 10 ครั้ง

---ขอขอบคุณในความร่วมมือของท่าน---