

ABSTRACT

Out of the concern of ABC Printing's on the company's high employee turnover rate, this research was conducted to determine the root cause of the problem. Three areas were chosen by the researcher to clarify the situation, namely (1) employee motivation, (2) job satisfaction, and (3) job performance

The research was conducted using the action research model in gathering data. The secondary data was searched from text books, journals and website. The primary data was collected by two methods: interviewing with 11 ABC Printing's executives, and questionnaires collecting from 307 ABC Printing's employees. The two methods were conducted twice, once before and once after the ODI Phase.

The main findings of Pre-ODI phase demonstrated that (1) the level of motivation factors were in a middle level, except few low-score areas on working overtime, promotion and training, (2) the level of job satisfaction factors were in a middle-high level, especially in knowledge gaining from the job, and in short-term goals achievement, while the feedback part received low score, (3) the level of job performance was high, but needed to be carefully analysed and compared with the interview results of the management team in order to avoid the employee's self bias.

After 2.5-month ODI phase which included three initiatives: Career Development Plan, Rewards Activities and Training Activities, findings of Post-ODI phase demonstrated that (1) the level of motivation factors were in a higher level, compared to Pre-ODI phase, especially in training area. However, the unsatisfied area which was promotion had not been improved, for reasons of time and process. (2) The level of job satisfaction factors were generally increased in the positive direction, especially in feedback, and (3) the management team and the employees

mutually agreed that the performance was in higher satisfaction level although the results could not be obviously demonstrated.

From the results, the recommendations were made to the management team, to continue working on the proposed activities and also to consider more on employee's career development plan as a long-term solution. Few possible ODIs were recommended to the ABC Printing, including ODI on communication and leadership which can definitely increase the performance of senior-level employees in managing their subordinates. Although this research could not give a dramatic increase of firm performance due to the limited timeframe, it provided ideas and guidelines of activities to the management team to develop and implement to their employees for better motivation, job satisfaction and job performance level.

